Minutes

BOARD OF TRUSTEES
March 6, 2015, 6:30 pm
The Peter Lougheed Room, 340 Richardson Hall


Also Present: C. Davis, M. Fraser, T. Harris, A. Harrison, S. Liss

Regrets: K. McKinnon, D. Pattenden

CLOSED SESSION

Trustees met in closed session from 6:30pm to 6:45pm with the Principal, Vice-Principals and Secretariat staff. As part of the closed session, the Board of Trustees approved the following motions:

Moved by D. Woolf, seconded by D. Tisch, that the Board of Trustees approve the reappointment of Steven Liss as Vice-Principal, Research, for a five-year term from September 1, 2015 to August 31, 2020.

Carried 15-0

Moved by I. van Nostrand, seconded by E. Speal, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee, appoint David Allgood to the Board for a term to May 31, 2017 (broken term of service).

Carried 15-0

Moved by I. van Nostrand, seconded by E. Speal, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee, reappoint Robert McFarlane to the Board for a three-year term effective June 1, 2015.

Carried 15-0

(Abstention: R. McFarlane)

Moved by I. van Nostrand, seconded by M. Young, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee, appoint Edward Speal as Vice-Chair of the Board for a term to May 31, 2016.

Carried 15-0

(Abstention: E. Speal)

Moved by I. van Nostrand, seconded by E. Speal, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee appoint M. Young, K. McKinnon, and S. Tanner to the Board-Senate Retreat Planning Group for 2015.

Carried 15-0

(Abstentions: S. Tanner, M. Young)
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Moved by I. van Nostrand, seconded by D. Tisch, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee, appoint Nikita Nanos to the External Relations and Development Committee for a term to May 31, 2017.

Carried 15-10

II OPEN SESSION

1. Adoption of Agenda
   a) March 6/7, 2015

   Moved by D. Woolf, seconded by E. Speal, that the Board adopt the agenda as circulated with the provision that items 2 through 5 in the consent portion of the agenda be approved, or received for information, by consent.

   Carried 15-11

CONSENT

2. Approval of the Minutes
   a) Minutes of December 5/6, 2014 Confidential Closed Session

   That the Board of Trustees approve the Closed Session minutes of December 5/6, 2014 as circulated.

   Carried 15-12

   b) Minutes of December 5/6, 2014 Open Session

   That the Board of Trustees approve the Open Session minutes of December 5/6, 2014 as circulated.

   Carried 15-13

   c) Minutes of Special Meeting of January 5, 2015 Open Session

   That the Board of Trustees approve the minutes of January 5, 2015 as circulated.

   Carried 15-14

3. Naming Dedications
   a) Naming Dedications Report

   That the Board of Trustees approve the dedication of the “David McTavish Art Study Room” (#256), in the name of David McTavish, in recognition of the gift from Dr. Alfred Bader and Dr. Isabel Bader, in support of Queen’s and the Agnes Etherington Art Centre.

   Carried 15-15

   That the Board of Trustees approve the dedication of the “William J. Henderson Laboratory” (Room 342 in Botterell Hall) in recognition of the gift in support of Queen’s and the Archer Laboratory on Cardiovascular Sciences in the Faculty of Health Sciences. This naming is limited to a period of 10 years.

   Carried 15-16

   That the Board of Trustees approve the dedication of the “Purdys Chocolatier Bench/ Karen Flavelle” in Goodes Hall, in recognition of the gift from Karen Flavelle, BCom’79, in support of Queen’s and the Queen’s School of Business.

   Carried 15-17

   That the Board of Trustees approve the dedication of “Richardson Walk,” around the perimeter of Benidickson Field, in recognition of the long standing relationship and support of the Richardson Family and Queen’s University.

   Carried 15-18
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b) Chartered Professional Accountants Name Change

4. Senate items requiring Board ratification (NONE)

5. Reports
   a) Quarterly Advancement Report
   b) Quarterly University Relations Report
   c) Quarterly Financial Update
   d) Quarterly Investment Report
   e) Quarterly Pension Report
   f) S&P Credit Rating Report
   g) DBRS Credit Rating Report
   h) Answer to Question from Senate regarding Board-Senate Retreat Follow-Up

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6. Chair's Remarks - B. Palk
   a) Verbal Update

   B. Palk welcomed attendees to the March meeting and extended a special welcome to S. Riddell Rose who was attending her first in-person meeting and announced the appointments and reappointments approved in the Closed Session:
   - D. Allgood to the Board for a term to May 31, 2017;
   - R. McFarlane to the Board for a three-year term effective June 1, 2015;
   - E. Speal as a Vice-Chair of the Board for a term to May 31, 2016;
   - K. McKinnon, S. Tanner, and M. Young to the Board-Senate Retreat Planning Group for 2015; and,

   B. Palk congratulated those successfully elected to the Board in the recent faculty, staff, and undergraduate student elections:
   - D. Bakhurst, Charlton Professor of Philosophy;
   - G. Denford, Finance and Staffing Manager, Division of Student Affairs; and,
   - J. Li, second-year concurrent education student.

   B. Palk congratulated the newly elected AMS executive, K. Chinnah (President), K. Beaudry (VP Operations), and C. Wright (VP University Relations), and incoming Society of Graduate and Professional Students President, C. Cochrane, all of whom take office as of May 1, 2015. She also congratulated C. Garneau on her recent appointment as Associate Secretary of the University.

   B. Palk announced that D. Alexander has resigned from the Board due to work commitments and noted that a small gift will be sent to her in appreciation for her service.

   b) AGB Annual Foundation Leadership Forum

   B. Palk reported that she recently attended the Association of Governing Boards (AGB) annual Foundation Leadership Forum along with D. Raymond and D. Tisch. The conference was largely intended for trustees of philanthropic foundations, which are often a legislative requirement for universities in the United States.

   D. Tisch observed that he left the conference feeling that Queen’s philanthropic efforts are well positioned and are effectively supported by the senior administration and the University’s governance structures. Sessions of particular interest included those focused on the importance of investing in advancement activities, donor recognition and stewardship, building a culture of philanthropy with the institution and its board, and reputation management issues. He reported that universities are paying increased attention to individuating the student learning experience as research indicates this leads to higher graduation rates, which are important because those who do not complete their studies do not usually become donors or advocates for the institution.
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D. Raymond shared D. Tisch’s observation about Queen’s philanthropic efforts. He noted that while there are many jurisdictional differences between Canadian and American universities, the conference provided insights into best practices and current issues related to endowed funds including responsible investing, gift fees, fundraising for athletics, and asset management fees.

B. Palk encouraged members to watch for a summary of the conference in a forthcoming edition of the AGB Trusteeship magazine.


B. Palk explained that K. McKinnon attended the meeting on her behalf. She noted that the meeting focused primarily on the development of a University sector pension plan and C. Davis would provide an update on that initiative during the Saturday session.

8. Principal’s Strategic Update
   a) Verbal Update

   Principal Woolf reported that in response to concerns regarding the course Health Studies 102, Provost Harrison is working closely with the Faculty of Arts and Science and the School of Kinesiology and Health Studies to ensure course material meet the University’s standards for intellectual rigour and that evidence-based research is presented in all courses. He observed that there was considerable social media interest in the matter, expressed his disappointment in the ad hominem criticism of the faculty member teaching the course, and stressed that all members of the Queen’s community have a responsibility to ensure that dialogue around controversial issues remains collegial.

   Principal Woolf reported that members of the senior administration will participate in the first Student Leadership Summit later that month. Hosted by the Rector, the Summit will be an opportunity for outgoing and incoming student leaders to meet with administration and discuss current Queen’s issues.

   Queen’s recently received funding from the Queen Elizabeth II Diamond Jubilee Scholarship Program for two initiatives that will allow 35 students to pursue internships or study abroad programs and eight students from Commonwealth countries to pursue graduate students at Queen’s.

   Queen’s is the first Canadian university to create major maps for all 44 undergraduate programs. Developed by Career Services, the maps provide advice on academics, extracurricular activities, networking, international activities, and possible career paths. The Premier’s advisor on post-secondary education recently acknowledged this initiative over social media.

   Principal Woolf closed by commending the outgoing Alma Mater Society (AMS) and Society of Graduate and Professional Student Society (SGPS) executives for their efforts over the past year. He recognized their professionalism and willingness to work collaboratively with the University on key issues including the AMS’ ReUnion Street Festival and the recently formed working group to explore policies related to non-code based harassment.

   b) Strategic Framework Summary

   Principal Woolf reported that the summary has not changed since the update provided in December 2014 as most data sources are updated annually. Although there have been no changes to the summary, many activities are underway in support of the Strategic Framework targets. The Board will be apprised of changes as updated data becomes available. A comprehensive progress report will be presented in December 2015.

9. Provost’s Operational Update
   a) Verbal Update
Provost Harrison reminded the Board that K. O’Brien (Associate Vice-Principal, International) will present an overview of the forthcoming Comprehensive International Plan at the May meeting. He noted that K. O’Brien has been working closely with on and off-campus stakeholders and considerable progress has been made toward the development of the strategy.

Queen’s recently received provincial funding to develop 20 of the total 94 courses funded through the Ontario Online Initiative. Provost Harrison commended J. Scott (Vice-Provost, Teaching and Learning) and B. Ravenscroft (Associate Dean, Arts and Science) for their work preparing the proposals. He noted that while Queen’s is comparatively new to developing online courses, the University’s proportion of successful applications exceeded that of most other institutions.

b) Strategic Framework Process Update: Initiatives in Support of Enhancing the Student Learning Experience

Provost Harrison explained that the report provides an overview of current initiatives in support of enhancing the student learning experience. These include the Provost’s Advisory Committee on Teaching and Learning chaired by J. Scott, detailed analysis of National Survey of Student Engagement (NSSE) results, and the formation of an Experiential Learning Working Group and an E-Learning Technology Working Group. Queen’s-specific, university-wide learning outcomes are under development.

c) Preliminary 2015-16 Operating Budget Overview

B. Palk explained that the Board receives a preliminary overview of the operating budget for the next fiscal year at the March meeting in advance of its presentation for Board approval, via the Capital Assets and Finance Committee, at the May meeting. She noted that the Capital Assets and Finance Committee received a detailed presentation on the preliminary 2015-16 operating budget that afternoon.

Provost Harrison explained that of the $27 million increase in operating funds, the significant majority comes from tuition and student fees and less than 10% from government funding. These increases will fund pension solvency and going concern costs, staff and faculty salaries, student assistance programs, and rising utilities costs.

d) Verbal Update on Enrolment Projections, 2015-18

B. Palk reminded the Board that the Senate is responsible for approving the University’s enrolment targets and that the Provost’s report would be for information only.

Provost Harrison reported that applications to Queen’s have increased by 2% and first choice applications have increased by 4% as compared to the previous year, both of which exceed the provincial rate. Increases in applications from visa students have been attributed to focused recruitment efforts including webinars. Applications from aboriginal students are also increasing as a result of targeted recruitment programs. Admission offers are made in phases to help manage enrolment.

10. Capital Campaign Update - T. Harris

a) Verbal Report

T. Harris reported that a total of $67 million has been raised towards the fiscal year goal of $60 million and $480 million of the $500 million Initiative Campaign goal has been raised. Fundraising priorities include gifts focused on programs for students, innovation activities, capital projects, and other initiatives with campus-wide impacts. Since May 2006, $98 million of a $100 million goal for future gifts, insurance and trust bequests have been secured and the estimated future value of these gifts is $190 million.

T. Harris reported that Advancement is hosting two upcoming events related to philanthropy and gift planning:

- A family wealth and succession planning event hosted by C. and H. Richardson, J. Leech, G. Nixon, and T. O’Neill, which is based on a similar event hosted by Harvard University; and,
- A women in philanthropy event hosted by B. Palk and sponsored by TD Wealth Management to
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explore the role of women in philanthropic decisions.

D. Tisch noted that the AGB Foundation Leadership Forum included content on the role of women in philanthropic decisions, as they are involved in over 90% of gifts made to American universities and education is often a philanthropic priority for women.

It was observed that the Initiative Campaign will conclude in 2016. Advancement and the Campaign Cabinet are exploring how to position the final year of the campaign as the overall fundraising goal is reached.

In response to a question, T. Harris explained that his team is actively working to identify support for unmet Initiative Campaign objectives within the Queen’s School of Business and Faculty of Engineering and Applied Science. Funding for scholarships within the Faculty of Arts and Science and the Richardson Stadium Revitalization project also remain fundraising priorities.

Trustees commended T. Harris on his achievement of the fiscal year fundraising goal and progress towards the Initiative Campaign goal.

11. Research Report - S. Liss
a) Research Report

S. Liss reported that Canada First Research Excellence Fund applications have been submitted in the areas of particle physics and geo-engineering. This initiative is highly competitive as only $350 million in funding is available and notices of intent total over $2.5 billion nationally. An open access policy for research funded by Tri-Agency grants was recently announced. It requires that funded research be published in peer-reviewed open access journals within a 12-month period. S. Liss observed that this policy promotes technology and knowledge transfer and reflects a global trend towards open access publications.

12. Senate Report to the Board - E. Rapos
a) January 27, 2015

B. Palk introduced E. Rapos, a graduate student Senator and chair of the Student Senate Caucus, and congratulated him on his appointment to the Queen’s University Planning Committee.

E. Rapos reported that Senate recently approved new programs including a concurrent Bachelor of Fine Arts major in visual art and Bachelor of Education, Bachelor of Arts/Master of Planning and Bachelor of Science/Master of Planning direct-entry master’s degrees, a Master of Entrepreneurship and Innovation, and the Arts and Science Internship Program. Senate also received a report on the recognition of female faculty, via the Senate Educational Equity Committee, and participated in a consultation with the Sexual Assault Prevention and Response Working Group. Senate continues to engage in governance reform through a review of the standing committee structure, Senate composition, and definition of faculty for the purposes of eligibility for the Senate and its committees.

13. Student Reports
a) Rector

M. Young reported that the Agnes Benidickson Tricolour Awards will be presented as part of the upcoming Alumni Volunteer Summit and Queen’s University Alumni Association Gala activities. Students are excited about the opportunities that a new Richardson Stadium will provide and commended the administration on its ongoing efforts to engage students in related consultations. He expressed his support for the work of the Sexual Assault Prevention and Response Working Group, specifically the engaging consultations with campus and community stakeholders.

M. Young reflected on his first year as a Trustee and observed that the Board has engaged in meaningful conversations about issues related to student health, safety, and wellness. He recognized the outgoing AMS and SGPS executives for their contributions over the past year and indicated that he looks forward to
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working with the incoming leadership teams.

b) AMS

A. Williams opened by reflecting on her year as President of the AMS and noted this would be her final report to the Board. She observed the challenge of balancing support for teaching and research activities as Queen’s strives to excel as a balanced academy in an era of fiscal constraint and encouraged increased focus on teaching and the student experience. She thanked the senior administration for working collaboratively with the AMS over the past year.

On behalf of the Board, B. Palk recognized outgoing AMS executives A. Williams, P. Lloyd, and J. Reekie and wished them well in their future endeavours.

c) SGPS

K. Wiener, President, observed that the SGPS has made considerable progress towards its goals for the past year including the formation of a working group to explore non-code based harassment, jointly with the University, and the shared services planning exercise. He thanked the administration for actively listening to student concerns and working constructively with student societies to address related issues.

K. Wiener noted that elections for next year’s SGPS executive were contested. A student fee increase will fund a fourth student advisor for SGPS members. The SGPS continues to work with the University on issues related to the collection of student fees and access to services during the summer semester, particularly for students in the Bachelor of Education program. He expressed support for the relocation of the Queen’s Day Care and observed that students recognize the challenges arising from operating businesses and services within buildings formerly occupied as houses.

On behalf of the Board, B. Palk thanked K. Wiener and wished him well in his future legal career.

14. Queen’s University Alumni Association and Queen’s Student Alumni Association - G. Jackson and T. Jennings

a) QUAA Report

G. Jackson, President, provided an overview of changing alumni demographics, specifically the growing cohort of younger alumni who have graduated in the last decade. He reflected on the Queen’s University Alumni Association (QUAA) mission statement and the Association’s goal of fostering interested, informed, involved and invested alumni. The QUAA Board has become increasingly focused on succession planning within the Association’s leadership. He noted that global branch networks and reunion coordinators are the largest group of alumni volunteers. QUAA strategic priorities include engaging current alumni, engaging future alumni, connecting with alumni where they are, and promoting a culture of alumni volunteerism and philanthropy as efforts to engage alumni as new donors often translate into annual giving over time. G. Jackson closed by thanking Trustees for their volunteer contributions to the University.

b) QSAA Report

T. Jennings, President, explained that the Queen’s Student Alumni Association (QSAA) supplements the work of the QUAA by building relationships between students, alumni, and the University. The QSAA is supported by Alumni Relations and Annual Giving staff and a team of over 30 student volunteers. QSAA volunteers take a leadership role in supporting Homecoming programming. Recent collaborative activities include the Queen’s Connect Platform on LinkedIn in partnership with Career Services, speaker series, Queen’s Gives Back student fundraising campaign, and attendance at Advancement events including a recent parents event in Toronto. The QSAA has 100% annual giving among the executive team.
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COMMITTEE MOTIONS AND UPDATES

15. Audit and Risk Committee
   a) Report - M. Wilson Trider

   M. Wilson Trider reported that the Committee met earlier that day to receive reports related to its oversight responsibilities, including updates on top risks identified under the enterprise risk management framework. The Committee completed its annual review of the Terms of Reference and did not recommend any changes.

   b) Risk Management Update - C. Davis

   C. Davis explained that on the Committee’s recommendation, the Risk Appetite Framework will come forward for Board-approval in May. Contingency planning in the event of a possible labour disruption remains a priority for the administration.

   It was suggested that Board committees should be engaged in the development of risk appetite statements for those risks assigned to them for detailed monitoring by the Audit and Risk Committee to ensure that mitigation activities align with the statement and do not unduly restrict innovation.

16. Capital Assets and Finance Committee
   a) Report – E. Speal

   E. Speal observed that DBRS and Standard and Poors credit rating reports provide external validation for the University’s efforts to seriously address many significant challenges. While much good work has been done on these issues, the reports identify that challenges will persist over the short and medium terms. He noted that the Committee had a full agenda, as evidenced in the five motions brought forward for Board approval.

   b) 2015-16 Tuition Approvals

   Moved by E. Speal, seconded by C. Lynch, that the Board of Trustees, on the recommendation of the Capital Assets and Finance Committee, recommend the approval, effective May 1, 2015, of the domestic, international and BISC tuition fees for 2015-16, for all programs other than doctoral and doctoral-stream programs, for which the effective date is September 1, 2015, up to the maximums stated in the attached tables.

   Carried 15-19

   In response to a question, E. Speal explained that the Committee discussed the importance of ensuring international tuition fees remain competitive and that visa students often prioritize predictable fees over the duration of studies over the total cost. It was noted that international students are not eligible for many student aid and employment opportunities and that these barriers can be problematic for some international students.

   In response to a question, E. Speal indicated that the Committee supported the proposed decrease to Master of Business Administration tuition fees because it will allow for greater increases to tuition fees for other programs within the provincial tuition framework.

   c) Approval of Leases - Day Care

   Moved by E. Speal, seconded by M. Young, that the Board of Trustees, on the recommendation of the Capital Assets and Finance Committee, approve the leases for 184-186 Union Street and An Clachan, N.E. Section, Unit 5, 47 Van Order Drive, generally in accordance with the terms contained in this report.

   Carried 15-20
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Provost Harrison explained that Board approval is required to authorize the administration to sign the leases with the Queen’s Day Care, which are still under negotiation.

d) Approval of Contracts - Telecommunications Providers

Moved by E. Speal, seconded by C. Lynch, that the Board of Trustees, on the recommendation of the Capital Assets and Finance Committee, approve the signing of contracts with the following telecommunications vendors: Bell Mobility Inc., Rogers Communications Partnership, and, Telus Communications Inc., as generally described in this report.

Carried 15-21

e) Major Capital Project Approval - Victoria Hall

Moved by E. Speal, seconded by T. Abramsky, that that the Board of Trustees, on the recommendation of the Capital Assets and Finance Committee, approve the Victoria Hall building envelope repairs at a cost of $4.5M.

Carried 15-22

E. Speal explained that the repairs will address serious structural issues caused by water damage to the building.

f) Major Capital Project Approval - John Orr Tower

Moved by E. Speal, seconded by M. Wilson Trider, that the Board of Trustees, on the recommendation of the Capital Assets and Finance Committee, approve the John Orr Tower Window and Door Replacement Project at a cost of $2.8M.

Carried 15-23

E. Speal explained that the repairs are essential to ensuring the long-term maintenance and occupancy of the John Orr Tower.

RECESS

RECONVENE OPENING SESSION OF MEETING: SATURDAY, MARCH 7, 2015, 9:00am

COMMITTEE MOTIONS AND UPDATES

17. Governance and Nominating Committee

a) Report - I. van Nostrand

I. van Nostrand reported that the Committee formed an Advisory Subcommittee on the Selection of the Board Chair to identify and recommend a successor to B. Palk as Chair of the Board. The Subcommittee members are J. Leech (chair), B. Burge, B. Palk, I. van Nostrand, and D. Woolf. The Secretariat will provide administrative support.

I. van Nostrand indicated that the Committee is in the process of identifying individuals who may be suited to Board appointments in anticipation of the retirement of a number of senior Trustees over the next few years. He invited Trustees to forward names for the Committee’s consideration via the Secretary. An updated list of desirable skills and attributes will be brought forward to the May meeting.

b) Amendment to By-law No. 4

Moved by I. van Nostrand, seconded by E. Speal, that the Board of Trustees, on the recommendation of the Governance and Nominating Committee, amend By-Law No. 4 effective March 6, 2015.

Carried 15-24
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18. Pension Committee
   a) Report - D. Grace

   D. Grace reported that a pension plan valuation as of August 31, 2014 will establish the contributions required over the next three years. He provided an overview of the draft valuation and anticipated solvency and going concern deficit payments. Should Queen’s enter into a jointly-sponsored pension plan, the University would be exempt from requirements to address the solvency deficit.

   b) Pension Plan Valuation Update - C. Davis

   The valuation filed with the government will be brought forward to the May meeting.

   c) University Pension Project Update - C. Davis

   C. Davis reported that a sector group is meeting regularly to explore the creation of a jointly-sponsored universities pension plan. The group includes representation from university administrations, faculty associations, and employee groups. The Ministry of Training, Colleges, and Universities is funding a feasibility study. Further updates will be provided at the May meeting.

19. External Relations and Development Committee
   a) Report - D. Tisch

   D. Tisch reported that the Committee has been engaged in oversight activities for communications, marketing, public affairs, Advancement, and reputation management. Members are advising on sensitive topics including stakeholder relations and issues management and the Committee is supporting the development of related metrics that align with the Strategic Framework objectives. Upcoming priorities include discussion of differentiation initiatives and the anticipated conclusion of the Initiative Campaign.

   b) Revised Approvals Procedure for Philanthropic and Service Namings

   D. Tisch reported that the Committee approved the revised Approvals Procedure for Philanthropic and Service Namings at its meeting in February. The revised procedure establishes separate steps for philanthropic and service namings and formalizes the role of the Principal and the External Relations and Development Committee in the approvals process.

   The Board recognized the importance of appropriate due diligence in advance of approving any proposed namings for both philanthropy and service. It was agreed that the Committee would revisit the use of the word “must” in step 2 of the procedures as there may be situations where the University has concerns about a proposed naming and the most responsible administrator would not write a letter of support.

   It was noted that the previous version of the procedure addresses the revocation of naming recognition and that it may be advisable to develop a procedure in advance of a future request to consider denaming a space. The Committee will take this under consideration.

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20. Faculty Report - S. Mumm
   a) Verbal Report

   S. Mumm, Dean of the Faculty of Arts and Science, provided an overview of Queen’s oldest, largest, and most diverse faculty. The common first-year undergraduate program allows students to explore a range of disciplines within the Faculty prior to selecting a major. There are over 2,600 undergraduate program options within the Faculty, as well as domestic and international transfer agreements for upper year students and dual degree programs. Over 4,000 students take online courses within the Faculty and four degree programs are offered entirely online. Arts and science programs are delivered on Main and West Campuses, at the Queen’s University Biological Station, at the Bader International Study Centre, and at the
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Isabel Bader Centre for the Performing Arts. Starting in fall 2015, the Bader International Study Centre will offer both arts and science programs. Graduate programs include master’s, doctoral, professional, and diploma studies.

Dean Mumm indicated that the Faculty is facing challenges resulting from the discourse on the value of an arts degree, changing demographics, increasing competition for enrolment, an aging faculty cohort, and the structural deficit. The Faculty is seeking to mitigate these challenges by enhancing the student learning experience through blended learning opportunities, new programs of study, internship opportunities and increased exchange opportunities. Efforts to raise the Faculty’s research profile include encouraging large multi-investigator grant applications, new research partnerships and international collaboration to increase research intensity. By leveraging existing international partnerships, pursuing transfer agreements, and non-exchange study abroad opportunities, the Faculty will grow its international profile. The new budget model is supporting the Faculty in achieving financial sustainability by diversifying revenue and identifying efficiencies. Examples of new revenue streams include high-demand programs, distance studies, and philanthropic contributions in support of student aid and post-doctoral studies.

In response to a question, Dean Mumm explained that faculty renewal priorities are determined based a number of criteria including departmental demographics, current capacity, and student demand for programs. These decisions are informed by detailed data analysis, which was previously not available. Of the Faculty’s 550 members, only 25 are appointed at the assistant professor level within the tenure-track stream. While faculty nearing retirement may elect for reduced responsibility, the University is not able to incentivize retirements.

It was observed that Queen’s is not unique in experiencing broader concerns about the perceived value of an arts degree and that learning outcomes may help articulate the skills these graduates bring to the workforce. Dean Mumm explained that defined learning outcomes, as well as internships and experiential learning opportunities, will help ensure Queen’s arts graduates are sought after by employers.

In response to a question, Dean Mumm confirmed that the Faculty is working to reinstate dual degree options at Queen’s as these programs are in high demand.

In response to questions about online learning opportunities, Dean Mumm indicated that the Faculty can better manage the marginal costs associated with distance registrations because these courses do not require classroom space on campus. Of the approximately 4,500 online registrations, the significant majority of students are also taking online courses. The Faculty is seeking to better understand the demographics and motivations of the approximately 500 students exclusively pursuing distance studies in order to improve marketing efforts intended to increase online-only registrations.

In response to a question, Dean Mumm confirmed that the Faculty is working with Career Services to facilitate the development of internship opportunities with employers.

21. Sexual Assault Protocol - D. Woolf
   a) Update - D. Woolf

Principal Woolf reported that Premier K. Wynne announced an action plan on sexual violence titled “It’s Never Okay: An Action Plan to Stop Sexual Violence and Harassment” at a press conference the previous day. The key message is that sexual violence and harassment are societal problems that span all aspects of life and arise from deep rooted attitudes about violence against women. A $41 million contribution over three years will support implementation efforts. The Premier is personally committed to this initiative, which includes requirements for universities to implement sexual assault policies in collaboration with student organizations. Ongoing Queen’s activities in support of the Student Health and Safety risk are expected to align with these requirements. The Council of Ontario Universities (COU) does not anticipate that the accompanying legislation will include requirements similar to those in the American Title IX.

A. Tierney (Vice-Provost and Dean, Student Affairs), is participating in a sector reference group on sexual violence organized by the COU. She explained that the Sexual Assault Prevention and Response Working
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Group was founded in 2013 and includes faculty, staff, and students. Under the leadership of chair A. al Shaibah (Assistant Dean, Student Life and Learning), the Working Group has been engaged in an extensive consultation process and has developed an interim sexual assault protocol in advance of drafting the sexual assault policy. A. Tierney, A. al Shaibah, and E. Wong (AMS Social Issues Commissioner) recently attended a provincial conference related to sexual assault response and prevention. Queen’s is viewed as a leader on related issues and is well positioned to respond to the Premier’s action plan. A sector-level working group will receive a technical briefing from the Ministry of Training, Colleges, and Universities on how the plan will be implemented.

b) Consultation - A. Al Shaibah

A. al Shaibah explained that the Sexual Assault Prevention and Response Working Group is using a socio-ecological approach to their work by focusing on individual, organizational, and systemic issues in a broad and comprehensive way. Consultation activities to date have included four open meetings on campus and an online survey, which has over 1100 responses thus far. The Working Group will hold individual interviews with subject matter experts in the Faculty of Law and the Gender Studies Department, Kingston Police, Kingston General Hospital, and other community partners. The Working Group will also meet with Student Constables, campus pub staff, Residence Dons, and Sexual Assault Resource Centre volunteers. The Working Group’s final report is expected by April 30, 2015.

A. al Shaibah indicated that Queen’s staff have been trained on how to deliver the Bringing in the Bystander program, which will be implemented across campus by fall 2015. The University is one of five Canadian schools participating in a pilot campus climate study to explore post-secondary students’ perceptions of sexual violence on campus.

Trustees commended A. al Shaibah and the Working Group for their comprehensive, meaningful work and observed that the consultation activities have been thorough and engaging.

In response to questions, A. al Shaibah explained that:

- The forthcoming sexual assault policy will provide both criminal and non-criminal options for reporting sexual assault based on sector best practices;
- The Working Group recognizes the importance of ensuring reporting pathways are simple and effectively communicated;
- Members of the Faculty of Law are advising on key definitions, including consent and impairment;
- Supporting procedures and educational outreach will complement the forthcoming policy;
- Resources for faculty, staff, students, parents, and community members will be identified in the report, including those that are offered off-campus;
- The forthcoming policy will focus on the survivor by neutrally presenting reporting options that allow them to select the most appropriate course of action based on their circumstances; and,
- Data on sexual assaults reported to campus authorities and the police does not reflect the full scope of incidents and it is anticipated that the campus climate survey will provide supplementary information.

In response to a question, A. Tierney explained that Queen’s is viewed as a leader on this topic because the interim protocol effectively brings together complex information into a single source and effectively communicates it to all stakeholders. Queen’s willingness to accommodate students who have experienced sexual assault is considered best practice. By considering sexual assault as an issue that impacts the entire Queen’s community through programs like Bringing in the Bystander, everyone is held accountable for campus incidents. The University hopes to engage in related outreach activities with local high schools.

In response to a question, L. Knox explained that complainants pursing non-criminal avenues may utilize the Human Rights Office, Ombudsman, or non-academic discipline systems. Decisions of non-academic discipline systems may be appealed to the University Student Appeal Board and are subject to judicial review.
Minutes

On behalf of the Board, B. Palk thanked A. al Shaibah and the Working Group for their efforts and recognized D. Pattenden and former Trustee R. Jolly who advocated for issues related to student wellness, health and safety at the Board.

22. **Further Discussion of the Student Learning Experience and Research Prominence Targets - A. Harrison and S. Liss**

S. Liss explained that there is no single set of metrics by which to measure progress toward the Research Prominence driver because of the diversity of reporting and ranking criteria. Queen’s continues to discuss how research outcomes are measured in relation to the faculty complement, funding, outcomes, and impacts on student learning. Funding received from external granting agencies fluctuates from year to year because of the way these programs are structured, which results in noticeable ranking changes each year. While the University’s financial statements report funding received annually, the three-year average provides a more stable look at external research funding levels.

Research revenue per faculty member offers the most accurate reflection of Queen’s research intensity as compared to other universities and Queen’s performs well based on this metric. Other markers of research intensity include proportion of publications in high impact journals, impact on the local community, and opportunities for undergraduate students to participate in research. Based on its size and scope, Queen’s normally ranks within the middle third of U15 universities for research activities and outcomes.

S. Liss observed that as a balanced academy, Queen’s needs to excel at both research and teaching, while remaining financially sustainable. Faculty renewal is important as early-career faculty are often the most productive. Long-term aspirations include new international partnerships and success in major funding and award competitions, which will be articulated through the renewal of the Strategic Research Plan.

Trustees observed that many U15 universities are much larger than Queen’s and have identified research as the top institutional priority, which makes it difficult to directly compare their position in rankings to those of Queen’s. S. Liss indicated that Queen’s also benchmarks itself against members of the Matariki Network and other Canadian universities of comparable size and scope.

Provost Harrison observed that graduate students are more directly involved in research activities, but that many do not pursue academic careers.

Trustees expressed a desire to continue engaging in discussions about the University’s metrics used to measure research prominence as they relate to resource allocation and outcomes in light of Queen’s commitment to being a balanced academy. The Governance and Nominating Committee will suggest candidates for a working group to explore the Research Prominence targets with S. Liss in greater detail.

Provost Harrison explained that he would provide a brief overview of experiential learning at Queen’s in advance of a presentation by A. Tierney and C. Keates (Director, Career Services), which will take place over dinner prior to the Friday evening session of the May Board meeting. Experiential learning is viewed as a sub-field of experiential education, operating under the methodologies of experiential education. Experiential education is defined as educators purposefully engaging with learners in direct experience and focused reflection. Experiential learning is defined as learning through experience, more specifically learning through reflection on doing.

The Experiential Learning Working Group, which is a subcommittee of the Provost’s Advisory Committee on Teaching and Learning, is setting targets for and tracking participation in experiential learning, fostering collaboration across campus, and supporting instructors seeking to incorporate these opportunities in to their teaching. Opportunities may arise in individual courses, programs, program concentrations, and program streams and these may include employment, volunteerism, or co-curricular activities. The National Survey of Student Engagement (NSSE) and the Canadian Graduate and Professional Student Survey (CGPSS) provide data on experiential learning, which may or may not be reflected on student transcripts.

Trustees expressed their support for the work of the Experiential Learning Working Group and an interest in
Minutes

continuing to exploring how experiential learning opportunities contribute to Queen’s student learning experience targets established under the Strategic Framework. It was agreed that learning outcomes would be an effective way of articulating the value of a Queen’s education. In response to a question, Provost Harrison explained that a co-curricular record or e-portfolio created through Desire 2 Learn are being explored as ways of demonstrating and recognizing experiential learning.

III OTHER BUSINESS

None.

IV IN CAMERA SESSION

1. Trustees including Principal and Secretary
2. Trustees only excluding Principal

The Board met in camera as indicated above. The recording secretary was excused and no records were kept of these discussions. No actions were taken in camera.

V ADJOURNMENT

The meeting adjourned at 11:30am.
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<tr>
<th>Undergraduate and Professional Programs</th>
<th>Actual 2014-15</th>
<th>% Change</th>
<th>Proposed 2015-16</th>
<th>% Change</th>
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*Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level.
Actual tuition fees assessed may vary slightly from approved due to rounding.
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<th>Graduate Programs, Research-Based and Professional</th>
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<th>% Change</th>
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<th>% Change</th>
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<tr>
<td>Year 2</td>
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*TBD pending MTCU approval
**per course
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<th>% Change</th>
<th>Proposed 2015-16</th>
<th>% Change</th>
</tr>
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<tr>
<td>Year 3</td>
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<td>$32,697</td>
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</tr>
<tr>
<td>Year 4</td>
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<td>$31,789</td>
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<tr>
<td><strong>Arts and Science (including Con-Ed)</strong></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>
</tr>
<tr>
<td>Year 1</td>
<td>$27,413</td>
<td>11.0%</td>
<td>$30,428</td>
<td>11.00%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$25,931</td>
<td>5.0%</td>
<td>$28,783</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$24,529</td>
<td>5.0%</td>
<td>$27,227</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$23,621</td>
<td>5.0%</td>
<td>$25,756</td>
<td>5.00%</td>
</tr>
<tr>
<td>(School of Religion)</td>
<td>$12,660</td>
<td>11.0%</td>
<td>$14,052</td>
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<tr>
<td><strong>Commerce</strong></td>
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<tr>
<td>Year 1 - 5.5 courses</td>
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<td>$37,395</td>
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<tr>
<td>Year 2 - 5.5 courses</td>
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<tr>
<td>Year 3 - 5.0 courses</td>
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</tr>
<tr>
<td>Year 4 - 4.5 courses</td>
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<tr>
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<td>Consecutive</td>
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<td>Concurrent (education courses)</td>
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<tr>
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<tr>
<td>Year 3</td>
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<td>$36,194</td>
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<tr>
<td><strong>Medicine</strong></td>
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<tr>
<td>Year 1</td>
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<td>$85,351</td>
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<tr>
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<td>$27,413</td>
<td>11.0%</td>
<td>$30,428</td>
<td>11.00%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$25,931</td>
<td>5.0%</td>
<td>$28,783</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$24,529</td>
<td>5.0%</td>
<td>$27,227</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$23,621</td>
<td>5.0%</td>
<td>$25,756</td>
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<tr>
<td>Advanced Standing Track</td>
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</tr>
</tbody>
</table>

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.
<table>
<thead>
<tr>
<th>Graduate and Professional Graduate Programs</th>
<th>Actual 2014-15</th>
<th>% Change</th>
<th>Proposed 2015-16</th>
<th>% Change</th>
</tr>
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<tbody>
<tr>
<td><strong>Master’s</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$12,674</td>
<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
</tr>
<tr>
<td>Year 2</td>
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<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
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<tr>
<td><strong>Doctoral</strong></td>
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<tr>
<td>Year 1</td>
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<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$12,674</td>
<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$12,674</td>
<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$12,674</td>
<td>2.5%</td>
<td>$12,927</td>
<td>2.00%</td>
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<tr>
<td>Diploma in Risk Policy &amp; Regulation</td>
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</tr>
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<td>DPAH - Aging &amp; Health*</td>
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</tr>
<tr>
<td>AH - Aging &amp; Health*</td>
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<td>TBD</td>
<td>N/A</td>
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<tr>
<td>Master of Engineering (Meng) - year of entry 2014</td>
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<tr>
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<tr>
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<td>$3,150</td>
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<tr>
<td>Master of Public Health</td>
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</tr>
<tr>
<td>Year 1</td>
<td>$18,870</td>
<td>5.0%</td>
<td>$19,813</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$18,870</td>
<td>5.0%</td>
<td>$19,813</td>
<td>5.00%</td>
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<tr>
<td>Master in Public Administration (MPA)</td>
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<td>8.0%</td>
<td>$23,544</td>
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</tr>
<tr>
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<td>$3,311</td>
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<tr>
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<tr>
<td>Professional PMIR per course</td>
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<td>$4,088</td>
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<tr>
<td>School of Rehabilitation Therapy</td>
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<td></td>
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<tr>
<td>MSc (OT) and MSc (PT)</td>
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</tr>
<tr>
<td>Year 1</td>
<td>$20,752</td>
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<td>$21,790</td>
<td>5.00%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$20,752</td>
<td>5.0%</td>
<td>$21,790</td>
<td>5.00%</td>
</tr>
<tr>
<td>Master in Urban and Regional Planning</td>
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<tr>
<td>Year 1</td>
<td>$18,167</td>
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<td>$19,620</td>
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<tr>
<td>Year 2</td>
<td>$17,494</td>
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<td>$18,893</td>
<td>4.00%</td>
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<tr>
<td><strong>School of Business</strong></td>
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<tr>
<td>MBA</td>
<td>$80,490</td>
<td>2.4%</td>
<td>$77,149</td>
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<tr>
<td>Accelerated MBA</td>
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<tr>
<td>Executive MBA</td>
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<td>0.00%</td>
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<tr>
<td>Cornell-Queen's MBA</td>
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</tr>
<tr>
<td>Master of International Business (12 months single)</td>
<td>$43,375</td>
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<tr>
<td>Master of International Business (16 months double)</td>
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<tr>
<td>Master of International Business (20 months double)</td>
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<tr>
<td>Master of Finance - Renmin</td>
<td>$40,721</td>
<td>N/A</td>
<td>$43,777</td>
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</tr>
<tr>
<td>MEI</td>
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<td>$42,500</td>
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</tr>
<tr>
<td>Master of Management Analytics</td>
<td>$52,585</td>
<td>7.2%</td>
<td>$55,211</td>
<td>4.99%</td>
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<tr>
<td>Graduate Diploma in Business Administration</td>
<td>$40,800</td>
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<tr>
<td>Graduate Diploma in Accounting**</td>
<td>$2,243</td>
<td>0.8%</td>
<td>$2,355</td>
<td>4.99%</td>
</tr>
</tbody>
</table>

*TBD pending MTCU approval

**per course
### Table 3
**Recommended Tuition Fees 2015-16**

*Bader International Study Centre*

*(fees include tuition, residence with full meals, local transportation and field studies)*

<table>
<thead>
<tr>
<th>BISC Programs</th>
<th>Actual 2014-15</th>
<th>% Change 2014-15</th>
<th>Proposed 2015-16</th>
<th>% Change 2015-16</th>
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<tbody>
<tr>
<td>Summer</td>
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<td>Fall</td>
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<td>$18,638</td>
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</tr>
<tr>
<td>Winter</td>
<td>$17,750</td>
<td>0.0%</td>
<td>$18,638</td>
<td>5.0%</td>
</tr>
<tr>
<td><strong>Summer Field Schools</strong></td>
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<td></td>
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<tr>
<td>Introduction to British Archaeology***</td>
<td>$7,300</td>
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<tr>
<td>Global Project Management</td>
<td>$9,850</td>
<td>NEW</td>
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<tr>
<td>Digital Humanities</td>
<td>$6,930</td>
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</tbody>
</table>

*** 1 week additional in 2014/15 and succeeding years