Minutes
MEETING OF THE BOARD OF TRUSTEES
Saturday, May 2, 2009, Robert Sutherland Hall, Conference Room

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

I OPENING SESSION

1. Adoption of Agenda

   Moved by T. Williams
   Seconded by S.J. Dumbrille and agreed

   That the Board adopt the agenda as circulated with the provision that items 2 to 8 be approved, or received for information, by consent.

   Carried 09-13

Consent

2. Approval of the Minutes of March 6/7, 2009 (Appendix A, page 1)

   Carried 09-14

6. Appointment to Professor Emeritus/Emerita (Appendix E, page 45)
7. Report on Senate Action – March 26 and April 23, 2009 (Appendix F, page 49)
8. Committee Reports:
   - Audit Report (Appendix G, page 51)
   - Investment Quarterly Report (Appendix H, page 53)
   - Pension Quarterly Report (Appendix I, page 57)
Regular

9. Business Arising from the Minutes
Queen’s Position as a Research University (Appendix J, page 61)

Principal Williams commented that, following comments during the March meeting he asked the Vice-
Principal Research to prepare a report on Queen’s research position to ensure that the correct facts
were presented to the Board of Trustees.

10. Chair’s Report

134th Meeting of the University Council, May 1, 2009
The Chair remarked on the upbeat and highly engaged atmosphere during the University Council
meeting and congratulated the Principal and the team who created and presented the program on the
theme of “Queen’s in 2020 – Innovation and Change.” Once again, the dinner provided an opportunity
for social exchange among Councillors, Senators, Trustees and Administrators, as well as presentation
of Distinguished Service Awards to: Betianne Gargaro – former Associate University Registrar for
Records and Services; Roberta Hamilton – Professor Emeritus, Sociology and Women’s Studies; and
John Meisel – Professor Emeritus, Political Studies.

Trustee Retirements
The Chair recognized retiring Trustee, presented gifts and thanked them for their service to Queen’s as
members of the Board of Trustees. B. Baines retired as a Faculty Trustee, on completion of 3 years.
M. Ceci retired after two years as Undergraduate Trustee, having assumed the position of AMS
President effective May 1, 2009.

Elections
The Chair reviewed the election report included in the Agenda and congratulated the following on their
election to the Board:

By the Benefactors (3 Year Term)
T. Abramsky
M. Daub

By the Graduates (3 Year Term)
M. Balanchuk
G. Davis

By the University Council (3 year Term)
J. Lougheed
D. Pattenden

By the Undergraduate Students (2 year Term)
M. Campbell

By the Faculty (4-year term):
P. Taylor

Dr. A. Bader – 85th Birthday Greetings
Trustees were invited to contribute personal greetings to be presented to Dr. Alfred Bader at his 85th
Birthday celebrations to be held at the Bader International Study Centre, Herstmonceux, UK, in July.
Pattenden Governance Initiative – University Council
The Chair spoke about the initiative with respect to a review of governance, championed at the University Council by Trustee D. Pattenden. The Chair commented that, in addition to a number of issues raised in the past two annual surveys on Board effectiveness conducted by the Trustees, there are many related matters, such as the Board’s relationship with the Senate, and the relationship of the Senate and the Board with the Council. A governance review is a complex exercise, involving the Queen’s Royal Charter and its amending Federal Statutes. In order to move forward with this at the same time as Principal Designate Woolf arrives to take up his duties, the Chair said he would consult with Principal Williams, Principal Designate Woolf and the Chancellor to frame a process and would report back to the Board of Trustees.

Principal T. Williams
The Chair reflected that, one year ago, the Board took the decision to ask Principal Williams to accept the position of 19th Principal with the full authority of the office. The Chair congratulated Principal Williams on fulfilling the Board’s hope that he would “hit the ground running” and thanked him for providing an outstanding mix of academic and administrative leadership, with the highest level of respect from the full breadth of the community during increasingly difficult times. The Chair highlighted the enormous impact and accomplishments, rigor, outreach, and transparency that Principal Williams has achieved in the past year and expressed the thanks of the Board of Trustees for his service. The Chair concluded by saying that there would be future opportunities for the University community, including Trustees, to express their full thanks to Principal Williams following the end of his term on August 31, 2009.

Trustees showed their appreciation with applause.

11. Principal’s Report

Provincial Budget Update

Contrary to expectations, the university and college sector did receive “immediate, one-time support” in the form of year-end funding. Queen’s received $3.5 million of this funding. Two million will be used to reduce the 2008-2009 deficit, and $1M will be distributed to faculties and libraries on application.

The University’s long-term decision to grow undergraduate enrolment at a rate significantly below that of many of its peer institutions, combined with a closer to 50-50 split between universities and colleges, rather than the traditional 2/3-1/3 split, means that Queen’s share of these funds was less than we might have expected. However, given that we had no expectation of additional operating funding, we are very appreciative of these funds that will assist in reducing our deficit.

With respect to pensions, it now appears that the government may be ready to respond to university concerns on pension relief in exchange for restructuring within the system. The door was left open to this in the budget by giving the Ontario Teachers’ Pension Plan authority to manage the assets of smaller plans. Discussions continue between Finance and COU on this matter.

The focus of this year’s Provincial Budget was expected to be on Infrastructure. This had been foreshadowed in earlier speeches by both the Premier and Finance Minister. The government of Ontario committed $780 million to support campus renewal and new capital projects to match Ontario’s share of the federal government’s Knowledge Infrastructure Program announced in the Federal Budget: $2 billion over two years of federal funding to be matched by the provinces and other entities.
Federal Infrastructure Submissions

Queen’s, along with institutions across the country submitted projects to the federal Knowledge Infrastructure Program on March 30th. This submission was prepared in the space of three weeks following the launch of the program by the Minister of Industry, Tony Clement, and Minister of State for Science and Technology, Gary Goodyear, on March 9th.

Queen’s submitted two large capital projects, the new Medical School Building and an expansion of Goodes Hall, requesting $51 million in federal funding. Recreational facilities, such as Queen’s Centre or fields and stadia, are excluded from the program.

In addition we submitted a further seven projects broadly in the area of deferred maintenance and facilities renewal for a total request to the Government of Canada of $49 million. These projects were grouped to best meet the program criteria including completion by March 2011. The list included an additional co-generation system, a number of energy efficiency projects, classroom and laboratory upgrades, improvements to animal care research facilities and health and safety enhancements.

The Ontario and Federal government remain in negotiations regarding the accountability and administration of the program but we expect that announcements will begin to be made in Ontario shortly. Negotiations and decisions regarding the disbursement of funds in British Columbia were completed very early, spurred on by the impending BC provincial election and so far, this is the only province in which these announcements have been made. It will be important that we give appropriate acknowledgement to both levels of government as these announcements roll out.

Innovation Fund

The Principal described the innovation fund for 2009-10 and 2010-11 that he has established to help achieve cost reductions or revenue generation. Proposals can be submitted by faculty, staff or students. The goal is to provide seed funding for projects using a simple and agile evaluation mechanism. Successful projects provide regular reporting on their results. Details can be found on the Office of the Principal’s website under Funding Initiatives.

Response to Information Requests from Queen’s Backing Action on Climate Change

At the March Board meeting, members of the student group, Queen’s Backing Action on Climate Change (QBACC), submitted a Position Paper through AMS President Talia Radcliffe. In it, they requested:

that the University conduct an accurate, transparent and comprehensive assessment of greenhouse gas emissions at Queen’s, and

that this be followed by development of a strategic plan to reduce emissions as much as possible, as soon as possible.

The Principal said he was pleased to report back to the Board on these requests, on his subsequent meetings with representatives of this group and on the outcomes.

First, with regard to assessing greenhouse gas emissions, Queen’s can assess “direct and indirect emissions” over several months. This would involve tracking direct emissions, which are fuel emissions (i.e. central power plant natural gas use, diesel generators etc.), and indirect emissions, which are related to electricity use – electricity and water consumption, for example, and applying a “factor” to each, to establish how much equivalent greenhouse gas we are generating from campus. This exercise is similar to those currently being performed by universities registered on the Canadian Greenhouse Gas Registry, and could cost up to $25,000. Queen’s is committed to implementing this process and will secure a costs quote this summer.
With regard to the second request, that the results of an assessment be used to develop a strategic plan, we are already moving ahead with environmental and sustainability planning and any new data from the audit will be incorporated in these efforts.

After the March Board meeting, the Principal met with QBACC representatives to talk to them about their requests, ideas and goals. Members of the Principal’s staff have also met with them on multiple occasions. QBACC requested that Queen’s sign a “Climate Change Statement of Action” prepared in March 2008 by the presidents of six British Columbia universities. This request was also made at the April Senate meeting.

While endorsing the objectives of the B.C. document, and agreeing in principle with its action points, Queen’s, along with every other Ontario university, cannot commit to all of the six steps that are outlined for achieving these actions. Specifically, the first step – the creation of a planning body to set emission reduction targets – is already under way at Queen’s, but can’t be implemented in the timeframe and exact manner prescribed. With regard to all of the other steps in the document, Queen’s policies and management for energy reduction do fit well with the intended outcomes. Because the B.C plan was designed by, and for, institutions in that province – a very different climate zone from Ontario – and in response to provincial legislation, a made-in-Ontario solution would be most appropriate. This would incorporate specific steps and a timeframe that respects the unique portfolio of each institution and is more in accord with our province’s climate considerations.

Therefore, Principal Williams brought the proposal forward for discussion at the Council of Ontario Universities. The Vice-Provost of the University of Toronto is currently drafting this made-in-Ontario document, to be tabled and discussed at the May COU meeting.

In the meantime, the Queen’s Sustainability Office hosted an open meeting on campus in April, attended by students, staff, faculty and community members, to provide a forum for discussing Queen’s sustainability status and where we would like to be in the future. A wide range of topics were discussed, including: food waste, energy management, climate change, the role and focus of the Sustainability Office on each of the three pillars of sustainability (economic, environmental and social), Queen’s definition of sustainability and a communications strategy. Using that meeting as a catalyst, we propose to continue soliciting input from all of our constituents and stakeholders. After developing a framework model during the summer, a Sustainability Committee will be established in the fall.

Based on that broad-based consultation, and the strategy document being created by the Council of Ontario Universities, we will draft a sustainability plan for our University that incorporates specific targets, measures and timeframes. A more comprehensive list of the many initiatives already underway at Queen’s can be found on the sustainability website at Queensu.ca/sustainability. This website has been substantially updated over the past month. For Queen’s to become a sustainability leader in Canada, the University must build a greater awareness and commitment across the entire community to drive these efforts forward. Nothing less than a culture shift will be required. From the activities outlined, it is clear this is already well under way.

Vice-Principal Searches
The Principal reported companies for both VP searches (Advancement and Finance & Administration) will be chosen by mid-May and committee membership announced with the goal of having appointments made for the fall.

Curriculum Review Update
VP (Academic) P. Deane reported that, as he had hoped, the paper be taken up in discussions at every level across University. A lot of activity was taking place via the VPA website and a group working in the Faculty of Arts and Science. Fruitful discussions continued with academic departments about the important principles in question. The VPA will be talking with the Senate in May.
Spring Reunion and MiniU take place 22-24 May.
Thirty-five classes are expected to attend and 453 people have registered for Spring Reunion. MiniU has attracted 183 attendees; 40 faculty are participating, along with 180 volunteers, including 120 students. A Re-Convocation Ceremony, medals to be awarded to fifty-year and sixty-year anniversary classes, the Tricolour Guard Dinner and an Alumni Smoker social are all on the program.

Other Good News
The Department of Anesthesiology has been chosen as the recipient of the 2009 Professional Association of Interns and Residents of Ontario (PAIRO) Residency Program Excellence Award. This is the second time in three years that a Queen’s program has been so honoured. Two years ago the Department of Surgery was a recipient. The award recognizes programs that have consistently provided an exceptionally positive and rewarding experience to their residents, while producing physicians who are expertly trained to deal with the challenges in their upcoming careers.

Queen’s proposal to nominate a Chair in Nuclear Materials is one of 40 proposals now competing for 20 Canada Excellence Research Chairs, who will be granted up to $10 million over seven years to establish ambitious research programs. The 40 finalists were announced in Ottawa last Thursday from a total of 135 proposals. The CERC program supports the development of innovative ideas and cutting-edge research discoveries at Canadian universities in environmental sciences and technologies, natural resources and energy, health and related life sciences and technologies and information and communication technologies.

Three students have been selected to receive Vanier Scholarships, a new, highly competitive scholarship for Canadian and International graduate students providing $50,000 per year for up to three years. The successful students who will be studying at Queen’s are Anne-Claire Larochette in Psychology, Shai Sabbah in Biology and Nathaniel Lewis in Geography. The Queen’s group represents 3 of the 72 nationwide scholarships that were announced at a reception hosted by the Presidents of the Tri-Councils in Ottawa on April 30th.

12. Question Period

13. Student Affairs
   a) Rector – Leora Jackson (Appendix K, page 71)

   The Rector observed that decisions about future tuition fees are on hold waiting for the provincial government to release its next tuition fee framework.

   The Rector described for Trustees the process followed by the Committee, comprised of representatives from all schools and faculties, to determine the recipients of the 2009 Agnes Benidickson Tri-Colour Award and briefly reviewed their biographies:

   Michael Koichopolos (Commerce)
   Alison Williams (Political Studies)
   Aaron Myron (Biology)
   Eveline Chatsler (Arts and Nursing)

   The Rector concluded her remarks by noting that she will be present on stage for the nineteen Spring Convocation Ceremonies.

   b) AMS – President, Michael Ceci (Appendix L, page 73)

   The AMS President began his remarks by congratulating students from the MBA program who placed first in two recent competitions. He proceeded to give Trustees an overview of the AMS operations:
The AMS Mission statement is to “serve and represent a diversity of students at Queen’s.”

- Only fully student-run student government
- Accountable to Assembly and Board of Directors
- 100% turnover every May 1st

“…to serve…”

- 1000 student volunteers
- 500 student employees
- 180 student clubs
- 8 faculty societies, 2 residence societies

“…to represent…”

- Council & Officers
- Academic Affairs
- Municipal Affairs
- Social Issues
- Internal Affairs
- Campus Activities
- Media
- Retail
- Health & Safety
- Sustainability

The AMS is committed to working towards the restoration of Queen’s image and to breathe life into the institution; is keenly attuned to the challenges facing Queen’s; and a ready and willing partner to help to make life better for Queen’s students, faculty, staff, and community. He expressed the AMS view of student governance as a spirit of collegiality where Queen’s students and administrators work together collaboratively.

The President cited the process by which student leaders and administrators worked to achieve a new athletics fee and assessed it as Queen’s working at its very best. The Associate Dean of Student Affairs, R. Deniston Stewart and the Director of Athletics and Recreation, L. Dal Cin, worked closely with students through a consultative process, rooted in a collegial working environment. The AMS is always a willing partner and open to Trustees’ thoughts and comments at any time. Noting the immediate and real challenges facing Queen’s that will require some innovative solutions, and that agreement is unlikely all of the time, the President affirmed that student leaders continued to be committed to work as partners with the Board of Trustees.

In the spirit of the undergraduate commitment to Queen’s, the AMS president presented a cheque for $1,059,000, the 2008/2009 installment of the student commitment to the Queen’s Centre, noting that this payment would bring the AMS contribution to date to over five and a half million dollars.

The Chair of the Board and the Principal thanked the AMS President on behalf of the entire community for the undergraduate students’ commitment to the Queen’s Centre Project.

c) SGPS – President, Jeff Welsh (Appendix M, page 75)

In addition to his written report circulated with the Agenda, the President paid tribute and thanked Principal Williams for his leadership. The President was pleased about the establishment of the Queen’s Centre Advisory that will now begin its work.
The President went on to speak about ways in which graduate students can assist with innovative initiatives. He referred to a proposal to establish a residential graduate college that, among other things, would address the housing needs of graduate students who now represent twenty percent of the student body but who are not able to locate close to the campus at present.

The President concluded his report by referring to the decision by the Education Student Society, which represents students in the one-year B.Ed. program, to transfer their affiliation from the AMS to the SGPS. Discussions have ensued with the Vice-Principal (Academic) about the resulting budget shortfalls in fees paid for various University and AMS services. The SGPS is committed to ensuring that services continue to function next year without any gaps and will work cooperatively with the AMS and the University on this matter.

**III COMMITTEE MOTIONS AND UPDATES**

1. **Finance Committee**

   a) **Residence Fees 2010-2011 (Appendix N, page 76)**

   B. Mitchell, Vice-Chair of the Finance Committee presented the motion noting that proposal would generate $500,000 to central funds and $200,000 to student services.

   **Moved by B. Mitchell**
   **Seconded M. Daub and agreed:**

   That the Board approve the Residence Fees 2010-2011, as presented in Appendix N, page 76:

   **Queen's University Residence**
   **Proposed Residence Fee Schedule 2010-11**

<table>
<thead>
<tr>
<th></th>
<th>2010/11 New Base</th>
<th>One-time % adjustments</th>
<th>2010/11 Revenue Fee</th>
<th>Incr</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fee</td>
<td>Increase</td>
<td>Fee</td>
<td></td>
</tr>
<tr>
<td>Single Plus Upper</td>
<td>$9,962</td>
<td>4.00%</td>
<td>$10,360</td>
<td>$10,697 7.37%</td>
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<tr>
<td>Single Harkness</td>
<td>$5,516</td>
<td>4.00%</td>
<td>$5,737</td>
<td>$5,787 4.91%</td>
</tr>
<tr>
<td>Jean Royce Upper</td>
<td>$5,516</td>
<td>4.00%</td>
<td>$5,737</td>
<td>$5,737 4.00%</td>
</tr>
<tr>
<td>Suite</td>
<td>$5,856</td>
<td>4.00%</td>
<td>$6,090</td>
<td>$6,090 4.00%</td>
</tr>
<tr>
<td>Grad-IDUC</td>
<td>$5,516</td>
<td>4.00%</td>
<td>$5,737</td>
<td>$5,787 4.91%</td>
</tr>
<tr>
<td>Single Plus-first year</td>
<td>$10,462</td>
<td>4.00%</td>
<td>$10,880</td>
<td>$11,197 7.02%</td>
</tr>
<tr>
<td>Single Redev</td>
<td>$9,964</td>
<td>4.00%</td>
<td>$10,363</td>
<td>$10,879 9.19%</td>
</tr>
<tr>
<td>Single-first year</td>
<td>$9,964</td>
<td>4.00%</td>
<td>$10,363</td>
<td>$10,563 6.01%</td>
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<tr>
<td>Double Redev</td>
<td>$9,864</td>
<td>4.00%</td>
<td>$10,259</td>
<td>$10,575 7.21%</td>
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<tr>
<td>Double-first year</td>
<td>$9,864</td>
<td>4.00%</td>
<td>$10,259</td>
<td>$10,259 4.00%</td>
</tr>
<tr>
<td>Jean Royce-first year</td>
<td>$5,516</td>
<td>4.00%</td>
<td>$5,737</td>
<td>$5,737 4.00%</td>
</tr>
</tbody>
</table>

   **Notes:**
   2009/10 fees were approved by the Board of Trustees May, 2008
   Proposed fees for 2010/11 were approved by the Senate Residence Committee, April 2009

   **Carried 09-15**
Graduate Student Trustee A. Nocillo asked for more information about the losses sustained by Event Services and what steps will be taken to address this situation.

Associative Vice-Principal and Dean of Student Affairs, J. Laker, responded that reference to a $700,000 loss is inaccurate. Historically the revenues and expenses of Event Services, and any resulting surplus, have been embedded within the Residences portfolio. An exercise has been started to separate the particulars to know how much are fixed costs, how much are incremental, determine how revenues can be maximized.

I. Van Nostrand commented on the process by which a Senate Committee approves a budget decision that is then brought to the Board of Trustees as a fait accompli. He recommended that this be reviewed in the larger governance context going forward.

b) Residents’ Society Fees 2009-2010 (Appendix O, page 80)

Moved by B. Mitchell  
Seconded by L. Cannon and agreed  
That the Board of Trustees approved the Residents’ Society Fees for 2009-2010 as presented by the Societies:

The 2009-2010 Main Campus Residents membership fee will be $89.28.  
The 2009-2010 Jean Royce Hall membership fee will be $84.87.

Carried 09-16

c) Student Activity Fees 2009-2010 (not available for consideration on May 2, 2009)

The Vice-Principal (Academic) reported that the matters with respect to the transfer of affiliation by the Education Students Society are being resolved and a proposal will be the subject of a teleconference of the Board of Trustees as soon as possible.

d) Interim Tuition Fee Report 2010-2011 (Appendix P, page 83)

Moved by B. Mitchell  
Seconded by B. Palk and agreed:  
That the Board of Trustees, on the recommendation of the Finance Committee, approve the tuition fees set out in the attached Tables 1 and 2 for the year 2009-10 and for 2010 – 2011, effective 1 May 2009.

Table 1
Recommended Tuition Fee Levels 2009-10

<table>
<thead>
<tr>
<th>Undergraduate and Professional Programs</th>
<th>Actual 2008-09</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
<th>Proposed 2010-11</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Policy Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time MIR (PMIR) per course</td>
<td>n/a</td>
<td>$1,163</td>
<td>0.0%</td>
<td>tba</td>
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</tr>
<tr>
<td>Part-time MPA (PMPA) per course</td>
<td>$1,163</td>
<td>$1,163</td>
<td>0.0%</td>
<td>tba</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Table 2
Recommended Tuition Fee Levels 2010-11
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 2008-09</th>
<th>Approved 2009-10</th>
<th>% Change</th>
<th>Proposed 2010-11</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2010</td>
<td>$6,801</td>
<td>$7,141</td>
<td>5.0%</td>
<td>$7,498</td>
<td>5.0%</td>
</tr>
<tr>
<td>Summer 2010</td>
<td>$4,543</td>
<td>$4,770</td>
<td>5.0%</td>
<td>$5,009</td>
<td>5.0%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>$13,776</td>
<td>$14,465</td>
<td>5.0%</td>
<td>$15,188</td>
<td>5.0%</td>
</tr>
<tr>
<td>Winter 2011</td>
<td>$13,776</td>
<td>$14,465</td>
<td>5.0%</td>
<td>$15,188</td>
<td>5.0%</td>
</tr>
<tr>
<td>Spring Law Program 2010</td>
<td>$10,374</td>
<td>$10,893</td>
<td>5.0%</td>
<td>$11,438</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

NOTE: fees highlighted in gray are the ones for which Board approval is being sought

Carried 09-17

e) Budget Report 2009-2010 (Appendix Q, page 86)

The Vice-Chair of Finance introduced the item by noting that this is the first year that the Board and its Finance Committee has been able to consider the budget in the context of a three year outlook. In addition, this is the first time that the Board is considering approval of a deficit budget in the amount of $8.3M. Internal loans of $3.6M are deferred. In addition, there is a pension deficit of $2M from the 2008-2009 budget year. The proposed 2009-2010 Budget anticipates enrolment growth of 2% in undergraduate programs and 5% in graduate programs, as approved by the Senate in February 2009. The proposed Budget reflects the first year of the three year 15% cuts and the deferral of the maintenance allocation for 2009-2010, that is a reduction of $4.2M in expense for deferred maintenance for 2009-2010 compared to the current year. Tuition fee increases are at the 5% maximum permitted.

The deficit is necessary for the following reasons:

1. Queen’s will be receiving less operating budget than 2008-2009. Queen’s is hopeful that it will receive capital funding; however, this does not relieve the shortfalls on the operating side.
2. Despite the cuts to faculties, which are real, there will continue to be growth in program expenditures.
3. Contractual compensation increases will be 5.5% per year.
4. Legal obligations to increase funding to the unfunded pension liability – increase of $2M in 2009-2010.
5. Queen’s will receive less income 3.8M in 2009-2010 from the endowment returns
6. Debt service for capital infrastructure such as the Queen’s Centre at $600,000 in 2009-2010 and this will grow in future years.
7. QUSAR amortization at $3M per year.

Finance Committee is not comfortable with budgeting and projecting deficits. The combined deficit over three years is $33M which is too high. The Finance Committee plans to meet in special meetings over the summer with the Principal and the Principal-Designate and the administration to develop specific principles within which the University’s operating budget and outlooks should confirm. The Finance Committee intends to bring these principles back to the
Board for discussion and debate to achieve concurrence. These principles will inform the University community of the need and the pace with which the University must return to balanced budgets and the generation of surpluses to repay the deficits that we are now accumulating.

The Board Chair reminded Trustees that while issues have been discussed for some time, in December, the Principal brought the scale of the financial issues confronting the University to the attention of the Board and recommended that a multi-year solution was necessary. Ninety percent of revenues are received from government and from tuition, which remains capped. The rapidly growing expense line is unsustainable. The Principal provided background in March and today the Board is considering approval of the 2009-2010 Budget. Deficits are unacceptable for clear reasons:

1. Deficits indicate bad financial management and avoid the tough steps to achieve a solution.
2. Deficits mortgage future generations, push tuition fee increases to them.
3. The University needs the financial capacity in its balance sheet to cope with future challenges.

The Chair concluded by emphasizing the sense of extreme reluctance, shared by all Trustees, with the need to approve a deficit budget. He said that he and the Finance Committee would continue to work actively with the Principal and the administration to reduce the deficit for 09-10 and to revise the projections for 2011 and 2012 that are unacceptable as currently stated.

The Principal stressed the importance of the exercise undertaken for the first time to place the budget for 2009-2010 in the context of the subsequent two years. It is impossible any longer to operate on the basis on one-year projections.

The Acting Vice-Principal (Operations and Finance) provided the following outline of the presentation, in which the 2009-10 budget changes were presented in the context of the budget projections up to 2012. Capital budgets were not included since there was no additional information to the Quarterly report. However, it would be important to discuss the risks and opportunities in the proposed budget framework.
### Queen’s University 2008-09 to 2011-12 Operating Budget ($ Millions)

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10 Change</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants</td>
<td>186.8</td>
<td>182.5 (-4.3)</td>
<td>187.9</td>
<td>189.8</td>
</tr>
<tr>
<td>Fees*</td>
<td>116.1</td>
<td>142.3 (+26.2)</td>
<td>152.3</td>
<td>162.4</td>
</tr>
<tr>
<td>Investment Income</td>
<td>18.6</td>
<td>14.8 (-3.8)</td>
<td>15.1</td>
<td>15.4</td>
</tr>
<tr>
<td>All Other Revenue</td>
<td>8.7</td>
<td>9.2 (+0.5)</td>
<td>9.7</td>
<td>9.7</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>330.2</td>
<td>348.8 (+8.6)</td>
<td>365.0</td>
<td>377.3</td>
</tr>
</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10 Change</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation (Salary and Benefits)</td>
<td>251.1</td>
<td>275.4 (+24.3)</td>
<td>289.5</td>
<td>302.9</td>
</tr>
<tr>
<td>Utilities</td>
<td>15.9</td>
<td>15.4 (-0.5)</td>
<td>15.9</td>
<td>16.3</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>25.4</td>
<td>28.5 (+3.1)</td>
<td>29.6</td>
<td>29.6</td>
</tr>
<tr>
<td>Capital Projects Financing &amp; Deferred Maintenance</td>
<td>5.9</td>
<td>3.6 (-2.3)</td>
<td>13.2</td>
<td>13.2</td>
</tr>
<tr>
<td>Other</td>
<td>31.9</td>
<td>37.8 (+5.9)</td>
<td>35.0</td>
<td>27.3</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>330.2</td>
<td>360.7 (+30.5)</td>
<td>383.2</td>
<td>389.3</td>
</tr>
</tbody>
</table>

#### Operating Budget Surplus (Deficit)

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10 Change</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferral of Internal Loans</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Final in Year Surplus (Deficit)</td>
<td>- (-3.6)</td>
<td>- (-3.6)</td>
<td>- (-3.6)</td>
<td>- (-3.6)</td>
</tr>
<tr>
<td>Prior Year Surplus (Deficit)</td>
<td>- (-12.0)</td>
<td>- (-12.0)</td>
<td>- (-12.0)</td>
<td>- (-12.0)</td>
</tr>
<tr>
<td>Accumulated Surplus (Deficit)</td>
<td>- (-10.3)</td>
<td>- (-10.3)</td>
<td>- (-10.3)</td>
<td>- (-10.3)</td>
</tr>
</tbody>
</table>

* Starting in 2009-10 Fees includes approx $15M in MBA & Continuing Teacher Education fees not previously budgeted.

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**Plateau: Appendix A**

**Page 12**

**Queen’s University at Kingston**

**Board of Trustees Minutes – May 2, 2009**
Key Factors Impacting the Operating Budget

- Enrolment Planning
- Government Grants
- Tuition Fees
- Student Assistance
- Compensation
- Research
- Global Financial Market
- Campus Infrastructure & Support
- Reinvestment in Academic Programs

Enrolment Planning

Full-Time Enrolment

![Graph showing full-time enrolment trend]
Enrolment Planning

Undergraduate Enrolment
- Projected growth of 930 students (in 2011-12) over 2008-09
- Undergraduate Accessibility Grant funding is tied to growth; A discount of 20% has been assumed on this grant
- Ontario University undergraduate eligible system enrolment has grown by 42% since 2000-01 whereas Queen’s total undergraduate enrolment has only grown 14%

Graduate Enrolment
- Projected growth of 440 students
- Funding is tied to eligible graduate growth under Reaching Higher within institution targets
- Queen’s is on track to reach the government targets by 2010-11 and is working with MTCU to have our targets increased

Government Grants

Provincial Grants
- No inflationary funding is being flowed to Universities
- Majority of grants are targeted for specific purposes or growth
- Graduate growth funding is secure
- Undergraduate growth funding is less so
- MTCU has indicated not to expect any year-end funding in 2009-10

Federal Grants
- The only Federal operating grant we receive is the Federal Indirect Costs of Research Grant, which covers approximately 20% of direct research costs
- It is widely accepted that indirect costs of research are approximately 40% of direct costs
- $2B Knowledge Infrastructure Program for PSE - we are awaiting word of decisions on capital projects submitted under this project
Compensation

• Salary increases currently average 5.5% annually
• Benefit cost increases average 5% annually; dental costs for QUFA to be fully covered by the University commencing in 2009-10
• Unfunded Pension Liability: Increase in contribution of $2M re. August 31st 2008 valuation
• One staff agreement expiring in the current year

<table>
<thead>
<tr>
<th>Bargaining Unit/Association</th>
<th>Contract effective until</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUFA</td>
<td>April 30, 2011</td>
</tr>
<tr>
<td>QUSA</td>
<td>June 30, 2009</td>
</tr>
<tr>
<td>CUPE 229</td>
<td>June 30, 2010</td>
</tr>
<tr>
<td>CUPE 1302</td>
<td>June 30, 2010</td>
</tr>
<tr>
<td>CUPE 254</td>
<td>June 30, 2010</td>
</tr>
</tbody>
</table>

Global Financial Market Conditions

• The decline in financial markets has had a substantial impact on University investments
• The full impact of market meltdown on the PEF will not be felt immediately due to the Yale formula
• The projected market values on April 30th are after 2008-09 payouts of $41M (PIF $10.2M; PEF $30.8M)

<table>
<thead>
<tr>
<th>Investment Portfolios (000's)</th>
<th>Market Value April 30, 2008</th>
<th>Projected Market Value April 30, 2009*</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pooled Investment Fund (PIF)</td>
<td>175.5</td>
<td>124.2</td>
<td>(51.3)</td>
</tr>
<tr>
<td>Pooled Endowment Fund (PEF)</td>
<td>624.8</td>
<td>472.4</td>
<td>(152.4)</td>
</tr>
<tr>
<td>Total</td>
<td>800.2</td>
<td>596.6</td>
<td>(203.6)</td>
</tr>
</tbody>
</table>

*Based on April 16th Market Values net of projected April 30th Withdrawals from both the PIF & PEF
Global Financial Market Conditions

Pooled Endowment Fund
• To support operations, the payout on the unrestricted PEF has increased to 7.5%
• Decline in restricted endowment as shown based on Yale formula

Projected Restricted & Unrestricted Endowment Income

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operating Income</td>
<td>4.4</td>
<td>5.38</td>
<td>5.44</td>
<td>5.63</td>
</tr>
<tr>
<td>Total Unrestricted Income</td>
<td>4.4</td>
<td>5.38</td>
<td>5.44</td>
<td>5.63</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>11.75</td>
<td>11.91</td>
<td>11.04</td>
<td>10.34</td>
</tr>
<tr>
<td>Research</td>
<td>0.93</td>
<td>1.08</td>
<td>1.01</td>
<td>0.96</td>
</tr>
<tr>
<td>Charis, Departmental and other funds</td>
<td>10.41</td>
<td>10.53</td>
<td>9.9</td>
<td>9.32</td>
</tr>
<tr>
<td>Total Restricted Income</td>
<td>23.09</td>
<td>23.53</td>
<td>21.80</td>
<td>20.81</td>
</tr>
<tr>
<td>Total Restricted &amp; Unrestricted Income</td>
<td>27.49</td>
<td>28.91</td>
<td>27.33</td>
<td>26.42</td>
</tr>
</tbody>
</table>

Campus Infrastructure & Support

• Deferred Maintenance operating contribution of $4.2M will be suspended for 2009-10
• MTCU Facilities Renewal Funding of $1.7M suspended
• Federal Knowledge Infrastructure grant should provide significant injection of funding for capital & maintenance
• QUASR will be funded at $3M annually from Operating
• Cost of Debt for Queen’s Centre assumes movement to long-term debt in 2010-11
• No additional capital projects without committed funding
Reinvestment in Academic Programs

- Reinvestment to Faculties & Schools is tied to tuition fee revenues from enrolment growth and fee increases for Undergraduates.

- A portion of Fee & Grant revenue is shared for Graduate Growth over 2005-06.

- From 2009-10 to 2011-12 $15M will be reinvested, plus an additional $5M annually for Graduate Growth.

### 2009-10 Incremental Revenue & Expenditures

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fees</td>
<td>$11.2</td>
</tr>
<tr>
<td>Student Fees - MBA &amp; CE</td>
<td>$14.8</td>
</tr>
<tr>
<td>Government Grants</td>
<td>$(4.2)</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$(4.1)</td>
</tr>
<tr>
<td>Other Income</td>
<td>$(0.9)</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$18.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>P/VP/Faculties/Schools</td>
<td>$(8.1)</td>
</tr>
<tr>
<td>Compensation Increase</td>
<td>$11.3</td>
</tr>
<tr>
<td>Reinvestment in Faculties &amp; Schools - Grant &amp; Tuition Sharing</td>
<td>$5.0</td>
</tr>
<tr>
<td>MBA &amp; Continuing Education</td>
<td>$14.8</td>
</tr>
<tr>
<td>Benefits</td>
<td>$6.6</td>
</tr>
<tr>
<td>Utilities</td>
<td>$(0.4)</td>
</tr>
<tr>
<td>Student Assistance</td>
<td>$3.0</td>
</tr>
<tr>
<td>Deferred Maintenance</td>
<td>$(5.9)</td>
</tr>
<tr>
<td>Capital Project Financing</td>
<td>$3.6</td>
</tr>
<tr>
<td>Other Expenses, net of recoveries</td>
<td>$(0.5)</td>
</tr>
<tr>
<td><strong>Total Operating Expenditures</strong></td>
<td>$30.5</td>
</tr>
</tbody>
</table>

**Total Surplus/(Deficit)**: $(11.9)

Deferral of Internal Loans: $3.6

Net Deficit: $(8.3)
Budget Risks

The significant risks in the 2009-10 to 2011-12 budget are:

- Managing the Budget Cuts
- Provincial Grant Funding – will the funding materialize
- Tuition Fee Policy
- Pension Plan Unfunded Liability
- Investment Income – monitor liquidity & returns
- Decline in Market Value of Endowment Funds
- Fundraising for Queen’s Centre
- Debt Financing – interest rates & debt vehicle

Possible Budget Opportunities

- Continued suspension of the deferred maintenance allocation beyond 2009-10
- Market gains in the Pooled Investment Fund
- Successful Queen’s Centre fundraising
- Tuition fee flexibility under new Tuition Fee Framework
- Pension plan amendment agreements
- Provincial funding tied to quality measures; year-end funding
- Lower than projected compensation increases
Moved B. Mitchell  
Seconded by B. Palk and carried  
5 opposed and 1 abstention  

That the Board of Trustees, on the recommendation of the Finance Committee, approve the Budget for the 2009/10 as outlined in Appendix Q.  

Carried 09-18  

The following comments were made during discussion:  

Deferred maintenance must not compromise safety standards.  

The Principal’s financial update website [http://www.queensu.ca/principal/financialupdate.html](http://www.queensu.ca/principal/financialupdate.html) includes information on what other universities are doing to combat very similar challenges, e.g. 50 support staff lay-offs at UWO.  

It is imperative that increases in tuition be matched by increases in student assistance to ensure needs blind admission so a Queen’s education is accessible for all qualified students. Universities must, through all available ways (COU, presidents, chancellors) maintain aggressive pressure with respect to the limits imposed by the government on tuition fee increases.  

Continued efforts must be made to educate all constituents through transparent analysis and evaluation of financial information. At present there is a high level of distrust and claims of an absence of transparency  

The lack of complete and current data inhibits to a degree efforts to explain the challenges facing the University. QUSAR is the key solution to this shortcoming.  

Faculty feel they are bearing the brunt of workload increases as they try to sustain the quality of education while faced with enrolment growth and increased class sizes.  

Given the severity of the situation, extraordinary circumstances require innovative approaches not the status quo.  

In October, the Board wants to see a reworking of 2010-2011 and 2011-2012 projections.  

Interest group agendas negatively affect the spirit of collegiality. To offset this, the Board supports disclosure of macro info to all constituents as transparently as possible to foster the necessary level of trust. Beyond that, the University must enunciate more broadly that the current situation is unsustainable  

At a macro level it is clear what to do; confusion arises at the micro level. We may not be able to provide the fine numbers, but the gross numbers are clear. A university with low productivity growth will always have problems and drive up real income at the rate that real incomes are rising in other parts of the economy. We have a cost problem, not just a wage rate problem. It is difficult, but we must reduce the costs and then we can go to donors and governments and ask them to share the burden.  

Transparency in the outcome is also very important.  

Alternate revenue sources are being explored. They tend to be faculty specific.
There is a perception of undue growth on the administrative side. Appendix Q, p. 103, shows an expense reduction for the Principal and Vice-Principals, reflecting their voluntary salary freeze.

The contextual consideration for the provincial government, or “equity in the town square,” is significant: the $14.1B government deficit, further complicated by pension issues because two-thirds of the population in Ontario relying on personal registered retirement pension plans.

At the conclusion of the discussion, Principal Williams commented that transparency, like teaching and learning, is a two-way process. On one side, the University is committed to make all pertinent information available and to keep it current. However, on the other side, readers are obliged to ask for clarification as quickly as possible when they do not understand some part of the information.

f) **Standard and Poor’s Credit Rating Report**

The Vice-Chair reported that a summary of the S&P Rating Report had been received. Queen’s retains its AA+ with a cautionary outlook rating contingent on the assumption the University brings the operating deficit back into balance.

g) **Draft signing authority** – A policy document is being developed.

h) **Innovation Park Update**

The Finance Committee received an update on Innovation Park. The initiative was established using a provincial grant of $21M to promote industry/university and industry/industry collaboration. The budget provided $13M for land purchase and infrastructure, of which $12.3M has been spent. The Green Centre Canada initiative has provided an additional $9M in additional funds.

For Phase I of Innovation Park the current occupancy is at 63%, with an additional 17% anticipated, leaving a 20% vacancy. Twenty-four organizations are located in the Park. The Executive of the Park projects that it will not break even at 90% or 100%. The anticipated loss is $400-600K/yr. Based on a number of assumptions, at the end of the Novelis lease in 2023, $1.9 of the initial $21M is projected to be available. Therefore the Park is on track to fulfill its initial objectives. Investment returns on the $21M have been lower than anticipated due to the economic conditions. With the development of the critical mass of occupants, within ten years the Park will be able to start charging premium rates. Discussions continue with potential occupants to fill up the capacity in Phase I. Plans for Phase II include a new building. The Executive remains optimistic despite the economic downturn, and are working on the reduction of expenses to curtail losses. The Finance Committee will continue to monitor progress.

In response to a question about where the Innovation Park deficits are charged, the Chair of the Board confirmed that Innovation Park is not supported by the operating budget of the University.

2. **Audit Committee**

The Chair of the Audit Committee commented on the confirmed AA+ S&P Credit Rating that is contingent on the University bringing the operation budget back into balance. He noted that the DBRS Credit Rating report was due soon.

The Chair said that the Audit Committee received a report on security measures and insurance at the Agnes Etherington Art Centre which satisfactorily demonstrated the necessary degree of vigilance.
3. Nominating Committee – David Whiting  (Appendix R, page 133)

The Board of Trustees approved the following recommendations contained in the report

Motion I:

Moved by D. Whiting
Seconded by R. Burge and agreed:

The Nominating Committee recommends approval of the following Board of Trustees appointments:

Dan Burns appoint to serve a 4-year (broken) term to 2011
Gordon Keep appoint to serve a 4-year (broken) term to 2012
Donald Raymond re-appoint to a 4-year term to 2013
Barbara Palk re-appoint to a 4-year term to 2013
David Grace re-appoint to a 4-year term to 2013
Karyn Brooks re-appoint to a 3-year term to 2012

Carried 09-19

Motion II:

Moved by D. Whiting
Seconded by R. Burge and agreed:

The Nominating Committee recommends approval of the following amendments to constitutions to take effect immediately:

1. The Finance Committee shall be composed of the Chair of the Board, the Chancellor, the Rector and the Principal who shall be ex-officio members, and not more than (8) additional trustees of whom at least one must be a member of an internal constituency of the University.

2. The Environmental Health and Safety Committee shall be composed of the University Legal Counsel who shall be an ex-officio member, and not less than five nor more than (7) members, who may or may not be Trustees.

Carried 09-20

Motion III:

Moved by D. Whiting
Seconded by R. Burge and agreed:

The Nominating Committee recommends approval of the recommendations for appointment and re-appointment to Committees as indicated in items 1 – 9 of the Report of the Nominating Committee, May 2, 2009.

Carried 09-21
1. ADVANCEMENT COMMITTEE (10 members who may or may not be Trustees)

   Joe Lougheed & Barbara Palk re-appoint as Co-Chairs
   Peggy Cunningham appoint for a 3-year term – 2012
   David Masotti appoint for a 3-year term – 2012
   Jerry del Missier – 2010
   Donald Bayne – 2010
   Jeff Chan – 2010
   Barbara Palk – 2011
   Joe Lougheed - 2011
   Kathleen Macmillan – 2011
   Innes van Nostrand – 2011

2. AUDIT COMMITTEE ( 6 members – 1 from int ernal constituency, majority must be
Trustees and at least two members shall be “financial experts”)

   Karyn Brooks appoint as Chair
   Merv Daub appoint as Vice-Chair

   Merv Daub re-appoint for a 3-year term - 2012
   Karyn Brooks – 2010
   Susan Waywell – 2010
   David Pattenden – 2010
   Dean McKeown – 2011

3. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE (5 Trustees, one of whom
shall be a student Trustee; 1 student nominated by the AMS; 1 student nominated by the
SGPS; 2 faculty nominated by the Senate; 2 staff members nominated by the Senate; and 4
additional members with relevant professional experience appointed by the Board)

   Dan Burns re-appoint as Chair
   James Carson re-appoint as Vice-Chair

   Trustees:
   Morgan Campbell appoint for a 2-year term – 2011
   Jocelyn Hart – 2010
   Bruce Mitchell – 2011
   Andrew Pipe – 2011
   Sarah Jane Dumbrille – 2011

   Members with relevant professional experience
   Dan Burns re-appoint for 3-year term – 2012
   Harry Angus re-appoint for 3-year term – 2012
   Julian Smith re-appoint for 3-year term – 2012
   Toby Abramsky – 2011

   Members appointed by Senate
   James Carson – 2010
   David Gordon – 2012
   Lynn Freeman – 2012
   Stacy Kelly – 2012

   Member nominated by AMS
   Leslie Yun – 2010
4. ENVIRONMENTAL HEALTH & SAFETY COMMITTEE (8 members who may or may not be Trustees)

   David Pattenden re-appoint as Chair
   John Nesbitt appoint as Vice-Chair

   Perry Bamji appoint for a 3-year term – 2012
   Mary Balanchuck re-appoint for a 3-year term – 2012
   Alfonso Nocilla – 2010
   Gerry Dyer - 2010
   George Lavery – 2011
   John Nesbitt – 2011
   Ingrid Johnsrude – 2011
   David Pattenden - 2011

5. FINANCE COMMITTEE (9 members – Trustees, 1 from internal constituency)

   George Anderson re-appoint as Chair
   Bruce Mitchell re-appoint as Vice-Chair

   Karyn Brooks appoint for a 3-year term – 2012
   David Grace appoint for a 3-year term – 2012
   Susan Cole appoint for a 3-year term – 2012
   Merv Daub re-appoint for a 1-year term - 2010
   George Anderson – 2012
   Bruce Mitchell – 2012
   Daniel Bader – 2011
   Barbara Palk – 2011
   Rob Sobey – 2010

6. INVESTMENT COMMITTEE (up to 10 members – at least 3 Trustees)

   Louise Cannon re-appoint as Chair
   Barbara Palk re-appoint as Vice-Chair

   Roger Casgrain re-appoint for a 3-year term – 2012
   Donald Raymond – 2011
   Bruce Grantier – 2011
   Peter Copestake – 2011
   Barbara Palk – 2011
   Louise Cannon - 2010
   Lea Hansen – 2010
   Edward Speal – 2010

7. NOMINATING COMMITTEE (5 members – Trustees, 1 from internal constituency)

   David Whiting re-appoint as Chair
   Kathleen Macmillan appoint as Vice-Chair
8. PENSION COMMITTEE (5 members who where possible shall have appropriate professional expertise)

Bill Cannon re-appoint as Chair
David Grace re-appoint as Vice-Chair
Peter Copestake appoint for a 4-year term - 2013
Don Raymond re-appoint for a 4-year term – 2013
David Pattenden re-appoint for a 4-year term – 2013
James Angus re-appoint for a 4-year term – 2013
David Grace – 2011

9. BODIES WITH BOARD APPOINTMENTS

Queen’s University Engineering Society Services Incorporated (QUESSI)
Dean McKeown appoint
Bob Burge appoint

Agnes Etherington Art Centre
Sarah Jane Dumbrille re-appoint

University Council Executive Committee
David Masotti appoint

10. APPOINTMENT OF CHAIR AND VICE-CHAIRS OF THE BOARD OF TRUSTEES

Motion IV:

Moved by D. Whiting
Seconded by D. Pattenden and agreed:

That William Young be re-appointed Chair of the Board of Trustees for 2009-2010.

Carried 09-22

Motion V:

Moved by D. Whiting
Seconded by R. Burge and agreed:

That George Anderson, Kim Black and Andrew Pipe be re-appointed as Vice-Chairs for 2009-2010.

Carried 09-23
11. RETIRING MEMBERS

The Nominating Committee wishes to advise that the following members of the Board will be retiring effective May 31, 2009.

Beverley Baines (effective May 31, 2009)
Michael Ceci (effective April 30, 2009, to become President of the AMS effective May 1, 2009)

V OTHER BUSINESS

VI ADJOURNMENT

The meeting adjourned at 12:15 pm.