Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday October 1, 2010, 7 p.m., Robert Sutherland Hall, Conference Room 202

Members Present:

CLOSED SESSION
Appendix A pages 1 to 6 for distribution to Trustees only.

I OPENING SESSION
Chair welcomed participants to the Open Session of the meeting at 8:30 p.m. He asked for a moment of silence to be observed in memory of first-year student Cameron Bruce.

The Chair reported that the Board had approved the following two motions in Closed Session:

“That the Board of Trustees endorses the petition to Parliament to amend the statutes respecting Queen's University at Kingston that govern the Board of Trustees' and the University Council's composition and mode of election. “

“That the Board of Trustees of Queen’s University approve the reduction of the membership of the Board from the current number of 44 Trustees to 25 Trustees. This reduction will start to take effect following the approval by Parliament of the Bill proposing changes to the statutes respecting Queen’s University at Kingston that govern the Board of Trustees.”

It was noted that trustees who finish their terms in the next three years would not be asked to cut them short. At the end of a Trustees' term, however, they would not be reappointed automatically. The reduction would be: from a 44-to 37-person board by June 2011; from 37 to 30 by June 2012 and from 30 to 25 in June 2013.
1. Adoption of Agenda

   Moved by D. Woolf
   Seconded by D. Pattenden and agreed

   That the Board adopt the Agenda as circulated, with the provision that items 2-10 be received for information or action, by consent.

   Carried 10-47

Consent


   Carried 10-48

3. Naming Dedications (Appendix B, page 36)

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

   Isabel Bader Centre for the Performing Arts
   The dedication of the Grand Lobby in the Isabel Bader Centre for the Performing Arts in recognition of a portion of the irrevocable trust from the Estate of Alexander Murray Jeffrey in support of Queen’s, and the Isabel Bader Centre project.

   Carried 10-49

   The dedication of the Percussion Room in the Isabel Bader Centre for the Performing Arts in the name of Ross William Gordon, in recognition of the generous pledge from Daniel Woolf, Arts’80 and Julie Gordon-Woolf in support of Queen’s, and the Isabel Bader Centre for the Performing Arts.

   Carried 10-50

   Queen’s Centre
   The dedication of the main gymnasium in the Queen’s Centre in honour of the Students of Queen’s University, in recognition of the significant pledge from an anonymous donor in support of Queen’s, and the Queen’s Centre project.

   Carried 10-51

   The dedication of the main floor Fitness Zone in the Queen’s Centre in recognition of the generous gift in the name of Duvernay Oil from Michael Rose, BSc’79 and Susan Riddell Rose, BSc(Eng)’86, in support of Queen’s, and the Queen’s Centre.

   Carried 10-52

   Summerhill
   The dedication of the East Wing of Summerhill as Benidickson House in recognition of the lifetime contributions from Agnes Benidickson in support of Queen’s. A commemorative plaque will be struck to display in Benidickson House.

   Carried 10-53
That the Board of Trustees approve the following naming dedications in recognition of service, as indicated:

Faculty of Arts and Science

The dedication of the Operations Centre at the Queen’s University Biological Station in the name of Raleigh J. Robertson (the Robertson Centre), in recognition of his outstanding service to Queen’s University, as proposed by the Department of Biology.  

Carried 10-54

The dedication of Mackintosh-Corry Hall, Room B400 in the name of Leslie Doucet, in recognition of her extraordinary service to Queen’s University, as proposed by the Department of Global Development Studies.  

Carried 10-55


5. Promotion to Professor, Appointments to Professor Emeritus/Emerita (Appendix D, page 61)

6. Advancement Quarterly Report (Appendix E, page 71)


8. DBRS Credit Rating Report (Appendix G, page 83)


10. Committee Reports:
    ● Investment Quarterly Report (Appendix I, page 103)
    ● Pension Quarterly Report (Appendix J, page 109)

Regular

11. Business Arising from the Minutes
    None.

12. Chair’s Report

    Charter Changes
    The Chair referred to the two motions approved by the Board of Trustees in Closed Session, see above.

    The Chair noted that the Board membership reduction from 44 to 25 will take effect following Parliamentary approval of the Bill. As members of University Council, Trustees also received an email on September 20 relating to Charter changes that would allow the Board and the University Council to each determine their own size and composition. Two motions are in front of Council:

    Motion 1
    The University Council endorses the petition to Parliament to amend the statutes respecting Queen’s University at Kingston that govern the University Council’s composition and mode of election.

    Motion 2
    The University Council authorizes the suspension of nominations of candidates for election to the Board of Trustees by the Graduates (Bylaw D) and the Benefactors (Bylaw E) for terms to begin in June 2011.
Voting on these motions runs from September 20 to October 7. The Chair noted that a teleconference Q and A about the motions, led by the Chancellor, Principal and Board Chair, will take place on Saturday, October 2 at 2 pm. The Chair encouraged Trustees to vote.

[Secretary’s note: Council members voted in favour of both motions.]

**Board Effectiveness Survey**
The Chair noted that an email containing a link to the annual Board Effectiveness survey would be sent to Trustees the week of October 5 for completion by the end of October. He encouraged Trustees to complete the fourth-annual survey, noting that the higher the participation rate, the more useful the results would be. The participation rate is about 60 per cent and he would like to see this increase.

**Thank you to L. Cannon**
The Chair acknowledged the extraordinary contribution of L. Cannon, who has served the Investment Committee for 21 years. He described details of her tenure and accomplishments and presented her with an arrangement of flowers.

L. Cannon replied that she enjoyed her tenure on the Investment Committee and met many wonderful people through it. She thanked G. Lee and W. Forbes of the Investment Department.

13. **Strategic Update from the Principal**

**Internal Updates**
The Principal noted a successful Orientation Week was followed by a tragic start to the fall term with the death of student Cameron Bruce. The University’s condolences go out to his family and friends. The Principal encouraged students to continue to seek support as needed. He noted that the AVP and Dean of Student Affairs J. Pierce is heading an internal review of the University’s Student Death Protocol, which will take into account the police investigation as details become available. He noted that it might take some time and noted that the media coverage of the tragic event was unhelpful and a disservice to students. He noted that the Bruce family will travel from the student’s home in Westport, Conn., to attend the memorial service on campus on Tuesday evening, October 5.

The Principal observed that the cycle of dangerous parties on Aberdeen Street and elsewhere must be broken before the University considers reinstating Fall Homecoming. An estimated 1,000 participated; fewer than in the past. Many were not associated with Queen’s. He thanked those who chose not to participate.

The Principal updated Trustees on several activities, including:
- Meeting with the Principal’s Advisory Committee composed of faculty, staff and students
- Well-attended town halls about the Academic Plan, held on the main and west campuses. He noted that six faculty members on the Academic Writing Team did an excellent job of articulating a clear vision of “Where Next” for the University; the plan is now in the hands of Senate to develop “How Next.” An online forum has been launched to discuss the writing team’s recommendation
- Visits to 30 University departments to date
- Teaching and technology discussions
- Hitting the 1,000 mark of followers on Twitter
- Announced new senior leadership team members:
  - VP (Research) S. Liss
  - Dean of the Faculty of Health Sciences R. Reznick
  - Deputy Provost S. Cole
  - S. Dunn, currently of the Office of the VP (Research) will become Director of Public and Government Affairs, succeeding Special Advisor to the Principal
(External Relations) S. Conway, who has returned to teaching in the School of Policy Studies

- The Provost search is under way
- Potential reintegration of Queen’s School of Religion into the University. Should it occur, it would be in 2012, on the centenary of the separation of Queen’s University and the Theological College
- Two-year, public-sector wage freeze, announced in the provincial budget last March, affects both unionized and non-unionized employees
- Pension solvency – a very technical issue. The assistance the province is offering does not include actual financial relief, but instead is the suspension of an accounting test for the next three years
- Attended recent Fulbright dinner in Ottawa and broadened international contacts
- University Rankings: Queen’s and other Canadian universities did not appear in the Times Higher Education Supplement this year. On the advice of the Director of Institutional Planning C. Conway, the University decided not to participate in the exercise this year and not to pursue someone else’s idea of excellence. The university will continue to identify its key strengths and devote resources to them. It is important to differentiate between metrics and rankings. It is still unclear what metrics are appropriate for Queen’s. The Principal has asked C. Conway to develop a “dashboard process” for the December 3 Board meeting.

Local Outreach
On the Advancement front, the Queen’s Community Breakfasts in coordination with the City of Kingston will be resurrected in November.

International Outreach
AVP (Academic/International) J. Dixon will travel to India and Machu Picchu; two examples of international outreach to increase the number of international students at the University.

A. Bader
Queen’s philanthropist A. Bader is recuperating in Milwaukee, Wisc., after suffering a series of mini strokes. The Principal invited well-wishers to sign get-well cards supplied by Advancement.

14. Operational Update from the Provost
Transition to the Provost Model
In his inaugural report, Provost and VP (Academic) R. Silverman noted that the difference between Provost and VP (Academic) is the addition of the title of Chief Operations Officer and Chief Budget Officer to that of Chief Academic Officer.

Appointments, Reappointments and Searches
The Provost noted the following appointments since the Board last met on April 30:
- Dr. S. Cole, Deputy Provost, for a five-year term
- Dr. J. Dixon, Vice-Provost (International), for a two-year term
- Dr. B. Brouwer, Vice-Provost and Dean of the School of Graduate Studies, for a two-year term
- Ms. M. Whitehead, University Librarian, for a three-year term
- Dr. J. Pierce, AVP and Dean of Student Affairs, for a one-year term.

Searches are under way for:
- Executive Director of the Bader International Study Centre
- Associate VP and Dean of Student Affairs.

A committee will be struck to examine the reappointment of Dr. A. MacLean as Dean of Arts and Science. He is willing to stand for reappointment for an additional two years after his appointment ends June 30, 2011.
Queen’s University Planning Committee
The Provost chairs the new Board-Senate Queen’s University Planning Committee (QUPC), whose membership is being finalized and which will meet for the first time in October. The QUPC will review, comment and make recommendations on new and proposed plans including the Academic Plan and the budget development process. Annual planning reports from various areas will be brought before this committee. Its terms of reference are on the web at http://www.queensu.ca/secretariat/trustees/committe/QUPC.html.

Enrolment Planning
The Principal has charged the Provost with the creation of the University Enrolment Task Force. It has met twice and is responsible for short- and long-term enrolment planning.

Capital Projects
VP (Finance and Administration) C. Davis and the Provost are working on a capital plan for the campus.

Queen’s and other Ontario Universities were asked by the province to propose five key capital projects that would further excellence in teaching and research. In order of priority, Queen’s submitted:

1. Teaching building
2. Engineering building
3. and 4. Renovation and repurposing of existing teaching space in buildings following the construction of at teaching complex and engineering building
5. Animal care and life sciences facility.

The Provost noted that a donor has funded the design of the teaching building. (See Minutes, page X for the motion.)

City Relations
The Provost’s Office is working with City of Kingston staff to develop a joint strategic plan focused on four key areas:

• Quality of life
• Community planning
• Economic development
• Student engagement.

International Initiatives
Queen’s has signed agreements with new exchange partners in the United Kingdom, Spain, and China and for the first time in Turkey and Russia. Vice-Provost (International) Dixon will embark on an international strategic planning exercise.

Quality Assurance
Deputy Provost Cole is leading the Queen’s-specific implementation of the province-wide Institutional Quality Assurance Processes, replacing the Internal Academic Review Process.

Financial Updates
The Provost and VP Davis will give regular financial updates on the University’s website.

15. Question Period
None
16. Student Reports (Appendix K)

a. Rector (page 118)
N. Day commented on student involvement in the academic plan writing process. He also commented on the AMS initiative to keep students away from Aberdeen Street on September 18 on the former Homecoming Weekend by informing them of the consequences. As a result, numbers at the unlawful street party were reduced from about 8,000 last year to a speculative 1,000. He thanked the AMS for their efforts.

b. AMS (page 119)
S. Chowdhury described the new management agreement with the Student Life Centre. She spoke about the AMS’s commitment to Queen’s and student life of the $25.5-million student pledge to the Queen’s Centre. She has been dismayed about the apparent, unintentional dismissal of phases 2 and 3, which are student priorities.

The Chair passed on his thanks from the Board for the AMS’s exceptional effort of managing last week’s former Homecoming Weekend.

c. SGPS (page 122)
J. Qureshy observed that it is a challenging time for Queen’s. Graduate students have different needs from undergraduates. For example, graduate students have to follow strict rules about research funding and employment. The SGPS has embarked on a strategic planning process to define the graduate student’s role in campus life and asked for University support for this effort.

II COMMITTEE MOTIONS AND UPDATES

1. Audit Committee
Approval of the Audited Financial Statements for the fiscal year ending April 30, 2010
(Appendix L, page 124)

K. Brooks reported that Audit committee reviewed the audited statements in detail and is satisfied with them. She thanked the staff’s efforts to the statements on time this year, despite the implementation of the new financial administrative system halfway through the year.

Moved by K. Brooks
Seconed by G. Anderson and agreed:
That on the recommendation of the Audit and Finance Committees, the Board of Trustees approve the Audited Financial Statements for the fiscal year ending April 30, 2010.

Carried 10-56

2. Finance Committee

a. BISC Fees 2011-12 and Continuing Education Additional Qualification Fees
(Appendix M, page 155)

Moved by G. Anderson
Seconed by M. Daub and agreed
That the Board of Trustees, on the recommendation of the Finance Committee, approve the Bader International Study Centre tuition fees set out in the Table 1 below for the year 2011-12, effective 1 October 2010.
Table 1
Recommended Tuition Fees 2011-12
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 2009-10</th>
<th>Approved 2010-11</th>
<th>Proposed 2011-12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2010</td>
<td>$7,141</td>
<td>$7,498</td>
<td>$7,873</td>
<td>5.0%</td>
</tr>
<tr>
<td>Summer 2010</td>
<td>$4,770</td>
<td>$5,009</td>
<td>$5,259</td>
<td>5.0%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>$14,465</td>
<td>$15,188</td>
<td>$15,947</td>
<td>5.0%</td>
</tr>
<tr>
<td>Winter 2011</td>
<td>$14,465</td>
<td>$15,188</td>
<td>$15,947</td>
<td>5.0%</td>
</tr>
<tr>
<td>Spring Law Program 2010*</td>
<td>$11,204</td>
<td>$12,100</td>
<td>$13,068</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

*BISC Spring Law Program fees for prior years 2009-10 and 2010-11 have been restated to reflect tuition and the inclusion of an administrative fee.

Carried 10-57

b. Pension Plan

Moved by G. Anderson
Seconded by B. Palk and agreed:
That on the recommendation of the Finance Committee, the Board of Trustees directs the administration to achieve changes in the Queen’s Employee Pension Plan that will serve to make the plan sustainable on an ongoing basis and that will meet regulatory requirements to obtain solvency relief.

Carried 10-58

The following Trustees declared a conflict of interest and abstained from the vote: M. Cunningham, R. Burge, M. Daub, D. Dodge, I. Johnsrude, D. McKeown, P. Taylor, D. Woolf and I. van Nostrand.

[Secretary’s note: P. Bamji did not attend the meeting.]

c. QUASR Project Funding (Appendix N, page 156)

G. Anderson noted a discussion two years ago (December 5, 2008) at the Board of Trustees about cost controls when the QUASR initiative was approved. He noted that although the team is vigilant, there are areas where cost estimates have not been accurate.

The incremental cost will be added to the end of the payment schedule.
Moved by G. Anderson,
Seconded by K. Brooks and agreed:
That the Board of Trustees, on the recommendation of the QUASR Steering Committee and the Finance Committee of the Board of Trustees, approve funding of $1.5M in addition to the $33.5M previously approved in relation to the three-year replacement of Queen's core administrative systems. Further, that the Board of Trustees requires the Administration to submit to the Finance Committee for approval a full business case prior to expending the $850K of the project budget allocated to the implementation of the Research module. The project in its entirety will be funded from the operating budget over 12 years."
Carried 10-59

d. Teaching Space Complex – Planning Funds (Appendix O, page 157)

G. Anderson noted that an anonymous donor had given funds for planning for a teaching building to be located at the corner of Division and Union Streets next to the former Physical Education Centre. The expectation is that 80 per cent of the funding will come from province. The University will be ready to proceed with construction if the province creates a matching program.

Moved by G. Anderson,
Seconded by G. Keep and agreed:
That the Board of Trustees, on recommendation of the Finance Committee, approve an expenditure of up to $2.68 million in planning funds for the Teaching Space Complex to be funded by a donation for this purpose.
Carried 10-60

In answer to a question from D. Whiting, D. Burns clarified that space still exists on the site for the construction of Phase 2 of the Queen’s Centre. Changes to the original design of the new School of Kinesiology and Health Studies created an empty space at the corner of Union and Division Streets, allowing for the space for a new teaching building.

e. Queen’s/KGH Parking Garage Project Funding (Appendix P, page 158)

Moved by G. Anderson,
Seconded by D. Burns and agreed:
That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, approve the Queen’s/KGH Parking Garage Project at a total project budget of $7.5 million to be funded by parking revenues over 20 years.
Carried 10-61

3. Investment Committee

a. Revised Statement of Investment Policies and Procedures

Moved by B. Palk
Seconded by L. Cannon and agreed
That the Board of Trustees, on the recommendation of the Investment Committee, approve the Revised Statement of Investment Policies and Procedures.
Carried 10-62

4. Committee Updates

None
OTHER BUSINESS

D. Woolf noted that the new Governor-General of Canada, David Johnston, is a Queen’s alumnus. Trustees agreed unanimously that his Alma Mater should congratulate him on his appointment.

Moved by G. Anderson,
Seconded by D. Pattenden and agreed:
That the Board of Trustees congratulate His Excellency The Right Honourable David Johnston, C.C., C.M.M., C.O.M., on his appointment as the 28th Governor General of Canada on October 1, 2010.

Carried 10-63

Shirley Tilghman’s visit to Queen’s

Chancellor Dodge spoke about Princeton President Shirley Tilghman’s address on Women in Science on Friday, October 1.

A Queen’s alumna, Dr. Tilghman distilled in 10 to 15 minutes what makes Queen’s and Princeton great universities.

- Like Princeton, Queen’s has a distinctive character, and it is extraordinarily important that this character be preserved.
- Both are great research universities with the heart and soul of a small liberal arts college.
- Research and teaching are complementary and they must be integrated. Close contact with faculty is essential to transform students into researchers. Dr. Tilghman’s introduction to research occurred when she wrote her undergraduate thesis at Queen’s. At Princeton, she introduced an undergraduate seminar to give students a real taste of conducting research. This demonstrates to students in large classes that learning is not just absorbing facts from the front of the room, but also understanding how the process of discovery works.
- The power of community gives Queen’s and Princeton their distinctive characters. The challenge for Queen’s is to match the Princeton alumni giving rate of 60 per cent, which Dr. Tilghman is attempting to increase to 75 per cent.
- Think of Queen’s and Princeton as international institutions as educating cosmopolitans.

ADJOURNMENT

There being no further business, the meeting adjourned at 10:09 p.m.

On Saturday, October 2, 2010 at 8:45 am, Trustees participated in Governance Workshop led by Queen’s School of Business Professors S. Carson and D. Detomasi in Goodes Hall.