Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday, October 4, 2013 Peter Lougheed Room, 340 Richardson Hall


Regrets: K. Brooks

CLOSED SESSION
The Board met in Closed Session from 6:15 to 7:30 p.m.

I OPENING SESSION

1. Adoption of Agenda
   Moved by D. Woolf, seconded by D. Pattenden, that the Board adopt the agenda with the provision that items 3 to 6 be approved, or received for information, by consent.
   Carried 13-57

2. Opening Remarks
   The Chair welcomed new trustees A. Aulthouse, J. MacLeod, R. McFarlane, K. Novakowski, S. Tanner, L. Tomalty, and M. Wilson Trider. She noted this weekend was the return of Homecoming after a five-year absence. A second Homecoming weekend takes place October 18-20, 2013

Consent

3. Approval of the Minutes
   a) May 10, 2013 (Appendix A, page 1) Confidential Closed Session pages 1-7 distributed to Trustees only.
      That the Board of Trustees approve the minutes of May 10, 2013 as circulated.
      Carried 13-58

   b) August 28, 2013 (Appendix A, page 31) Confidential Closed Session distributed to Trustees only.
      That the Board of Trustees approve the minutes of August 28, 2013 as circulated.
      Carried 13-59

   c) Ratification of motions approved electronically, August and September, 2013 (Appendix A, page 33)
      That the Board of Trustees ratify the motions approved in August and September by electronic vote.
      Carried 13-60
4. **Naming Dedications** (Appendix B, page 34)

**Goeddes Hall**
The change of dedication for CARA Operations Limited to the Business Consulting Centre (Room LL202) in recognition of a gift from CARA Operations Limited in support of Queen’s and the Goeddes Hall Expansion. This motion supersedes Motion 07-04.

Carried 13-61

**Faculty of Arts & Science**
The dedication of the Rehearsal Hall in the Isabel Bader Centre for the Performing Arts in recognition of Principal Emerita Karen Hitchcock’s service to the University.

Carried 13-62

**Division of Student Affairs**
The dedication of the Stuart Street new residence building in recognition of the late Principal Emeritus David C. Smith’s service to the University.

Carried 13-63

5. **Items requiring Board ratification from Senate**

a) **Stephen J. R. Smith Chair in Economic Policy**

Carried 13-64

b) **Donald and Sarah Munro Chair in the Faculty of Engineering and Applied Science**
(Appendix C, page 35)

Carried 13-65

c) **Amendments to the Edith and Carla Eisenhauer Chair in Clinical Cancer Research**
(Appendix D, page 42)

Carried 13-66

d) **Canadian Institute for Military and Veteran Health Research**

Carried 13-67

6. **Reports**

a) **Advancement Report** (Appendix E, page 48)
b) **Investment Report** (Appendix F, page 52)
c) **Pension Report** (Appendix G, page 55)
d) **Research Report** (Appendix H, page 65)

Regular

7. **Principal’s Strategic Update**
The Principal updated trustees on a number of events and initiatives. They included:

**Royal Societies**
Seven professors have been elected fellows of the Royal Society of Canada for 2013, a record number for Queen’s. They are: Gauvin Bailey (Art History), Nicholas Bala (Law), Praveen Jain (Electrical and Computer Engineering), Philip Jessop (Chemistry), David Lillicrap (Pathology and Molecular Medicine), F.P. Lock (English) and Carlos Prado (Philosophy). Kerry Rowe (Civil Engineering and GeoEngineering Centre at Queen’s-RMC) has been named a fellow of the Royal Society in the United Kingdom, one of only four Canadians elected in 2013.
University relationships
The Principal traveled to Israel and the West Bank in July with colleagues from the Association of Universities and Colleges of Canada. He signed a memorandum of understanding, strengthening ties between academic institutions in the two countries. He also signed a partnership between the Buchmann Faculty of Law at Tel Aviv University and Queen’s Faculty of Law.

Rankings
Queen’s dropped slightly in the QS World University Rankings (ranking 189th) and in the Times Higher Education World University Rankings (placing in the 226-250 category). Although Queen’s placement is a concern, these rankings do not reflect Queen’s success at delivering on its core mission, which is better reflected in other surveys. For example, Queen’s placed first in Canada and 34th globally for undergraduate student learning experience in the International Student Barometer Survey.

Proposed Mandate Statement
Talks continue with the province about Queen’s proposed mandate statement and the government’s proposed differentiation policy framework.

Talent management
One of the Principal’s goals for the coming year is to create a talent management plan to promote the development of mid- and senior-level managers.

Awards
Two Queen’s initiatives, the SeQure student safety mobile app and the Canadianized Hazardous Materials Inventory System, were recognized with Quality and Productivity Awards from the Canadian Association of University Business Officers.

Events
Planning for Queen’s 175th anniversary in 2016 has begun. The Principal recognized the hard work that went into the planning for the first of two fall Homecoming weekends since 2008. Every possible measure has been taken to ensure safe and respectful celebrations over the October 4-6 and October 18-20, 2013 weekends.

8. Provost’s Operational Update (Appendix I, page 68)

New residences update
The Provost reported that Kingston City Council recently approved amendments to zoning by-laws that permit Queen’s to build two new student residences on Stuart Street and Leonard Field. He noted that the 20-day period during which an appeal can be made to the Ontario Municipal Board ends Oct. 17. If no appeals are made, construction is scheduled to start after that date. The residences are scheduled to open for the fall of 2015.

9. Campaign Update

VP (Advancement) T. Harris reported that $25.4 million, on an overall annual goal of $60 million, has been raised since the fiscal year began May 1 in support of the Initiative Campaign. He remarked that the Principal and the deans have played key roles working with major donors, as have the deans. The campaign has achieved nearly 75 per cent of its overall goal of $500 million. Work continues on the identification of and reaching out to potential donors.
10. Research Update

VP (Research) S. Liss updated trustees on research activities and awards, including:

- New trustee K. Novakowski was awarded the Engineering Medal for Engineering Excellence from Professional Engineers Ontario
- The search for the next CEO of PARTEQ Innovations, the transfer technology arm of Queen’s University is ongoing. It is expected that the position will be filled by January 2014
- Progress is being made in the recruitment of Queen’s two Canada Excellence Research Chairs in Particle Astrophysics and Geofluids.

11. Campus Master Plan (CMP) (Appendix J, page 70)

The Provost noted that the university’s consultant team, Urban Strategies Inc., has made great progress over the past 10 months. Warren Price of Urban Strategies Inc. presented initial findings and five key directions of the project: assessing capacity, facility renewal and the need for change, place making, creating campus communities, the campus and the city. The consultants are mindful of the current budgetary constraints and the need to align projects with University initiatives. The Plan does not presume or endorse growth, but does provide options to evaluate the evolution of the campus, and where development should take place in support of the academic mission. Two-thirds of the work has been completed, involving a great deal of consultation with staff, faculty, students and near-campus residents via interviews, campus lectures and open houses. About four or five small sites exist on the main campus for new construction opportunities. More potential for change exists at West Campus. Although its capacity is the same, the sites are larger and more flexible. The north end will remain for athletics and surface parking, while the Prison for Women site on the south-west corner of Union Street and Sir John A. Macdonald Boulevard provides more opportunity for development.

In answer to a question about how the enrolment plan is accounted for in the CMP, it was noted that it will not direct growth, but rather will identify the scope of growth. The enrolment planning process does not just focus on the residential population, but rather is a strategy for enrolment.

Trustees will have another opportunity to discuss the Plan at the December Board meeting before it comes before the Board for approval in March 2013.

The Chair encouraged members to read the agenda materials in detail and visit the CMP website at http://www.queensu.ca/cmp. Members expressed interest in a special session on the CMP at the December Board meeting.

12. Library and Archives Master Plan (LAMP) (Appendix K, page 73)

The Provost reported that the Library and Archives Master Plan (LAMP) is moving in lockstep with the CMP. The LAMP will provide a planning framework for the development of the library system at Queen’s over the next 20 years, based upon its solid foundation of superb services, collections and spaces. The LAMP will come before the Board for approval in December. In answer to a question, it was noted that Queen’s University Archives currently housed in Kathleen Ryan Hall will be moving into the Douglas Library.


D. Detomasi reported that Senate discussed the implementation of the new budget model, and has participated in the strategic enrolment management consultation. He noted his participation as the Senate member on the Campus Planning and Development Committee Task Force (CPDC), which recommended that the joint Board-Senate committee retire last May. Some of the CPDC’s duties have been taken over by a newly repurposed Queen’s University Planning Committee. The remaining
duties will be the responsibility of a new university operations committee, the Campus Planning Advisory Committee.

Highlights included communications about the implementation of the new budget model, Senate input on strategic enrolment management and the creation of a new degree plan in Indigenous Studies.

In answer to a question, the Principal reported that blended learning continues to be a popular topic and is the main focus of a 110-page report by the 2012-13 Academic Planning Task Force ([https://queensuniversity.civicweb.net/Documents/DocumentDisplay.aspx?id=14401](https://queensuniversity.civicweb.net/Documents/DocumentDisplay.aspx?id=14401)). Discussions are to continue this year.

14. **Student Reports** (Appendix M)

   a) **Rector** (page 81)
      The Rector recalled his May report to the Board where he applauded the contributions of former Vice-Provost (Planning and Budgeting) Jo-Anne Brady for her work on the Campus Master Plan. He noted that her service to Queen’s spanned three decades, including 15 years as University Registrar. He stated that her departure over the summer brought a sense of loss to the community and that she will be missed.

   b) **AMS President** (page 83)
      E. Berkok described plans for a positive Homecoming celebration over the weekends of October 4-6 and 18-20, 2013. He drew attention to an AMS-produced video that urges students to behave responsibly over the weekend. The video had received more than 23,000 views on YouTube, has come to the attention of Kingston City Councillors and was featured on CBC news.

   c) **SGPS President** (page 87)
      I. Reeve noted that planning is the buzzword for 2013. He served on the first Academic Planning Task Force two years ago, in addition to the CMP and LAMP. When trustees and senators retreat on October 5 to discuss long-term enrolment planning, it is important to consider the concept of planning more broadly, incorporating new and innovative approaches to education that will engage students, as well as exploring ways to increase revenues to ensure future financial stability. He welcomed home alumni and noted that efforts are being made to better emphasize graduate students’ place in Homecoming.

II **COMMITTEE MOTIONS AND UPDATES**

1. **Audit and Risk**

   a) **Committee Chair Update**
      D. Pattenden spoke on behalf of Chair K. Brooks. He noted the diversity of the Audit and Risk Committee activities in that much of its work centres on risk items rather than metric-driven activities. It was noted that, due to legal risks associated with injuries sustained by student athletes, and the result of a recent case at Bishop’s University, the Principal had provided K. Brooks with briefing materials on the topic. She expressed confidence in the steps that Queen’s was taking to mitigate such risks.

   b) **Approval of Audited Financial Statements for the fiscal year ending April 30, 2013** (Appendix N, page 89)
      C. Davis noted that the committee reviewed the statements at a meeting on August 13, 2013 and that University’s auditor KPMG was satisfied with the statements. Although the statements show a surplus in revenues over expenses of $67.1 million, the majority of the surplus is not cash available for the university to spend. Instead, it is the result of strong performance on
investments in the Pooled Investment Fund (PIF), Pooled Endowment Fund (PEF) and the Queen’s Pension Plan (QPP) and includes gains of $58 million that remain within the QPP. At August 31, 2012, the QPP had a solvency deficit estimated at $459 million.

Moved by D. Pattenden, seconded by E. Speal, that the Board of Trustees approve the audited financial statements.

Carried 13-68

2. Capital Assets and Finance
   a) Committee Chair’s Update
      Chair E. Speal reported the committee’s discussion at the meeting earlier in the day about the committee’s expanded mandate to include capital assets and how the committee could better serve the Board. He encouraged trustees to bring ideas and suggestions to him or to vice-chairs T. Abramsky and C. Lynch.

   b) Revised Debt Management Policy (Appendix O, page 133)
      The revised policy aims to ensure that any future debt is used strategically to support the university’s mission, and increases transparency by aligning the use of proceeds and debt issuance.

      Moved by E. Speal, seconded by C. Lynch, that the Board of Trustees approve the Debt Management Policy.

      Carried 13-69

   c) Capital Project Approval – Micro/Nano Facility (Appendix P, page 144)
      Moved by E. Speal, seconded by M. Wilson Trider, That the Board of Trustees approve a renovation investment of $1.3M, funded by grants from the Canada Foundation for Innovation, contributions from CMC Microsystems, and the Innovation Park grant, to construct a Queen’s University Micro/Nano Research Facility at Innovation Park conditional on a lease specific to the Micro/Nano footprint being signed by the University and Novelis Inc., in October 2013, generally in accordance with the terms and conditions included in this Report (Attachment # 1), subject to adjustments as approved by the Vice-Principal (Finance & Administration) and Vice-Principal (Research).

      Carried 13-70

3. Committee Updates
   None

III OTHER BUSINESS
   None

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

V ADJOURNMENT
   The meeting adjourned at 8:50 p.m.