Minutes

BOARD OF TRUSTEES
September 19, 2014, 6:30 pm The Peter Lougheed Room, 340 Richardson Hall


Also present: C. Davis, W. Flanagan, M. Fraser, A. Harrison, S. Liss, K. O’Brien

Regrets: T. Abramsky, D. Pattenden

Closed Session

Trustees met in Closed Session from 6:30-7:00pm with the Principal, Vice-Principal and Secretariat staff. The Board received and approved the report of the Governance and Nominating Committee on appointments to Board Committees and other bodies in Closed Session. This motion is recorded below.

Moved by I. van Nostrand, seconded by M. Young, that the Board of Trustees approve the proposed appointments and reappointments to Board of Trustees Committees and other bodies as indicated in items 1 and 2 of the report of the Governance and Nominating Committee, September 19, 2014.

Carried 14-46

Abstentions: C. Lynch, D. Tisch

1. Board Committee Assignments
   • Reappointment of C. Lynch to the Investment Committee for a term to May 31, 2015
   • Reappointment of D. Tisch to the Governance and Nominating Committee for a term to May 31, 2017
   • Reappointment of D. Tisch as chair of the External Relations and Development Committee for a term to May 31, 2016

2. Appointment to the University Council Executive Committee
   • Reappointment of C. Lynch to the University Council Executive Committee for a term to May 31, 2016

Open Session

1. Adoption of Agenda
   a) September 19, 2014
Moved by D. Woolf, seconded by I. van Nostrand, that the Board adopt the agenda as circulated with the provision that items 2 though 5 in the consent portion of the agenda be approved, or received for information, by consent.

Carried 14-47

CONSENT

2. Approval of the Minutes
   a) Minutes of May 2-3, 2014
      Confidential Closed Session minutes distributed to Trustees only.
      That the Board of Trustees approve the Closed Session minutes of May 2-3, 2014 as circulated.
      Carried 14-48

   b) Minutes of May 2-3, 2014 Open Session
      That the Board of Trustees approve the Open Session minutes of May 2-3, 2014, as circulated.
      Carried 14-49

   c) Ratification of Electronic Vote ending June 9, 2014
      That the Board of Trustees ratify the motions in the attached report approved in June 2014 by electronic vote.
      Carried 14-50

   d) Ratification of Electronic Vote Ending June 11, 2014
      Confidential closed session ratification distributed to Trustees only.
      That the Board of Trustees ratify the motion in the attached report approved in June 2014 by electronic vote.
      Carried 14-51

3. Naming Dedications
   a) Naming Dedications Report
      That the Board of Trustees approve the dedication of the south lounge (room 344A) in the Isabel Bader Centre for the Performing Arts - the Jerry Doiron Reading Room - to recognize and honour the extraordinary contributions of Jerry Doiron to Queens University and to the Isabel Bader Centre for the Performing Arts.
      Carried 14-52

      That the Board of Trustees approve the naming of the annual Queen’s School of Business, Queen’s Economics Department and Queen’s School of Policy Studies lecture The Chancellor David Dodge Lecture.
      Carried 14-53

4. Senate items requiring Board ratification
   a) Chair in Applied Health Economics/Health Policy
      That the Board of Trustees ratify the action of the Senate to approve the establishment of the Chair in Applied Health Economics/Health Policy in the Faculty of Health Sciences.
      Carried 14-54
5. Reports
   a) Investment Committee Report to the Board
   b) Pension Committee Report to the Board
   c) Quarterly Communications, Government Relations and Marketing Report

REGULAR

6. Chair's Remarks - B. Palk

The Chair welcomed Trustees, administrators, and members of the Queen’s community to the first meeting of the academic year. She extended a special welcome to new Trustee D. Alexander who was attending her first Board meeting and Chancellor J. Leech who began his three-year term as Chancellor on July 1, 2014. She congratulated C. Lynch and D. Tisch on their recent re-election to the Board by the University Council.

The Chair announced that K. Brooks retired from the board to pursue other opportunities. She thanked K. Brooks for her service as Vice-Chair of the Board and Chair of the Audit and Risk Committee and noted that a small gift has been sent to K. Brooks in appreciation of her service.

7. Principal's Strategic Update - D. Woolf
   a) Verbal Update

The Principal echoed the Chair’s welcome to the first Board meeting of the academic year. He observed Queen’s long history as a dynamic institution recognized for its student learning experience and leadership as a research-intensive university. Looking forward, the Principal explained that his second five-year term will focus on executing the Strategic Framework, developing the international plan, faculty renewal, government relations, and building community within the University.

The Principal indicated that enhancing the University’s global reputation, an idea he initially discussed in his essay *The Third Juncture*, will be a key priority for his second term. He recently chaired his final meeting of the Association of Universities and Colleges of Canada (AUCC) International Advisory Committee and will be travelling with a U15 delegation to meet with the Russell Group, a comparable organization of research-intensive universities in the United Kingdom.

The Principal explained that he is working closely with the Alma Mater Society (AMS) executive on a number of projects and that he recently met with the Society of Graduate and Professional Students (SGPS) president. Highlights from the Principal’s community relations initiatives include speeches to local voluntary organizations and meetings with candidates running in the current municipal elections.

b) Strategic Framework Summary

The Principal provided a summary of the Strategic Framework metrics. He noted that the summary is populated only to the extent that new data is available. Three indicators are used to track progress towards the metrics:

- A green oval indicates an institutional strength where Queen’s already maintains a strong position;
- A red and white striped oval indicates the University has some strength in this area but some improvement is also required; and
- A red oval indicates a high priority area that needs attention because Queen’s position is weaker or the area is of strategic importance.

The Principal stressed the importance of maintaining areas of strength while focusing on areas that need improvement. Actions will align with the Strategic Mandate Agreement and will focus on
defining what makes Queen’s unique. It is important to note that not all metrics can be updated quarterly as some data is only updated annually or even less frequently.

The Principal addressed the two high priority indicators for undergraduate student engagement, which are active and collaborative learning and student-faculty interaction.

The University plans to grow enrolment in non-traditional graduate programs including joint, dual, and online degrees, as well as collaborative partnerships with other institutions. The Principal observed that Queen’s graduation rates are the highest in the province and that the University has never lowered admission averages despite its growing enrolment. He attributed the demand among highly qualified students to the quality of Queen’s academic programs.

The Principal concluded by explaining that the Strategic Framework represents the culmination of five years of planning during his first term and that it brings together many foundational documents including the Strategic Mandate Agreement with the provincial government, the Academic Plan, and the Strategic Research Plan. The Board will be asked to approve University-level targets at its December meeting.

8. Provost’s Operational Update - A. Harrison

   The Provost explained that the Board will receive the first Strategic Framework annual report in fall 2015. The initial report serves as a status update that summarizes previous reports provided to the Board during the Framework’s development. It also outlines many projects and initiatives currently underway that align with the Framework’s priorities.

   In response to a question about the University’s experience negotiating the Strategic Mandate Agreement, the Provost explained that Queen’s was well positioned to negotiate with the province because the University already had foundational documents in place.

   In response to a question about non-regulated revenue, the Provost explained that most revenue generation activities are initiated at the faculty/school level and that these will remain conservative over the next five years. He noted that other Canadian universities are also pursuing non-regulated revenue generating activities more aggressively.

   The Chair commended the Board for their leadership and support to management during the development of the Strategic Framework and in preparing for the Strategic Mandate Agreement negotiations.

9. Research Update - S. Liss
   a) Strategic Research Report

   S. Liss, Vice-Principal (Research), provided an overview of recent research awards received by Queen’s faculty. These include the election of nine Fellows of the Royal Society of Canada and three members of the Society’s College of New Scholars, Artists, and Scientists and the shortlisting of Professor W. Craig for the Social Sciences and Humanities Research Council of Canada’s (SSHRC) Impact Award. The Minister of State for Science and Technology will make an announcement on campus next week regarding the Canada Excellence Research Chair program. Queen’s continues to perform well in terms of research grant successes and many new contract research programs are underway.

   In response to questions about Queen’s performance in research grant competitions as compared to other Universities, S. Liss explained that the University is well positioned given its size and that Queen’s funding rate exceeds the national average. Several initiatives are currently underway to develop the research portfolio such as the Queen’s National Scholar and Canada Research Chair
programs that allow the University to recruit top researchers. The anticipated aggregate total research funding for the year is approximately $160 million.

10. Capital Campaign Update - T. Harris

On behalf of T. Harris, Vice-Principal (Advancement), the Principal reported that the Initiative Campaign has received a total of $421 million in contributions and pledges toward the $500 million goal. Donations for the first third of the year total $7.5 million and there are many other gifts currently under development. He indicated that the University is currently meeting with prospective donors regarding major gifts and anticipated that announcements will be made prior to the next Board meeting.

11. Senate Report to the Board - S. Yousefi

a) May 27, 2014

This report was taken as read as Senator Yousefi was not able to attend the meeting.

12. Faculty Report - W. Flanagan

a) Law

W. Flanagan, Dean, Faculty of Law, explained that Queen’s currently ranks as one of the top three Canadian law schools according to Macleans magazine and the program performs well in the Law School Survey of Student Engagement. Queen’s has the highest articling placement rate in the country.

Challenges currently facing the Faculty include static government support and limited resources. The smaller faculty complement limits research potential and profile. Compared to other law schools, notably the University of Toronto and Osgoode, Queen’s enrolls fewer students and charges less tuition because of historical decisions made by the Faculty. As tuition fee increases cannot exceed the provincially mandated limits, the Faculty must grow enrolment to increase its revenues.

The Faculty’s strategic goals include enriching programs and research, adapting programs to the changing legal profession, increasing faculty numbers, and strategic revenue generation. The Faculty plans to achieve its goals by increasing revenue through expanded enrolment, increasing faculty numbers and their research footprint, innovative curriculum, and new revenue streams. The Framework includes a timeline that establishes the major goals for each year of the five-year plan.

The recent expansion of the student-run family law clinic in downtown Kingston, the introduction of a law course for non-law students, the development of blended and online learning opportunities, and the hiring of a new director for professional programs are examples of initiatives undertaken in support of Faculty goals.

In response to a question, W. Flanagan confirmed that the Faculty did not consider whether it should be entirely privately funded as is the case with the law school at Trinity Western University in British Columbia.

In response to a question about the tuition differential, W. Flanagan confirmed that this disparity is due to historical decisions made in the 1990s prior to the province regulating fee increases and it is not tied to program quality. The province has not been receptive to the University’s efforts to lobby for a fee adjustment, which means the Faculty must explore other ways of increasing its revenue.

In response to a question about the how the legal profession is changing, W. Flanagan explained that Canada is not experiencing the same oversupply of lawyers that exists in the United States. It is highly unlikely that Queen’s will need to lower its admission averages and LSAT scores when it increases enrolment. Applications to Ontario law schools increased by 10% last year.
In response to a question about international student tuition fees, W. Flanagan explained that these fees are not provincially regulated. As law is a jurisdictional practice, international students show very limited interest in studying law at the JD level at Queen’s; however, there is some international interest at the graduate level.

The Board commended W. Flanagan on his Faculty’s recent achievements and thanked him for his presentation.

a) Rector

The Rector commended orientation week leaders and committees for their work ensuring Frosh Week was a success. The Rector gave speeches about mental health to incoming students and created a Tricolour flag for new students to sign, which is now hanging in the John Deutsch University Centre.

Mental health advocacy remains a priority for the Rector. At the Board Chair’s invitation, he will participate in a panel discussion on the topic at an upcoming Council of Ontario Universities event. He is also developing terms of reference for an award recognizing mental health advocacy work.

The Rector is actively involved with Queen’s 175th Anniversary Advisory Committee and encouraged that group to collaborate with the Board’s External Relations and Development Committee.

In the coming weeks, the Rector will host lunches with students and the Principal with the intention of increasing student engagement in University issues. He is pleased that the administration continues to work constructively with student leaders on topics such as non-academic discipline and residence accessibility.

The Rector extended a special welcome to Chancellor J. Leech and noted he looked forward to sharing the convocation stage with the new Chancellor.

b) AMS

A. Williams, President, Alma Mater Society (AMS), stressed the importance of maintaining Queen’s traditional strengths as a quintessential balanced academy as the University seeks to differentiate itself through the Strategic Mandate Agreement process. She observed that Queen’s commitment to uncompromised quality sets the University apart from other universities in North America amidst a rapidly changing post-secondary environment.

c) SGPS

K. Weiner, President, Society of Graduate and Professional Students (SGPS), provided an overview of current Society priorities including enhancing the broader student learning experience for graduate and professional students by increasing engagement outside the classroom, initiatives in support of mental health, and by strengthening the graduate and professional student community. He observed that student mental health impacts degree completion times and retention rates and that it is important for students to have constructive relationships with their supervisors.

The Society will administer a survey to seek members’ feedback on their experiences and service priorities. The survey results will inform the Society’s efforts to enhance the experience of its members.

II Committee Motions and Updates

1. Audit and Risk
   a) Report – B. Palk
B. Palk reported that the Committee received an update from L. Newton (Legal Counsel) on resources related to sexual assault and that a central web resource will be created on this subject. B. Wandschneider (Associate Vice-Principal, Information Technology Services and Chief Information Officer) provided a report on information technology security.

The Committee will begin developing risk appetite statements in December in collaboration with the other Board committees that have delegated responsibility for monitoring specific risks.

b) Approval of Audited Financial Statements for the fiscal year ending April 30, 2014

Moved by M. Wilson Trider, seconded by E. Speal, that the Board of Trustees approve the 2013-14 Audited Financial Statements.

Carried 14-55

The Chair explained that the Committee reviewed the draft audited financial statements at a special meeting in August and recommended them for Board approval earlier that day.

2. Capital Assets and Finance

a) Report - E. Speal

E. Speal, Committee Chair, reported that the Committee welcomed J. Witjes to the Associate Vice-Principal (Facilities) portfolio and received an update on major capital projects that are currently underway.

c) Transferring Pooled Investment Fund Realized Gains to the General Endowment Fund

Moved by E. Speal, seconded by J. MacLeod, that the Board of Trustees rescind motion 01-06 (May 2001) directing the transfer of realized gains to and losses from the Pooled Investment Fund to the General Endowment Fund.

Carried 14-56

E. Speal explained that this motion ensures Board policy more accurately reflects recent practice.

3. Governance and Nominating

a) Proposed Amendment to By-law No. 1, section 13, Chair of the Board

I. van Nostrand, Committee Chair, reminded Trustees that the current Board Chair raised the question of appropriate term limits for the Chair of the Board as she felt the standard five-years of service was too long. The Committee unanimously recommends amending By-law No. 1 to state that the chair normally serves four years with the opportunity for a one-year extension under exceptional circumstances. This language was developed based on advice received from the Board at the March 7, 2014 meeting and from a survey of practices at other Canadian universities. In accordance with the Royal Charter, the Chair’s appointment will still be reconfirmed annually.

The Committee will formalize the process for selecting future Board chairs as a Board policy. The Committee expects that the process to select the next Board Chair will begin approximately one year prior to the current Chair’s retirement date, in order to provide transition opportunities without compromising the current Chair’s efficacy in the remaining months of their term.

In response to a question, I. van Nostrand confirmed that the current Board Chair may choose to serve the full five-years for which she was initially appointed because her appointment was made under the existing By-law language.
In response to a question, I. van Nostrand confirmed that the maximum length of service to the Board is nine years unless appointed Chair or Vice-Chair of the Board. The Committee considered whether to formalize a Chair Designate structure but felt that it would be too prescriptive to codify this.

4. Queen's University Planning
   a) Comprehensive International Plan - K. O'Brien

The Principal introduced K. O'Brien who was appointed Associate Vice-Principal, International, effective June 1, 2014. He reminded Trustees that that the University undertook an external review of the international portfolio following the departure of J. Lee, former Vice-Provost, International, in November 2013.

K. O'Brien explained that she consulted with many internal and external stakeholders regarding the development of the comprehensive international plan since assuming her position earlier this year. Her mandate is to coordinate existing international activities to ensure their alignment with the Queen’s University Strategic Framework, coordinate related communications, and to increase Queen’s international presence, as recommended by the external review.

The forthcoming Comprehensive International Plan will focus on four interdependent thematic pillars: international research engagement, mobility, international recruitment, and international at home. Each pillar will have clearly defined goals and metrics to measure success, which align with the University’s Strategic Framework. Different pillars will have higher priority at different points throughout the plan. The comprehensive plan will focus on three strategic regions: China, northeastern United States, and the United Kingdom. Faculties with existing international partnerships in other regions may continue to pursue these.

External factors for consideration include the federal government’s International Education Strategy (2014), the provincial international student recovery fee of $825, and unregulated international student tuition fees. The federal and provincial government strategies are not aligned. Internal factors shaping the plan include broad stakeholder support, existing academic and research partnerships, exchange programs in several faculties, and student recruitment plans, all of which align with the Strategic Framework.

Trustees indicated that the metrics chosen should establish reasonable and measurable goals to facilitate change over time. The plan should provide focus for international activities and ensure resource allocation aligns with the strategy. It was suggested that Queen’s take advantage of existing alumni networks abroad to facilitate international activities.

In response to a question about the development of metrics, K. O’Brien confirmed that the multi-year plan and its corresponding metrics would be presented for Board approval in May 2015.

The Rector acknowledged K. O’Brien’s commitment to stakeholder consultation and that this was greatly appreciated by student leaders.

In response to a question, the Provost confirmed that Queen’s is seeking to recruit international students who will pay full tuition fees. He indicated that recruitment can be challenging at times because of Kingston’s geographic location and limited ethnic diversity within the local community.

The Principal commended K. O’Brien on her work to date. He observed that the decentralized University environment and leadership turnover presented challenges for the international portfolio, but that progress has been made. Looking forward, the plan will provide geographic focus to Queen’s international activities, prioritize the recruitment of students who pay full fees, and better centralize the range of activities currently underway across campus.
III  Other Business

None

IV  In Camera Session
   1. Board Members with the Principal and the Secretary
   2. Board Members alone, without the Principal and the Secretary

   No record of the In Camera Session was kept.

V  Adjournment

SATURDAY SESSION, SEPTEMBER 20, 2014

Trustees participated in the third annual Joint Board-Senate Retreat from 8:30am to 12:15pm in the Ellis Hall Active Learning Classrooms.