Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday September 23, 2011, 6:30 p.m., Robert Sutherland Hall, Conference Room 202


CLOSED SESSION

1. Governance and Nominating Committee

Moved by K. Black, seconded by B. Palk, that the following be appointed to the Investment Committee to the Board of Trustees, effective immediately, for three-year terms until May 31, 2014.

James E. Keohane
Gia Steffensen

(D. Tisch abstained)

Carried 11-57

End of Closed Session.

I OPENING SESSION


2. Adoption of Agenda

Moved by D. Woolf, seconded by G. Keep, that the Board adopt the agenda as circulated with the provision that items 2 to 7 be approved, or received for information, by consent.

Carried 11-58

Consent

3. Approval of the Minutes (Appendix A, page 1; b, c, d, Confidential)
   a. May 6, 2011
   b. May 22, 2011
   c. June 27, 2011
   d. August 29, 2011

Carried 11-59
3. **Naming Dedications**  (Appendix B, page 31)  
That the Board of Trustees approve the following naming dedications in recognition of philanthropy, as indicated:

**Goodes Hall Expansion**
The dedication of the Samuel Gudewill MBA Team Room in the Queen’s School of Business, in recognition of his generous pledge in support of Queen’s and the Goodes Hall Expansion.

Carried 11-60

The dedication of the Drs. Paul and Soni and Mrs. Ira Pancham Room in the School of Business, in recognition of their generous pledge in support of Queen’s and the Goodes Hall Expansion.

Carried 11-61

The dedication of the Mr. Tony Woodward, BCom’75, and Mrs. Cate Woodward Room in the Queen’s School of Business, in recognition of their generous pledge in support of Queen’s and the Goodes Hall Expansion.

Carried 11-62

The dedication of the Mr. Kyle Kitagawa MBA Team Room in the School of Business, in recognition of his generous pledge in support of Queen’s and the Goodes Hall Expansion.

Carried 11-63

The dedication of the Sandy and Patti Staples Room in the Queen’s School of Business, in recognition of the generous pledge from Sandy and Patti Staples in support of Queen’s and the Goodes Hall Expansion.

Carried 11-64

The dedication of the Mr. Mark and Mrs. Teresa Schweitzer Room in the School of Business, in recognition of the generous pledge from Mr. Mark and Mrs. Teresa Schweitzer in support of Queen’s and the Goodes Hall Expansion.

Carried 11-65

**Isabel Bader Centre for the Performing Arts**
The dedication of the Film Recording Room in the Isabel Bader Centre for the Performing Arts, in recognition of the generous pledge from Douglas Somers, Sci’80, and Caroline Somers, BA’80, MBA’82, in support of Queen’s and the Isabel Bader Centre for the Performing Arts.

Carried 11-66

The dedication of the Student Seminar Room, 3rd floor, in the Isabel Bader Centre for the Performing Arts, in recognition of the generous pledge from William LLD’04 and Claire Leggett in support of Queen’s and the Queen’s Centre.

Carried 11-67

**New Medical Building**
The dedication of the Lantern Room, 4th floor, in the new Medical Building, in recognition of the generous gift from David Cook, Meds’ 75, and his wife, Margaret Cook, in support of Queen’s and the Faculty of Health Sciences. This motion rescinds motion number 11-09.

Carried 11-68

The dedication of a Seminar Room in the Medical Building, in recognition of the generous pledge from Wayne S. Rosen, BA’84, MD’91, in support of Queen’s and the New Medical School Building.

Carried 11-69
The dedication of a Seminar Room in the Medical Building in the name of Michael F. C. Walker, in recognition of the generous pledge from the members of the Walker family in support of Queen’s and the New Medical School Building.  

Carried 11-70

The Miller Museum of Geology
The dedication of the Miller Hall Room 100A in the Department of Geological Sciences and Geological Engineering, in recognition of the generous estate gift from Richard Milne BA’54, MD’58, in support of Queen’s and the Miller Museum of Geology.  

Carried 11-71

Senate items requiring Board ratification:
  a) Naming Proposal for the Queen’s School of Religion  
  Carried 11-72
  b) Functions of the Senate  
  Carried 11-73


6. Promotion to Professor (Appendix E, page 47)

7. Committee Reports
   a. Quarterly Advancement Report (Appendix F, page 57)
   c. Quarterly Pension Report (Appendix H, page 76)

Regular

8. Business Arising from the Minutes
None

9. Chair’s Report
The Chair drew attention to fifth-annual survey to be emailed shortly to trustees. He was encouraged by last year’s high response rate and looked forward to the same rate this year. New trustees are not required to fill out the survey. It was agreed that the survey should also be sent to recently retired trustees, because their input would be beneficial.

The Chair congratulated the Chancellor, recent recipient of the 2011 Vanier Medal for his extensive contributions to Canadian public service, by the Institute of Public Administrators of Canada (IPAC).

10. Principal’s Strategic Update
The Principal reported on a successful Orientation week. He reviewed accomplishments over the first two years of his term and discussed immediate and long-term goals for the next three years of his appointment. To date:

   • The hiring of an all-new senior administrative team; most recent appointments are A. Harrison as Provost (August 1) and A. Tierney as AVP and Dean of Student Affairs (July 1)
   • The Provostial model introduced last year has allowed the Principal to focus on the university strategy and vision, external relations and advancement activities.
   • Integrated planning has allowed different units to make informed decisions and with a long-term perspective.
Priorities for the coming academic year include:

- Advancing student mental health and wellness, including the recently announced Principal’s Commission on Mental Health
- Reaching agreements at the bargaining table with four employee groups
- Finalizing and implementing the academic plan
- Completing the Strategic Research Plan
- Preparing for the upcoming capital campaign.

Long-term goals for the university include:

- Developing a financially sustainable model for the future
- Capitalizing strategically on the university’s competitive strengths and making them known outside of Ontario.

External priorities

With the new Provostial model in place for just over a year, the Principal said his focus is on strategy and vision for the University, external relations and Advancement activities, including connecting with alumni and donors. This is important as Queen’s heads into a fundraising campaign. This highlights the importance of the Provost and other VPs in managing the day-to-day affairs of the university.

Integrated planning

The Principal reported that has introduced integrated planning with a view to ensuring that various parts of the University’s decentralized operation are moving more in tandem and also to ensure that decisions are made with a long-term lens.

Academic planning

Academic planning is moving ahead. After the Principal’s document, “Where Next?” was released in January 2010 and was responded to by many members of the University community, the Academic Writing Team and most recently the Academic Planning Task Force appointed by Senate have consulted with the community on defining themes, issues and priorities. The Plan will aid in long-term decision-making. On September 27, Senate will discuss the latest draft, which recognizes Queen’s distinct role as a balanced academy of teaching and learning, and advocates a task-based curriculum where students take part in the development of new knowledge. Once the Academic Plan is approved by Senate, it will be presented to the Board for information.

Government relations

The Principal reported that progress has been made in re-engaging with federal, provincial and municipal politicians and civil servants. This is a challenging time for Universities with regard to public policy. Cuts over two decades have taken their toll and Queen’s must find ways to do things differently and stop doing things that no longer add value.

Labour relations

The Principal was pleased to report that the University and employee groups have concluded six multi-year collective agreements, requiring compromise and positive action on both sides. Four more first-contract negotiations will be dealt with in the coming year.

There were no questions.
11. **Provost’s Operational Update**

A. Harrison noted his recent trip to the Bader International Study Centre in East Sussex, UK, where he met with new Executive Director Bruce Stanley to discuss future developments. He also attended a Council of Ontario Universities (COU) retreat on behalf of the Principal, and met with officials from the COU Quality Council and with the Ministry of Training, Colleges and Universities.

**Budget**

The Provost reported that considerable progress has been made toward balancing the 2012-13 budget. He ruled out across-the-board operating budget cuts and said that the 2012-13 operating budget will remain unchanged from 2011-12 and that there will be no revenue sharing. All units will be responsible for salary and benefit increases. The May budget report to the Board projected a base deficit of $9.1 million and a net deficit of $6.3 million. External factors including the volatility of the bond market and possible changes to the tuition framework following the October 6 provincial election this fall could affect the financial situation. The goal is to develop a new, sustainable budget model over the next year. Because of this, and for next year only, all units will be expected to deliver a one-year budget scenario.

12. **Question Period**

D. Tisch noted several references to reputational issues in the reports by the Principal and Provost and asked about plans to engage the Board more deeply on the topic. The Principal noted that the Advancement Committee routinely discusses reputational issues, but considering the approach of the public phase of the Capital plan, it would be a good idea to consider this as a theme topic at a later meeting.

13. **Student Reports**

**a) AMS President**

M. Campbell updated trustees on positive student contributions. She reported that the Orientation Week Concert, which returned to campus this year, was a success and incident-free. She also updated trustees about the AMS’ communications strategy, aimed at encouraging students to avoid street parties over the fall. An AMS video, “Let Us Come Home,” featuring alumni including former Speaker of the House Peter Milliken, was well received by the student community. The video is posted at [http://www.youtube.com/watch?v=zxVu4cP3Lk](http://www.youtube.com/watch?v=zxVu4cP3Lk). It focused on how student behaviour has prevented the University from reinstituting fall Homecoming. The AMS will continue to educate students about safety and their responsibilities. The AMS helped write the script of a Rick Mercer spot encouraging students to vote in the October 6 provincial election. Continuing issues include the evolution of the student discipline process on campus and the students’ contribution to the Queen’s Centre.

**b) SGPS President**

J. Burford-Grinnell described an ongoing fundraising effort to enable a former international law student from the Bahamas to re-enroll at Queen’s – an example of how students are engaged at the University. She spoke of the hardships of international students, who are at the mercy of funding cuts from their home countries and away from traditional supports.
II COMMITTEE MOTIONS AND UPDATES

1. Audit Committee

   a) Approval of Audited Financial Statements for the fiscal year ending April 30, 2011

   Moved by K. Brooks, seconded by G. Anderson, that the Board of Trustees approve the annual audited financial statements for the fiscal year ended April 30, 2011.

   Carried 11-74

2. Finance Committee

   a) Agreement between Queen’s School of Religion and Queen’s University at Kingston

   Moved by G. Anderson, seconded by C. Lynch, that the Board of Trustees approve the legal Agreement between Queen’s Theological College and Queen’s University at Kingston with the agreement coming into force May 1, 2012, and give authority to the Principal and Vice-Chancellor to sign the Agreement on behalf of the University.

   Carried 11-75

   The Principal noted that history was being made with the passage of this agreement. He noted his great affection for the institution, which began when, as a third-year History student, he spent a summer doing research on the history of the College for the late George Rawlyk, then chair of the department. In 1912, Principal Daniel Gordon commenced separation of the College in response to government funding requirements that public post-secondary institutions be non-denominational. The two institutions have been linked throughout the ensuing years. Last year, the QTC rebranded itself as the Queen’s School of Religion, strengthening ties with the Faculty of Arts and Science. This step brings the University full circle, reuniting the two halves of Queen’s.

   G. Lavery, QTC representative on the Board of Trustees, spoke in favour of the motion. As a member of the Board for nearly eight years and of the Board of Management of the QTC for 10 years, he said he was privileged to be part of the visioning and implementation processes that established the Queen’s School of Religion. The School shares a great history and cherishes its relationship with the University but a better future beckons. This merger will enable the University to go more global in its outreach. He thanked all who were involved in the merger.

3. Pension Committee

   Pension Committee Chair W. Cannon noted that the Fund Return section of the Pension Committee Report on page 173 did not include the return on the Pension Plan assets for August 2011. He reported that the return for August was -2.8 per cent as virtually all managers underperformed their benchmarks. Until that point, the plan had performed above benchmark for the year. The return for the 12-month plan year ending August 31, 2011 was 6.8 per cent; the net return was 6.34 per cent after deducting expenses. The four-year average on which pension increases are based was only slightly positive. This means that the vast majority of Queen’s retirees will not receive an increase in their pensions this year.

   On behalf of the Pension Committee, W. Cannon expressed appreciation to the negotiators for the employee groups and the University for intensive and productive efforts in formulating and agreeing to major and much-needed reforms to the Pension Plan. The changes will make the plan sustainable for active employees and will also meet the provincial government’s targets for securing solvency deficit funding relief over the next decade or so. It is heartening that all employee groups have acknowledged the need for reforms and have agreed to implement them. It is important to note that the changes will have no impact on the pensions of those who are already retired or who are about to receive a pension.
W. Cannon introduced three motions approved by the Pension Committee at its meeting on September 16, 2011.

Trustees who are also Plan members were reminded to abstain from voting. The Chair explained that the motions are a legal step to amend the Pension Plan to implement the changes agreed upon in the bargaining process with CUPE and QUFA.

**Moved by D. Grace, seconded by D. Tisch, that the Board of Trustees amend The Revised Pension Plan of Queen’s University to reflect the schedule of contribution rate increases negotiated in the respective CUPE and QUFA collective agreements and effective beginning January 1, 2012.**

(Carried 11-76)

(I. van Nostrand, D. Woolf, D. McKeown, D. Dodge, P. Taylor abstained.)

**Moved by D. Grace, seconded by D. Pattenden, that the Board of Trustees adopt in principle the suite of technical changes to The Revised Pension Plan of Queen’s University as set out in the respective CUPE and QUFA memoranda of agreement and effective September 1, 2012 that are designed to both enhance the Plan’s long-term sustainability and meet the metrics of the province’s solvency relief program.**

(Carried 11-77)

(I. van Nostrand, D. Woolf, D. McKeown, D. Dodge, P. Taylor abstained.)

W. Cannon drew attention to the addition of the phrase “the Board of Trustees authorize” in the following motion. He noted that a last-minute change to the QUFA agreement increases the University’s contribution to employees’ Pension Plan accounts above the yearly maximum pensionable earnings to 7.5 per cent from 7 per cent. It was the University’s intention to make this benefit available to other employee groups who had settled their plans with a view to having the Plan provisions be as uniform as possible for all members.

**Moved by D. Grace, seconded by D. Raymond, that the Board of Trustees authorize the University administration take whatever steps are reasonably necessary to apply the total package of plan changes negotiated in the QUFA memorandum of agreement uniformly to all plan members.**

(Carried 11-78)

(I. van Nostrand, D. Woolf, D. McKeown, D. Dodge, P. Taylor abstained.)

W. Cannon clarified that the changes to not apply to retirees. D. Grace noted that some of the amendments apply to vested members – members who are not active but have not retired.

On behalf of the Board, the Chair acknowledged the enormous amount of work done by all groups.

4. **Committee Updates – Optional Oral Reports at Committee Chair’s Request**

a) **Queen’s University Planning Committee**

Provost A. Harrison reported that the QUPC’s first meeting of the year will occur in early October. The Committee is responsible for oversight planning and budgeting issues. He expects to deliver a fuller report at the December 2 Board meeting.

b) **Academic Planning Task Force**

The Chair invited Academic Planning Task Force Chair P. Taylor to update trustees on the work of the Task Force over the past 10 months. P. Taylor noted that the ivory tower needs foundational work. He described how undergraduate education had changed since he first entered Queen’s 50 years ago this fall as a freshman. He and his classmates, including Chancellor D. Dodge and former Trustee D. Whiting learned and learned well. The teaching, not learning, needs to change. Today’s students are different; to study successfully, one
needs to be academically literate. Most are not. This is not the fault of the schools; it has more to do with the culture of how students spend the first 16 years of their lives. Although these future leaders are active, worldly and sophisticated, they need some focused time with basic academic literacy. This does not need to be remedial; it can be designed to be inventive and engaging. A task-centred curriculum can help in which the teaching package is simpler with less material to cover and more active learning. This will be a real challenge for students and faculty. P. Taylor noted that a third of students are superb learners already and can be a resource in the new teaching environment, which will involve the Library, Teaching and Learning Commons and the Centre for Teaching and Learning.

The Chair thanked P. Taylor for his report.

There being no further business, the meeting adjourned at 8:50 p.m.

III SATURDAY, SEPTEMBER 24 – TRUSTEES WORKSHOP

1. Alan Harrison – The Origins of Tenure
2. Dan Bradshaw & Al Orth - Labour Relations in a University Context
3. Allan Shapira – Introduction to the Pension Plan

(PowerPoint presentations will be linked to QShare distribution limited to Trustees)

IV OTHER BUSINESS

V ADJOURNMENT