Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday, September 28 and Saturday, September 29, 2007, Policy Studies, Conference Room

Members Present: Principal and Vice-Chancellor, Karen R. Hitchcock
The Chancellor, Charles Baillie
The Chair, William Young
The Rector, Johsa Manzanilla

I OPENING SESSION

1. Opening of the Meeting

The Chair welcomed all Trustees to the first meeting of the new academic year and introduced those who were attending their first meeting: Karyn Brooks, Bob Burge, David Dodge, Ingrid Johnsrude, Kathleen Macmillan, John Nesbitt, Edward Speal and Innes van Nostrand.

The Chair also welcomed and introduced the Vice-Principal (Advancement) David Mitchell and the Dean of Applied Science, Kimberly Woodhouse.

2. Adoption of the Agenda

Moved by K. Hitchcock
Seconded by J. Chan and agreed:

That the Board adopt the agenda as circulated with the provision that items 3 to 8 and the listed Committee Reports be approved, or received for information, by consent.

Carried 07-34

Consent


That the Board approve the minutes as circulated for the meetings of May 5 and July 27, 2007.

Carried 07-35

4. Dedication Opportunities

That the Board of Trustees approve the dedication of Room 411 in Goodes Hall in recognition of the very generous gift from Cadbury Adams Canada, in support of the Goodes Hall Building Fund.

Carried 07-36
That the Board of Trustees approve the dedication of the Lounge, Room 442, in recognition of the very generous gift from Iain Bruce, matched by a gift from Ambac Financial Group, in support of the Goodes Hall Building Fund

Carried 07-37

5. Delegation of authority – appointments to Board of Trustees of ISC (Appendix C, page 24)

That the Board of Trustees of Queen’s University hereby delegates to the Principal the authority to appoint from time to time a Vice-Principal who will act as the Queen’s University Representative on and Chair of the Board of Trustees of the International Study Centre (ISC) and to remove the Queen’s University Representative as a Trustee and Chair.

Carried 07-38

6. Report on Senate Actions

Ratification of the Establishment of Queens – RMC Fuel Cell Research Centre

That the Board of Trustees approve the establishment of the Queen’s-RMC Fuel Cell Research Centre (FCRC) as a Faculty-Based Centre in the Faculty of Applied Science, as approved by the Senate on September 20, 2007.

Carried 07-39


8. Report on Promotion to Professor – received for information.

Committee Reports – received for information

Advancement Quarterly Report (Appendix G, page 50)
Investment Quarterly Report (Appendix H, page 57)
Pension Quarterly Report (Appendix I, page 65)

Regular


10. Chair’s Report

William D. Mulholland (1926 - 2007)

The Chair read a tribute to former Trustee, William D. Mulholland.

Bill Mulholland was a member of the Board of Trustees from 1983 to 1998. He served as Chair of the Queen’s 1983 Capital Appeal. A more innovative, demanding and persuasive Chair could not have been found. He received an Honorary Degree of Doctor of Laws from Queen’s in 1988. The Citation read “William David Mulholland, AB, MBA, LLD, American-born, Harvard-educated, Canadian-decorated, and internationally appreciated … for hunting down donations in aid of worthy causes – hospitals, orchestras or schools – especially for this university whose margin of distinction in these underfunded eighties owes so much to his exemplary leadership of the Queen’s Appeal”.

Trustees observed a moment of silence in honour of William Mulholland.
Chancellor Baillie’s retirement in June 2008

The Chair noted that Chancellor Baillie will retire on the completion of his second three-year term as Queen’s Chancellor. Queen’s will celebrate the outstanding service of Mr. and Mrs. Baillie in May 2008.

As announced in the Alumni Review and directly to members of the Board of Trustees, the Senate and the University Council, at the request of the University Council Executive Committee, the Principal is chairing an advisory committee on the selection of the next chancellor. Nominations will be accepted until October 3, 2007.

Proposed Board Survey (Appendix J, page 69)

The Chair referred to the questionnaire included in the Agenda. He noted that he would be happy to receive input and suggestions and invited Trustees to contact him and the Secretary directly.

Jocelyn Hart suggested the inclusion of a question about risk mitigation provisions.

Anne Leahy suggested the addition of a question about Trustees’ participation in alumni branch activities.

125th Anniversary of the Queen’s Golden Gaels

The Chair encouraged Trustees to attend the football game on Saturday when Queen’s undefeated squad will host Laurier.

Council of Chairs of Ontario Universities (CCOU)

The chair reported that the CCOU had engaged in an aggressive advocacy campaign in the run-up to the provincial election, including full page advertisements in the Globe and Mail newspaper on September 27, October 2 and 4, as well as letters to politicians and op ed pieces.

11. Principal’s Report

Welcome

The Principal began her remarks by welcoming everyone and particularly the new Trustees. She added her thanks to Chancellor Baillie and to Mrs. Baillie on behalf of the Queen’s community, noting the opportunity to celebrate more fully in the Spring 2008.

Appointments

The Principal welcomed

Mr. David Mitchell, Vice-Principal for Advancement, previously from the University of Ottawa where he served as Vice-President for University Relations. Both there and at Simon Fraser University, Mr. Mitchell was extremely successful in advancing fundraising initiatives and relationships with alumni. Vice Principal Mitchell’s public and private sector experience will be an asset to Queen’s.

Dr. Kimberly Woodhouse, Dean of Applied Science. Arriving from the University of Toronto where she was Professor of Chemical Engineering and Applied Chemistry and Associate Director of the Advanced Regenerative Tissue Engineering Centre, Dean Woodhouse is a leader in the fields of tissue engineering and regenerative medicine.
The Principal congratulated

Dr. Janice Deakin appointed to the newly created position of Associate Vice-Principal and Dean, School of Graduate Studies. The creation of this new leadership position reflects Queen’s strategic focus on graduate education and research, and we are delighted she has agreed to serve in this important new post.

The Principal noted the departure of Sandra Crocker, Associate Vice-Principal for Research who has made outstanding contributions over the years to Queen’s in many capacities. She will be joining McGill in November; and, she will be missed.

Admissions and Enrolment
The Principal reported that, due to the demolition of the Jock Harty arena, the site normally used for the Welcoming Ceremony, the Class of 2011 assembled on a perfect late summer day on the historic grounds of Summerhill. It is another exceptional new class from across Ontario, Canada and the world, with credentials in keeping with the goals of Queen’s Strategic Plan.

Enrolment is robust and at, or slightly above, targets established by the Senate for the 2007-08 year. Of particular note is the increase in the MBA and the new Masters of Management – Global Management. The establishment of new graduate opportunities will continue to be a major part of Queen’s strategy to meet the enrolment goals of the Strategic Plan.

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Total Enrolment 20,500 as of September 20, 2007 (includes all Part-time)

Athletics and Recreation Review
The Principal reminded Trustees that comments on the report prepared by Bob Crawford and Janice Deakin, Charting a Course of Excellence, had been solicited with a goal of presenting the results of the Review by the end of December.

Queen’s Centre
Work on the Queen’s Centre project is well underway. The size of the Phase I construction site means that some 120 truckloads of dirt and pulverized rock leave the site daily.

University Avenue and Tindall Field/Parking Structure
The University Avenue project which was made possible through the generous gifts of two alumni, progressed throughout the summer and will soon be completed.

The interim surface parking lot will be ready in November and will greatly relieve the current parking challenges on campus, as will the 580 stall underground parking facility when it is completed.

The Queen’s community has been extremely patient during these disruptions, and every effort is being made to mitigate the impact of these projects on the academic life of the institution.

Renovation Projects
Building renovations to McNeill House and Stewart Pollock have been completed. Richardson Hall is in progress and expected to conclude in the Fall of 2008.
**Arts Campus**
Progress has also been made over the last several months on the development of the Performing Arts Centre, as faculty work with the architects (EMA/Snohetta) to finalize the program for the building. World-renowned tenor, Ben Heppner, who was on campus as part of Queen’s Performing Arts Series, has agreed to help open the new Centre in 2010.

Further, discussions are ongoing with Public Works and Corrections Canada with regard to the acquisition of the adjacent federal property, land which will be necessary to realize our vision for the Arts Campus.

**Prison for Women**
The agreement with Canada Lands to purchase the Prison for Women site is complete, and the demolition of the non-heritage buildings and walls will begin in preparation for turning the land over to Queen’s in January. The Principal congratulated Vice-Principal Andrew Simpson and his team for bringing this initiative to closure. She said these new facilities are critical to addressing the university’s space needs and to remain competitive for highly qualified faculty and students.

**Academic Highlights**
Two new international initiatives – the executive education facility opened by the School of Business in Dubai, and the Queen’s Office just opened in Shanghai – will increase the University’s profile in two rapidly growing parts of the world, and help to meet the goal of increasing international student enrolment to 12% by 2010. Both programs will also help to enhance international partnerships with other universities, business and government, and will greatly facilitate interaction with alumni and potential donors in these regions.

The just announced Macleans ranking of Canadian law schools will also enhance Queen’s profile across the country and attainment of enrolment goals. The Principal congratulated Dean Flanagan and everyone at the Faculty of Law on this achievement.

**CSSEE) Canada School of Sustainable Energy and the Environment**
The Principal said she was delighted to announce that Queen’s has been invited by the Universities of Alberta, Calgary and Lethbridge to join a new national initiative in Sustainable Energy and the Environment. The formal announcement will be made next month. Thematic areas which will be competitive for major new funding from the federal government will be developed.

Queen’s strong alumni base in Alberta will help the University to leverage this opportunity to increase interactions with the private sector as well as attract more students from the province. Former Trustee, Kim Sturgess, has already been most helpful. Energy and the environment is an area of strategic focus for Queen’s. This new collaboration reflects the strength of the faculty and should greatly accelerate the growth of, and funding for, related research and educational programs.

**School of Population and Public Health Initiative**
Building on this summer’s announcement that Queen’s would receive planning funds to prepare a full proposal for provincial support of the first of possibly two Ontario Schools of Public Health, the Principal said she was pleased to report recent steps to move this major new initiative forward.

Over the coming year, Queen’s will be completing the approval processes for an anticipated September, 2008 launch of a new Master of Public Health degree, as well as conducting the formal planning for a Queen’s University School of Public Health.

Dr. Kristan Aronson, Community Health and Epidemiology, will lead this initiative. Given the interest in public health across virtually all of the faculties, Queen’s has an opportunity to develop a unique program dealing with complex public health issues from a wide variety of perspectives.
The Principal reported that, at the national level, the group of six executive heads from across Canada she convened last year to discuss developing a national strategy for public health is in the process of reviewing an advocacy plan developed at Queen’s to facilitate an announcement, in 2008 or, possibly, in the 2009 federal budget, to support a national program which would address the public health human resource and research needs of Canada. Senator Wilbert Keon, chair of a Senate sub-committee on Population Health, has expressed great interest in this initiative, as have a number of other key people in Ottawa. Clearly, a commitment by the federal government to address the public health needs of Canada would have a major impact on the Queen’s initiative in terms of access to federal funds for related research and graduate student support. The Principal said she was heartened by the enthusiastic support of her executive head colleagues in this undertaking, and promised to keep Trustees apprised of progress.

**Advancement Gifts & Pledges**

The Principal reviewed major gifts and pledges in support of such strategic goals as faculty expansion and the enhancement of our academic facilities.

She reported on the previous day’s celebration with the Baders of their gift to Queen’s of a second Rembrandt. Queen’s now has two of Canada’s six Rembrands, along with over one hundred paintings already donated by Drs. Alfred and Isabel Bader, making the Agnes Etherington Art Centre an international focus for scholarship in 17th century Dutch art, known among art galleries and art historians around the world. Queen’s is so very grateful to Alfred and Isabel Bader. Their most generous gifts over the years have done so much to expand the vision for what Queen’s can be and what it is able to provide to its students and the world. Today, Dr. Bader gave $200,000 to the International Centre for Community Based Rehabilitation headed by Dr. Malcolm Peat.

The Principal noted that all of the programs mentioned earlier will require investment – additional funding from the government, the private sector and philanthropy. Anticipating the next Capital Campaign, ambitious goals are being set: first, to double the Annual Giving to Queen’s within the next five years to $11 million per year; and, second, to increase our university endowment to $1 billion within five years of the public launch of our Campaign. Meeting these fund-raising targets will help to ensure that Queen’s meets the annual and multi-year goals developed in the operating plan for such areas as faculty expansion, student support, program development and facilities renewal and expansion.

Work is underway with the Investment and Pension Committees to develop policy recommendations in the area of socially responsible investment, as well as developing the processes necessary to inform the university’s recommendations to the Board on specific investments, mechanisms which could also be applicable to gift acceptance and university decisions on procurement.

**Community Relations**

Student response to orientation has been very positive in terms of the various activities and programs developed by Residence staff and the various faculties.

However, starting during Orientation week and continuing to the present, there has been an increased number of incidents involving our students and the police in terms of liquor licence act charges, and numerous noise bylaw charges. Complaints from area residents (student and non-student) have been at a relatively high level compared to last year.

Staff and administration as well as the AMS have been communicating concerns regarding this situation, in some cases going directly to the homes where such “house parties” have occurred. We continue our long-term strategies to improve the off-campus residential experience and the relationship of our students with their neighbors.
Preparations for this year’s Homecoming have been ongoing since last year, and again represent a close partnership between Queen’s, the AMS, the City of Kingston and the Kingston Police.

While long-term approaches to solving the problem will continue to be addressed through educational programs, a university-city review of off-campus residences, and initiatives to foster civic responsibility in students, the University’s prime concern in the short-term is safety – the safety of students and the citizens of Kingston.

As last year, a multifaceted approach has been taken to this complex issue – from an aggressive communications plan to alumni and community volunteers to innumerable safety measures on-site to the introduction this year of a sanctioned Night Festival on campus. The AMS, the City, the Police, and the many volunteers involved have but one goal, making Homecoming Weekend safe for all. Hundreds and hundreds of people have dedicated themselves to achieve a positive outcome.

**Safety and Security**

The safety of students, indeed, all members of a university community, has been a major issue of discussion across the province and the country in the wake of such tragedies as Virginia Tech, Delaware State, Dawson College, and even more recently, the violent attacks at Carleton and York Universities.

Recently, a Roundtable on Campus Security Issues was sponsored by the Council of Ontario Universities to share best practices, explore system level collaboration in such areas as seeking regulatory changes and identifying required physical resources. David Patterson, Queen’s Security Director attended, as did many of his colleagues from around the province. Prevention, Incident Management, legal issues and the human and physical systems required were major points of discussion.

In the Report to President Bush on American Schools’ Safety, led by Secretary of Education, Margaret Spellings, on issues raised by the Virginia Tech tragedy, much discussion dealt with confusion regarding what personal information can be shared under current privacy laws, and the importance of being aware of and sensitive to warning signs that someone may need help and having the mental health systems in place to offer such help.

Director Patterson and his staff have been engaged in a major educational initiative to ensure that our community is well-informed regarding preventive measures and methods in place to deal with a violent emergency on campus. A review of campus physical systems is also underway, including camera surveillance capabilities and swipe-card systems for building access.

A close partnership with Kingston Police has been developed in terms of emergency response. Particularly noteworthy is a recent initiative to ensure that the Police have detailed information on every building on campus, including the wiring and fire alarm systems.

The major challenge in any emergency response is the ability to communicate effectively and quickly with all members of the community. While there are a number of mechanisms already in place, communication with those outside campus facilities or without personal communication devices is more problematic. There are no simple answers to the challenge of instant communication with an entire university community. For instance, using fire alarm systems as a PA system in an emergency is currently against provincial law. However, a clearly-defined emergency response protocol, and sufficient educational programs to ensure that all are aware of that protocol, coupled with multiple notification methods, taken together, can help ensure an effective response to threats of violence in a campus community.

Director Patterson continues to refine Queen’s response protocols and communication strategies in keeping with best practice, including table top planning exercises in pandemic responses and a shooting threat on campus. We are grateful to him and his team for their proactive approach to this serious issue facing university campuses around the world.
Challenges Facing Canadian Research Universities

Earlier this month the three major provincial party platforms were released; and while they all mentioned the postsecondary sector, it was also clear that none had addressed substantive investment in our institutions.

The challenges before Ontario universities, indeed all Canadian universities are familiar: Tremendously increased undergraduate enrolment demands; the necessity to expand the production of graduate students provincially and nationally, particularly at the PhD level, and to increase investment in research to increase our level of innovation, productivity and economic competitiveness; and, the need to invest in infrastructure to support our education and research missions.

Clearly, education matters. In the Conference Board of Canada’s recent report on “How Canada Performs”, it was stated that “…if the national average educational attainment level is increased by one year, aggregate productivity increases by 5%...the equivalent of adding more than $60 billion to Canada’s GDP.”

Indeed, population growth and increases in participation rates led to a 31% increase in university enrolment between 2000 and 2006 and, increases ranging from 9 to 18% are expected over the next decade.

However, Canada’s current production rate of PhDs is very low – some 11-12% of the population – compared to some 17 other countries. That fact, coupled with a relatively lower proportion of our students going into math, science and engineering could, in the view of the Conference Board, be contributing factors to Canada’s “declining relative performance in innovation”.

Further, investments at both provincial and federal levels, as we know, favor health and social services as opposed to investment in research and infrastructure, again impacting negatively on the nation’s productivity and competitiveness.

To address these issues will require a paradigm shift in the way monies are allocated to universities by the government – both federal and provincial. Given that only incremental increases in funding can be expected from the government, different allocation strategies will be necessary to address current shortfalls in PhD production and research. In Ontario alone, $1.9 billion would be required to meet the capital requirements for an increase of 14,000 graduate students.

Recently, a review of the university sector in British Columbia was completed which called for a differentiation of institutions within the system. Three institutions were identified as research intensive and the recommendation was that they were to receive at least 95% of the provincial research funding and all of the allocations for graduate student expansion; regional institutions would be funded to ensure excellence in their educational mandate.

The creation of such a mosaic of institutions with clearly defined – and differentiated – mandates would clearly focus institutional resource allocations in keeping with well-defined missions. Taken together, such a system of institutions would meet the needs and expectations of all the citizens of the province, while ensuring that sufficient targeted funding was available to build world-class institutions which would be “recognized as global leaders in teaching and in knowledge discovery, creation and application.” A similar recommendation was made by the Conference Board in terms of federal funding strategies for research intensive universities.

The Principal said that from personal experience in the U.S. in a number of public university systems, she knew that this approach to university funding is politically-charged and highly contentious. However, she had also seen where gradual transitions to such institutional differentiation have greatly enhanced the funding of all institutions involved in keeping with their different missions. Further, higher expectations for revenue generation by institutions designated as research intensive have also led to considerable leveraging of government funds through industry
partnerships and private giving. She anticipated continuing discussions at the Board regarding this and other paradigms for the funding of the nation’s and the province’s research universities.

12. Question Period

In response to a request from D. Whiting for more information about the funding and research implications of the proposed School of Population and Public Health, the Principal noted that current research activity demonstrated the breadth and depth of faculty expertise and interest at Queen’s. New money will be sought from the federal funding councils. The Vice-Principal (Research) explained that a Research Institute of Population and Public Health had received provisional University approval one year ago. The Institute draws together experts who are already pursuing relevant research at Queen’s. The proposed School would develop educational programs such as a Master of Population and Public Health with a proposed class size of eighty-five students. The Dean of the Faculty of Health Sciences noted that public health has been largely forgotten in recent times. However, there are eight or nine institutions with experts in this niche area who are keen to expand their efforts and Queen’s has the opportunity to be a leader. The Principal referred to her special advisor on this initiative, Dr. John Hoey, who is engaged in developing the business plan.

13. Student Affairs

a) Report of the Rector, John Manzanilla
The Rector greeted new Trustees and hoped they had been able to respond to the luncheon invitation from the students. The Rector drew attention to the Faculty Student Society reports that were distributed to Trustees. She referred to student issues detailed in her written report concerning the review of the Queen’s Code of Conduct and the Closure of Clark hall Pub by the Engineering Society. In addition she mentioned the first annual Aboriginal Pow Wow held on Agnes Benidickson Field on Saturday, September 22, 2007.

b) AMS – President, Kingsley Chak
The AMS President reviewed the main points outlined in his written report. In addition he noted the important 125th anniversary for the Golden Gaels Football team. He reminded Trustees that the AMS is gearing up for the celebration of its 150th anniversary.

c) SGPS – President, James Studer
The SGPS President provided the text of a written report. He noted that UHIP remained a major concern for international graduate students and gratefully acknowledged the funding that has been provided by Student Awards to support students using UHIP. Space requirements for graduate students remain challenging. He concluded by warning that Graduate student orientation should not be overlooked as graduate enrolment continues to expand.

II MOTIONS FROM COMMITTEES
1. Audit Committee

a) Approval of Audited Financial Statements April 30, 2007
The Chair, M. Daub, summarized the process undertaken by the Audit Committee to review the Audited Financial Statements.

Moved by M. Daub
Seconded by T. O’Neill and agreed:

That the Board of Trustees approve the audited annual Financial Statements for the fiscal year ended April 30, 2007.

Carried 07-40
The Chair of the Committee requested that the Minutes record thanks to Glenda Kaye, Dan Hogg, Andrew Simpson and Linda Lam to recognize the immense amount of hard work involved in the presentation and review of the statements.

2. Committee Updates

a) Finance Committee
The Chair, G. Anderson, reported that the Committee had embarked on a comprehensive examination of capital development including capital project estimates, analysis of funding and impact on the balance sheet.

III DISCUSSION SESSION- Annual Giving at Queen’s University

The Chair thanked the Vice-Principal (Advancement) for providing the background material enclosed with the agenda and invited the Principal to introduce the discussion topic.

The Principal spoke of the passion and loyalty for Queen’s she encounters when she visits alumni and yet the relatively weak returns for the Annual Fund remain a puzzle. The Principal congratulated the Alumni Board of Directors for their leadership by achieving 100% in their annual giving. She praised the Chair of the Grant Hall Society, Mike O’Connor, for his diligence and acknowledged the outstanding efforts of Judith Brown, Executive Director, Alumni Relations and Annual Giving, and Paul Chesser, Director, Annual Giving. She stated her belief that Queen’s has “the right ingredients” and can achieve a higher level of annual giving from its alumni.

The background briefing included three questions for Trustees to consider:

1. Should Queen’s aspire to be the Canadian university leader in Annual Giving?
2. What measures of success are most relevant for Queen’s?
   • Revenue?
   • Number of donors?
   • Dollars per FTE student?
   • Alumni Participation?
   • Overall Participation?

3. What role can Trustees play in Annual Giving at Queen’s? (other than continuing to make Annual Gifts!)

Vice-Principal (Advancement) David Mitchell acknowledged the puzzle: Queen’s is well-known for tremendous school spirit, however, this has not translated into significant support for annual giving. VP Mitchell arrived at Queen’s at the beginning of September. He said he believed it to be a reputational issue and ventured that alumni may think that Queen’s does not need the money.

During discussion, Trustees made the following comments and suggestions:

Benchmark Best Practices

• Queen’s should benchmark successful practices in order to identify what is missing.
• Matching programs can be effective incentives, e.g. corporate or board of governors.
• Class volunteers working peer to peer can achieve 15-20% class giving at Queen’s. The US standard is 20-30% of a class. Engaging students at graduation as an early milestone can be an effective approach – start early and repeat the message.
• Competitive class gifts or society gifts should be considered.
• Payroll deduction is an effective but often an overlooked mechanism to facilitate giving.
• Leverage tax advantages.
• American culture of giving. US “fair share” guidelines appear to be effective.
• St. Francis Xavier has been successful. The X ring is very powerful symbol.
• Examine the success of the United Way campaigns and infrastructure.
• Aim for 100% participation, i.e. set the bar high.

Eliminate Barriers

• Address a lack of understanding about the function of the Annual Fund. The briefing documents provide a very good explanation.
• New graduates may be intimidated by the notion of giving because they are graduating with large debts. To get them started in a positive relationship, assure them that even the smallest amount is appreciated.
• Queen’s may be at a disadvantage because its alumni are in the majority separated from the campus, unlike a mutually reinforcing environment such as the University of Toronto. Queen’s should strive to make giving as easy as possible, e.g. web based technology.
• Canadians are “non-givers” generally speaking in comparison to Americans.
• Canadians are used to being supported by large institutions.
• The challenge may be to develop the appeal of annual giving versus giving to a specific project such as the Fields Campaign.
• More than 90% of Queen’s alumni give to charitable causes but Queen’s is not their top philanthropic priority.
• Recently Queen’s has increased the dollars raised but the total number of annual donors has decreased.
• Queen’s has more younger alumni than ever before but many may feel they cannot yet afford to give.
• The high debt levels when students graduate is a daunting factor.
• Explore ways of making Queen’s a priority among an increasing number of solicitations from charities.

Connect with Alumni

• The details of Queen’s investment income (see p. 68 of the Annual Report) show the results of donors’ relationships with the University. Dollars will flow from the connectivity sustained through life.
• Small US universities (e.g. Williams) have been successful in fostering a continuous sense of gratitude among alumni about those who have come before and this attitude appears to translate positively into generous giving.
• Queen’s should be more aggressive, more “high touch,” more personal.
• Instill the careful and thoughtful stewardship of the University in the students from day one.
• Queen’s should survey alumni who give annual gifts and discover why, what touched them.
• Queen’s should survey alumni who do not give annual gifts and find out why.
• Target the message or use a hook to capture and foster the connection.
• Try to frame the appeal from the perspective of the donor and explain the importance of annual giving.
• Connect the donor to the goal and they will be more likely to give support.

The Chair concluded the session by commenting that of the annual operating budget of $285M, the provincial government provides 55%, tuition accounts for 35% and the balance is derived from endowment income. Uncertainty constrains planning because the provincial government’s intentions are often unclear with respect to operating grants and tuition. Consequently, the Annual Fund becomes a very important asset. Low participation rates should be seen as a big opportunity that can be harnessed to the advantage of the University.
IV OTHER BUSINESS

There was no other business and the Board moved into Closed Session.

1. Nominating Committee

The Chair of the committee, K. Black presented the report. She noted that, unfortunately, two recently appointed trustees, Julie Payette and Yolande James, had decided over the summer to resign from the Board. In each case career commitments made it impossible for the Trustees to be present at Board meetings on a regular basis.

The Nominating Committee was conscious of the delicate balancing act it was called upon to perform as it recruited new members to the Board. In addition to increasing diversity, addressing core competencies, ensuring regional and gender representation, availability for board and committee meetings were also among the important variables that the Committee considered.

The following recommendations from the Nominating Committee were approved in Closed Session:

Moved by K. Black
Seconded by B. Burge and agreed:

Motion 1:
The appointment of David Grace to the Board of Trustees in the four-year term category, effective immediately.

Motion 2:
The appointment of Dan Rees to the Board of Trustees in the three-year term category, effective immediately.

Motion 3:
The following amendment to increase the membership of the Advancement Committee by one additional member:

“Also, up to 9 10 additional members, who may or may not be trustees.”

Motion 4:
The appointment of Dan Rees as a member of the Advancement Committee, effective October 15, 2007.

Motion 5:
J. Lougheed abstained from the vote.

The appointment of Dan Rees as Co-Vice-Chair of the Advancement Committee and the appointment of Joe Lougheed as Co-Vice-Chair of the Advancement Committee, effective immediately.

Motion 6:
M. Daub abstained from the vote.

The appointment of Merv Daub as a member of the Finance Committee for a term until 2009.

Carried 07-41
V CLOSED SESSION

The Board meeting continued in Closed Session.

VI ADJOURNMENT

The Board of Trustees reconvened on Saturday morning at 9:00 am in Policy Studies 202.

THEME SESSION ON INQUIRY-BASED LEARNING

Facilitated by

Dr Joy Mighty, Director of the Centre for Teaching and Learning,
Dr Vicki Remenda, the 2006 Queen's University Chair in Teaching and Learning
Ms. Jackie Druery, Learning and Research Services, Stauffer Library

including student presentations by

Blake Anderson, Environmental Sciences
Faye Ling, Psychology

The Trustees adjourned to McNeill Residence for a tour of the newly renovated facilities and lunch.