Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday, September 29, 2006, 7:00p.m. Policy Studies, Conference Room

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

Toby Abramsky, George Anderson, Daniel Bader, Kimberly Bain, Beverley Baines, Mary Balanchuk, Curtis Bartlett, Peter Baxter, Donald Bayne, Kim Black, Louise Cannon, Kingsley Chak, Jeff Chan, Donald Cooper, Merv Daub, Graham Davis, Jocelyn Hart, George Laverty, Anne Leahy, Joe Lougheed, Lindsey Love-Forester, Paul Lucas, Dean McKeown, Susan Miklas, Bruce Mitchell, Tom O’Neill, Barbara Palk, David Pattenden, Julie Payette, Andrew Pipe, Kent Plumley, Mark Publicover, Rob Sobey, Renee Webb.

I OPENING SESSION

1. Opening of the Meeting
   The Chair welcomed everyone to the first meeting of the year and particularly new Trustees:

   Toby Abramsky
   Graham Davis
   Lindsey Love-Forester
   David Pattenden
   Julie Payette

2. Adoption of the Agenda
   The Agenda was adopted as circulated (Hitchcock/Davis).
   Carried 06-34

3. Adoption of the Minutes of May 6 and July 31, 2006 (Appendix A, page 1)
   The Minutes were approved as circulated (Hitchcock/Lucas)
   Carried 06-35

4. Business Arising from the Minutes
   The Chair referred to the Henry Report and noted that Principal Hitchcock would speak about the steps being taken within the University as part of her report to the Board. The Nominating Committee of the Board of Trustees will be reviewing the material consistent with the Committee’s mandate to ensure that the diversity of Canadian society is reflected in the membership of the Board as well as necessary skills, experience, gender and regional representation.
5. Opening Remarks by the Chair
The Chair noted the following:

- Lawrence Greenwood passed away on September 21, 2006. Mr. Greenwood was a member of the Board of Trustees from 1971 to 1988, Chair of Finance Committee, 1975-82, Vice-Chair of the Board 1980-86, recipient of the Distinguished Service Award in 1979 and recipient of an Honorary Degree in 1984.

- David Whiting will be the recipient of the John Orr Award on November 18, 2006 in Toronto.

- Nominations for election to the Board of Trustees close on October 16, 2006.

- On behalf of the Board, the Chair recognized Tom Morrow, Associate Vice-Principal (Operations & Facilities) for his outstanding service to Queen’s since 1973. During this time, Mr. Morrow held a variety of leadership positions in Information Technology, Campus Security and Physical Plant. The Chair presented a gift and thanked Mr. Morrow particularly for his contributions to the physical renewal of the campus over the last decade. Mr. Morrow responded that he felt privileged by the opportunities he had been given during his career at Queen’s to engage in such a broad range of activities. Mr. Morrow retires from Queen’s in December 2006.

6. Principal’s Report
Principal Hitchcock began by presenting the traditional parting gift for a trustee to John Rae noting that he was presiding over his final meeting as Chair of the Board of Trustees. A University tribute would be presented at the Grant Hall Society dinner on September 30. However, it was appropriate to recognize John Rae’s outstanding leadership and service from 2000-2006 as the 18th Chair of the Board of Trustees.

John Rae thanked the Principal and the members of the Board of Trustees and said that his term as chair had been rewarding on many levels, particularly the collegiality and commitment of all trustees who contribute their time and energy to sustain the mission of Queen’s University and to expand the exceptional educational opportunities for generations of students to come.

The following reports were provided for information:

a) Fall 2006 Convocation dates & Honorary Degrees (Appendix B, page 23)


c) Appointments to Professor Emeritus/Emerita and to Full Professor (Appendix D, page 28)

d) Aberdeen Event
Principal Hitchcock reported that, thanks to the extraordinary efforts by a number of people from the Queen’s and Kingston communities, the event on Aberdeen Street in 2006 was very different from 2005. It was safer and more celebratory than confrontational. However, it was large.

Principal Hitchcock thanked and recognized the many people who came together in the spirit of “partnership” to analyze last year’s event and share plans for avoiding a recurrence: members of the University administration from all the Vice-Principals’ offices, the AMS, Faculty Societies, the Mayor and his staff, members of the City Council and neighbourhood associations, the Kingston Police – supported by the Ontario Provincial Police and the Toronto Police – Ambulance and Emergency services, community leaders, alumni and many Queen’s students, faculty and staff. The approach was multifaceted and comprehensive, recognizing the
complexity of an issue that requires both short-term and long-term actions. It was informed by innumerable student meetings, conferences, recommendations of a special committee of the City Council, consultations with sister institutions in Canada and in the US which have experienced comparable events, and invaluable input from faculty, staff and alumni.

The short-term goal was to do everything possible to ensure the safety of students and the citizens of Kingston. The following strategies proved successful:

- The closure of Aberdeen Street – an initiative of the Police, the University, Queen’s students and the City;
- Hundreds of volunteers (alumni, students, faculty, staff and Kingston residents) who promoted positive behaviour among the party-goers and contributed to what was a relatively injury-free event: the red-hat volunteers; AMS safety initiatives on drinking water, first aid, street preparation and post-event clean up; City and Police initiatives, including lighting and video capabilities.
- A major publicity campaign promoted responsible behaviour and spelled out clearly the consequences of violation of the Student Code of Conduct and illegal activities, including letters to our students from the Principal, Vice-Principal (Academic) and the AMS Prosecutor. Going forward, it has been agreed that the AMS and the office of the Vice-Principal (Academic) will work together on any serious cases, which may arise in order to facilitate appropriate and swift investigation and sanction. As of September 29th, nineteen criminal charges had been laid, but none of those charged is a Queen’s student.

However, given estimates of the crowd size at 8,000, the University was clearly not successful in its attempts to decrease attendance. Anecdotal police reports indicate that four out of five of the party-goers were not from Queen’s. This is the difficult ongoing challenge. While they may have been in the minority, thousands of Queen’s students attended. Their up-beat, non-confrontational behaviour and their clear gratitude to the volunteers, emergency personnel and police did much to set the tone for the non-Queen’s attendees.

For the long-term a number of educational activities have been introduced over the past year designed to foster and reward civic responsibility, enhance Queen’s students’ relationship to their host city and address behaviours that put our students at risk. In partnership with the AMS, a review the Student Code of Conduct and related sanctions is underway. Continuing long term initiatives also include an in depth review of any aspects of Homecoming, Orientation and student social activities which may exacerbate friction between our students and the citizens of Kingston and a major initiative focused on the issues of binge drinking and underage drinking, a phenomena that are not unique to Queen’s.

Principal Hitchcock invited trustees to join her in thanking the following: James Macmillan, Ryan Quinlan-Keech and Jenn Mansell from the AMS, Mayor Rosen and CAO Glen Laubenstien, Bill Closs, Chief of Police, Inspector Brian Cookman, David Patterson, Head of Queen’s Security, local alumnus Vinnie Rebelo and Vice-Principal George Hood who organized the “red-hat” volunteers, Jason Laker, Associate Vice-Principal and Dean of Student Affairs and, most of all, Vice-Principal Patrick Deane, who led this complex initiative with grace, creativity and determination.

The Chair of the Board thanked the Principal, noting that the Board had expressed its deep concern, action was taken and a better outcome achieved.

e) Orientation and Homecoming 2006

The Principal reported that Orientation was as energetic as ever, and Homecoming was, by many accounts, the best ever, and the largest, with more than 7,000 alumni returning to Queen’s. The schedule of events was one of the most extensive and diverse ever seen, with the addition of a number of educational forums and the launch of an exciting new initiative – the Queen’s Great Debate – focused this year on Canada’s role in Afghanistan.
Principal Hitchcock congratulated Judith Brown (Executive Director of Alumni Relations and Annual Giving) and all involved in making Homecoming so special for young and old. The oldest alumnus from the class of 1933 was one week from celebrating his 100th Birthday!

f) Enrolment – Preliminary Report
Queen’s welcomed 3,200 extremely talented members of the class of 2010 from across Canada and representing some 63 countries. Preliminary data indicate that we have met or exceeded all targets. For entering undergraduate students, 59% are women, 44% are 17 years of age or younger, and thirteen students are 16 years old. Only 9% are over 19 years of age. The overall entering high school average was 88.2%, and remarkably, 36% arrived at Queen’s with averages of 90% or higher. Queen’s continues to lead all Canadian universities in the percentage of Canadian Millennium Excellence Scholars. We also admitted 800 masters and doctoral students, which is a 10% increase over graduate admissions for 2005. The final report on enrolment will be prepared as of November 1, 2006.

g) Maclean’s
Principal Hitchcock referred to Queen’s decision last May to pull out of the Maclean’s relatively new Survey of Recent Graduates due to low response rates and a number of survey design flaws.

In August, Queen’s also decided not to participate in the fall Maclean’s University Rankings which compares and ranks Canadian Universities across a number of different institutional dimensions, ostensibly to provide parents and prospective students information to help with their application decisions. This difficult decision was a result of long-term dissatisfaction with flaws in survey methodology, concerns discussed with Maclean’s many times over the years. Further, when eleven sister institutions decided to withdraw, it was clear that the credibility and usefulness of the survey would be further diminished. At last count, some twenty-four Canadian universities have withdrawn; most important, only four of the fifteen medical-doctoral universities currently remain in the survey – McGill, Laval, Sherbrooke and Saskatchewan.

Queen’s remains committed to transparency and accountability and will continue to participate in such surveys as the National Survey of Student Engagement that help institutions identify areas for improvement rather than simply functioning as ranking devices. Also, Ontario institutions have agreed to develop a “common data set” to provide students and their families useful information to facilitate informed choices, information much like that provided in the Maclean’s report – degrees awarded, entering grade averages, research funding, graduation and employment rates, etc. This information, provided in a common format by each institution, will be widely available and an excellent alternative to the Maclean’s ranking, while still allowing individual institutions to assess their position relative to others across a number of important benchmarks.

h) Queen’s University Annual Report 2006
The Annual Report includes the Financial Statements that are approved by the Board. In addition, the Report outlines the key achievements and challenges of the University, highlighting performance trends and presenting a comprehensive overview of the University. The Principal recognized the many individuals and units involved: Rich Seres, Executive Director, and the Marketing and Communication staff; Vice-Principal (Operations and Finance) Andrew Simpson, Dan Hogg Associate Vice-Principal and CFO, Glenda Kaye, Director of Financial Analysis and Budget and the financial team; and Chris Conway, Director, Institutional Research and Planning staff. The Principal invited feedback and suggestions from trustees regarding the utility and clarity of the report.
i) **Strategic Plan**
Principal Hitchcock reported that preparations were on schedule to bring the Strategic Plan to the Board for consideration and approval at the December meeting. She noted the excellent input received from the Queen’s community regarding the draft Plan, including comments from many following the University Council session in May. As a result, the goals and objectives are being refined and performance measures developed to assess the University’s progress over the years ahead.

j) **Priorities for 2006-07**
The Principal used the balance of her report to outline a number of priorities identified for 2006-2007 that flow from the strategic planning process.

i) **Graduate Enrolment Expansion**
Principal Hitchcock spoke about Queen’s goal of developing a student profile more in keeping with its research mission and expanding the graduate student population, particularly in areas of institutional research strength where supervisory capacity exists, as well as in new programs which reflect academic strength and in many cases interdisciplinarity. This planned graduate student expansion is closely aligned with both provincial and national goals to increase participation in advanced education.

The Province’s Reaching Higher Plan, announced in the May 2005 Ontario Budget, provides $220 M to support 14,000 new masters and doctoral students. Queen’s plans to open up more than 718 new graduate student positions over the next three years.

The challenge is the very short time line for this provincial initiative and most of the new money allocated by the province will be used to cover competitive student assistance packages. Little money will be available for operating costs – especially the new faculty positions required to assure quality mentorship for an expanded graduate student population. Therefore, Queen’s will focus its 2006-2007 recruitment efforts in those graduate degree areas that have capacity.

Principal Hitchcock reported that the Deputy Minister of Training, Colleges and Universities, Philip Steenkamp, a Queen’s alumnus, was on campus recently. The Principal discussed these concerns with him, as well as how Queen’s can play a major role in meeting the province’s goal of increasing the number of Ontarians with graduate degrees. The same goal has been identified at the federal level as a means to increase Canada’s productivity. The Deputy Minister was quite responsive to the issues raised and indicated a desire to continue working to provide the flexibility and additional resources required to meet aggressive recruitment goals.

Principal Hitchcock noted the unique opportunity for Queen’s to take leadership in meeting national and provincial needs for increased participation by Canadians in graduate education, a need also echoed by many employers. In addition to its own graduate program expansion, the quality of Queen’s undergraduate programs serves to attract the very kind of students who can succeed in graduate work, at Queen’s or elsewhere. Over the next year the University will develop strategies to expose more undergraduates to the world-class research of Queen’s faculty, as well as the analytical skills and intellectual approaches which characterize a research-intensive environment. Principal Hitchcock emphasized that Queen’s should be known as an institution committed to preparing its undergraduates for the most highly competitive master’s and doctoral programs, professional programs and entry-level workforce placements.

ii) **Faculty Hiring**
An expansion of the faculty ranks is critical to priorities. Over the past two budget years (05/06 and 06/07) a total of about 65 faculty recruitments have been authorized, some to replace retiring faculty and to fill frozen positions, and some to fill newly created positions. Meeting
this goal of expanding the faculty base will be greatly affected by ongoing discussions at the provincial and federal levels of government.

In Ontario, the operating grant allocations for universities for the next three years were recently announced. As one of the conditions for receiving these funds, all institutions must submit Multi-Year Accountability Agreements that detail their commitment to and strategies for enhancing both access to and the quality of their academic programs. Given that the funds released, while most welcome, barely cover inflationary costs, universities anticipate a major challenge in meeting the access and quality objectives of the province’s Reaching Higher Plan.

Principal Hitchcock reported that she would be working with her executive head colleagues over the next several months to advocate for enhanced resources from the 2007-2008 provincial budget, and she called for the support and help of trustees with this advocacy, noting that the importance of the postsecondary education sector to the prosperity and competitiveness of Ontario and Canada is a message which can be carried especially well by third party advocates.

Unfortunately, unless additional investment is provided Ontario’s funding level relative to other provinces may not increase substantially, since several other provinces are also increasing funding level. The $6.2 B investment made to date demonstrates the McGuinty government’s clear commitment to postsecondary undergraduate and graduate education. Ontario universities hope, therefore, that the province will do all it can to provide the funding necessary to meet the shared goals of access and quality.

Federal opportunities also exist. In his 2006 budget speech, Finance Minister Flaherty spoke to the government’s commitment to increase productivity and competitiveness, and advocacy at the federal level will also be a priority during this academic year. Principal Hitchcock reported that she was scheduled to present to the House of Commons Standing Committee on Finance as part of the annual pre-budget consultations. Although the Harper government has not explicitly spoken to higher education and research, the demonstrable importance of these sectors to the prosperity and competitiveness agenda of the Conservative government provides a strategy for advocacy. The university executive heads will be emphasizing this strategic advocacy in order to sustain and enhance current federal support for research projects, faculty chairs, indirect costs and infrastructure. It is clear that Finance Minister Flaherty views graduate education and university research as critical to meeting federal goals. Advocacy at both the provincial and national levels will clearly need to be an ongoing priority for Queen’s.

iii) Special Initiatives
Principal Hitchcock touched on two special research initiatives at Queen’s: expansion of funding for the internationally renowned Sudbury Neutrino Facility; and continued university-wide planning in the area of Population and Public Health. Dr. John Hoey, former editor of the Canadian Medical Association Journal and an expert on public health, has joined Queen’s as a Special Advisor to help lay the groundwork for a new School of Population and Public Health at Queen’s. Coupled with the newly-established Institute of Population and Public Health, led by Dr. Kristan Aronson, and with the participation of faculty from across our institution, Queen’s is currently identifying niche areas of research excellence and the resources to support a School devoted to the education of public health professionals and increasing our understanding of the many determinants of the health of individuals, communities and global populations.

The Principal has also convened a group of Canada’s research universities to develop a national strategy to address the well-documented need for more trained public health professionals and an expanded public health research agenda in Canada.

iv) Learning Environment and Diversity
As Queen’s recruits students, faculty and staff for a range of initiatives, and implements numerous other planned enhancements of its academic programs to enrich the learning
environment, everyone must be mindful of the critical importance of diversity to a quality learning environment which fosters freedom of inquiry and rejects intimidation or discrimination.

Diversity at Queen’s emerged as a theme throughout the strategic planning process and, coupled with the recent release of the Henry Report, forms the context for a series of Equity and Diversity initiatives planned for the coming year. Led by the Vice-Principal Academic, these initiatives will include fact-finding to better understand the current diversity of our students, faculty and staff; the development of strategic approaches to the recruitment and retention of students, faculty and staff; and an examination of the culture and practices at Queen’s which can serve to enhance equity and diversity and, hence, enrich the learning environment for all.

Principal Hitchcock said this was a major institutional priority and reported that an extensive list of both student and university initiatives designed to foster equity and diversity had already been developed for implementation during the current academic year. She anticipated ongoing discussion with the Board as part of a comprehensive, multifaceted approach.

v) Facilities
Principal Hitchcock noted that over the next year attention would focus on Phase I construction of the Queen’s Centre, the major capital initiative for Queen’s that will transform co-curricular opportunities for students. In addition, planning will move forward for a Performing Arts Centre on newly-acquired municipal land on Lake Ontario to provide Drama, Theatre and Film Studies with state-of-the-art academic and performance space. This will also provide an opportunity for enhanced collaborations with the City of Kingston. The third focus will be the development of the facilities and land Queen’s will soon acquire from Corrections Canada for the University Archives and an Advanced Research and Innovation Institute to facilitate university-industry collaborative research. At the same time, Queen’s will continue to pursue opportunities to acquire the land necessary to accommodate its expanding academic programs.

Clearly, all of these projects will require additional resources, from government, private sector partners and donors. Isabel and Alfred Bader have already committed $14M to the Performing Arts Centre for which Queen’s is deeply grateful. Over the next year, Queen’s will aggressively pursue funding for the Queen’s Centre and complete planning for Queen’s next major fund-raising campaign. Principal Hitchcock expressed her deep thanks to Trustee Tom O’Neill for his leadership of the Queen’s Centre portion of the campaign, and Trustee Paul Lucas for his leadership in the development of the overall campaign.

vi) Fiscal Challenges
Clearly Queen’s faces a number of fiscal challenges in terms of both operating and capital funding. In terms of government resources, additional capital for meeting the demands of increased graduate enrolment is part of the province’s Reaching Higher Plan. The allocation Queen’s will receive, while welcome, will not be sufficient to meet the needs and once again advocacy will be required.

Further, like most of its sister institutions, Queen’s faces major challenges regarding the financial position of its pension plan going forward. Resolving the issues the Board was briefed on at its last meeting continues to be a major institutional priority.

k) Senior Appointments
Principal Hitchcock reviewed recent senior appointments and welcomed those present:

Jason Laker – Associate Vice-Principal and Dean, Student Affairs (July 1, 2006)
Alistair MacLean – Dean of Arts and Science (July 1, 2006)
Janice Deakin – Dean of Graduate Studies (July 1, 2006)
Principal Hitchcock added her own thanks and best wishes to Tom Morrow on his coming retirement. She said he had been instrumental in transforming the face of Queen’s over a long career.

Principal Hitchcock also noted that Dr. Tom Harris, Dean of Applied Science, had announced his intention not to seek renewal of his appointment. Therefore, the process was underway to recruit the next Dean of Applied Science.

7. **Report on Senate Actions** (Appendix E, page 38)
Principal Hitchcock drew attention to the report on Senate actions at meetings on April 27, May 24 and September 5, 2006, including Internal Academic Review reports for the information of the Board of Trustees. There were no questions.

Principal Hitchcock drew attention to the Research Report. There were no questions.

9. **Student Affairs**
   a) **Report of the Rector, Johsa Manzanilla** (Appendix G, page 51)
The Rector referred to her written report and highlighted the following:

   - **Civic Responsibility** for example initiatives by students such as underthekilt.ca and Green Scheme were encouraged and supported by the Vice-Principal Academic. The University’s hard-hitting poster campaign to raise awareness about student behaviour and the potential repercussions on the reputation of Queen’s.
   - **Queen’s Identity** has become a topic of interest and as a result and The Student Symposium on Queen’s Identity was held on September 18. The data collected will be consolidated into a report.
   - **Agnes Benidickson Tricolour Award** Winners for 2006: Jennifer Holub (Artsci ’06), Ahmed Kayssi (Meds ’09), David Thomas (Ph.D. ’06).

   b) **AMS – President, James MacMillan**
The President of AMS apologized for the lack of a written report due to a very busy September and noted the following activities:

   - Highly successful Orientation Week.
   - Positive response to Homecoming. Thanks to volunteers including, students, administration, alumni and citizens, and particularly Vice-Principal George Hood.
   - Non-academic discipline review and improvements in conjunction with the Senate.
   - Queen’s Centre preparations are underway, including discussions about the governance structure of the new student life facility.
   - Reports have been overstated that QCRED (Queen’s Coalition for Racial and Ethnic Diversity) presenters were concerned for their safety when they attempted to make a presentation to some unreceptive orientation leaders. A problem occurred and more sensitivity is needed on the part of the orientation leaders.
   - Congratulations to Trustee Susan Miklas who has been named Honorary AMS President.

James MacMillan concluded his report by thanking retiring Board Chair, John Rae, for his encouragement of student participation and support for the AMS.
c) **SGPS – President, Andrew Stevens** (Appendix H, page 54)
   The SGPS President referred to his written report and highlighted the following:
   
   - Child Care – A survey is in progress to identify needs of current students.
   - International Students – The SGPS will continue to work with international students to ensure that they are welcomed at Queen’s and to identify problems and seek improvements.
   - Equity Issues – QCRE (Queen’s Coalition for Racial and Ethnic Diversity) composed of students, faculty and staff has emerged to address equity issues. Major initiatives have been developed and have received financial and other support from the VP Academic and the Associate VP and Dean of Student Affairs. The SGPS will continue to support QCRE, particularly in its efforts to improve orientation leader training.

10. **Queen’s Centre**
   Andrew Pipe, Chair of the Queen’s Centre Executive Committee, summarized the status of progress as follows:
   
   - The facilities’ design is moving to the final stage.
   - Queen’s has acquired all the necessary property.
   - Programmatic challenges, such as a replacement ice surface, are being addressed.
   - Construction approvals, such as rezoning, have been obtained.
   - The details of the tendering process are being developed and reviewed.

   Andrew Simpson, Vice-Principal (Operations and Finance) commented as follows:
   
   - 95% of the drawings are now complete.
   - Escalating cost estimates have presented budget challenges.
   - Market volatility suggests that a fixed pricing model would further exacerbate costs and the current advice is to use a construction management process to keep costs within budget.
   - The Board will receive a proposal in December.

II REPORTS OF COMMITTEES

1. **Advancement Committee**
   a) **Quarterly Report of the Advancement Committee** (Appendix I, page 57)
      Paul Lucas, Chair of the Advancement Committee, updated the fiscal revenue results to September 29, 2006, reporting a figure of $9.2M against an annual goal of $40.5M.

   b) **Queen’s Centre Campaign**
      The cultivation of nucleus gifts is the priority during the current phase and a $5M gift commitment has just been received. A letter of solicitation has been sent to all Trustees seeking support for the Queen’s Centre and the next Queen’s campaign.

   c) **Next Campaign**
      The quiet phase continues. Paul and Vicky Hand have agreed to co-chair the West Campus Fields Campaign.

   d) **Alumni Relations and Annual Giving**
      Dan Rees, President of QUAA, and Judith Brown, Executive Director of Alumni Relations and Annual Giving, reported to the committee on the success of Homecoming 2006 and the increase in annual giving.

   e) **Marketing and Communications**
      Executive Director, Rich Seres, spoke to the committee about Queen’s marketing strategy and positioning in the market place.
In response to a question from the SGPS President about the agreement signed with Apple Computer for Queen’s to become an iTunes U campus (Appendix I, page 60), Vice-Principal (Advancement) George Hood explained that there will be the potential to distribute lectures and other communications. Queen’s is benchmarked against Stanford and is the first Canadian university to sign the agreement.

2. Audit Committee
Merv Daub, Vice-Chair of the Audit Committee, presented the report. Merv thanked Glenda Kaye and Linda Lam for their efforts in providing a quality financial report.

a) Financial Statements for year ending April 30, 2006 (Enclosed as pages 54-75 of the Annual Report)

The Vice-Chair explained the process of review and approval followed by the Audit Committee and noted that the financial statements are also reviewed and approved by the Finance Committee.

Moved by Merv Daub
Seconded by George Anderson and agreed:

That the Board of Trustees approve the Annual Financial Statements for Queen’s University at Kingston for the fiscal year ended April 30, 2006. Carried 06-36

Highlights of note are:

- 11% growth in net assets.
- Successful negotiation of the three-year memorandum of agreement with Queen’s University Staff Association representing non-unionized non-academic staff.
- Increases in research funding.
- Completion of a Co-generation Facility.
- Bond ratings maintained at the highest level.

b) Pension Update
The committee received an update on the unresolved pension issues.

c) Risk Management and Audit Services
The Director of RMAS submitted the following reports:

- Quarterly RMAS Report
- Deloitte IT Controls Assessment Report
- Review of Directors and Officers Insurance Coverage in response to a request from the previous Chair of the Audit Committee. The report confirmed the accuracy of the information dated March 1992, provided on page 55 of the Trustees Handbook (Gold Book).

3. Campus Planning and Development Committee
Dan Burns, Chair of the Committee, began his report by acknowledging the tremendous contributions of Tom Morrow. CPDC endorsed a formal motion to this effect at its meeting earlier in the day.
The committee discussed the following:

- Queen’s Centre – the construction management process.
- MacNeill House – alterations to make the entrance (currently steps) accessible.
- Goodes Hall – presentation of expansion proposals.
- Botterell Hall Annex Addition – increase in funding for the project.
- Flemming Hall (Stewart-Pollock Wing) Alterations – funding for the project.
- Campus Master Plan – 5-yr review completed in 2002; next review will be raised in March or May of 2007.

4. **Environmental Health and Safety Committee**

The Chair, Sue Miklas, reported on the following items discussed by the Committee:

a) **Annual review of the draft policies on Health and Safety and on Environmental Management**

b) **Update on Queen’s University pandemic planning**
Queen’s University is a member of a steering committee together with hospital and other health management representatives. Within the University, the Emergency Management group is comprised of members from Environmental Health and Safety, Residences and Physical Plant Services. Issues being pursued include developing a draft communications plan for the influenza/pandemic website.

c) **Recent Ministry of Labour/Workplace Safety Initiatives**
The Committee heard about the priorities that are identified during inspections of the campus that occur twice a year.

d) **Personal Safety**
The Committee explored whether it had a mandate to review personal safety and campus security issues. The current mandate is focused on workplace health and safety. This raises the question of how the Board should exercise oversight for these matters.

During discussion, it was established that recent court decisions have not resulted in legislation requiring any additional director’s liability for personal safety. This is a risk management issue and thus falls under the mandate of the Audit Committee.

The Chair of the Board asked the Nominating Committee to review the situation. He also asked the administration for an update at the next meeting.

5. **Finance Committee**
The Chair, George Anderson, reported that the Committee dealt with the following items:

- Annual report from PARTEQ - $3.1M revenue to Queen’s and promising drug development results. The Committee gave PARTEQ a strong vote of confidence.
- The Committee reviewed the annual report and approved the audited Financial Statements for fiscal year end April 2006.
- The Committee was pleased to see that the financial situation for the International Study Centre (ISC) is stable.
- The Committee received an update on Pension Plan issues.
a) School of Business
   i) Full-time MBA tuition fees (Appendix J, page 74)
   
   Moved by George Anderson
   Seconded by Merv Daub and agreed:
   Johsa Manzanilla and Kingsley Chak abstained from the vote
   
   That the Board of Trustees approve the Queen’s School of Business proposal that the program fee for the full-time MBA program be raised from $55,000 to a maximum of $58,000 for domestic students and from $55,000 to maximum of $63,000 for international students. This increase will take effect for the class starting in May 2007.
   
   Carried 06-37

   ii) Private Executive MBA tuition fees (Appendix K, page 76)
   
   Moved by George Anderson
   Seconded by Merv Daub and agreed:
   Johsa Manzanilla and Kingsley Chak abstained from the vote
   
   That the Board of Trustees approve the Queen’s School of Business proposal that the program fee for the Queen’s Executive MBA Ottawa classroom program be raised from its current level of $70,000 to a maximum of $75,000 for the class starting in August 2007.
   
   Carried 06-38
   
   That the Board of Trustees approve the Queen’s School of Business proposal that the program fee for the Queen’s Executive MBA National Videoconference program be raised from its current level of $75,000 to a maximum of $80,000 for the class starting in August 2007.
   
   Carried 06-39

b) Capital Projects
   i) Botterell Hall Phase 2 – request for additional funding (Appendix L, page 78)
   
   Moved by George Anderson
   Seconded by Jocelyn Hart and agreed:
   
   That on the recommendation of the Finance Committee, and the Campus Planning and Development Committee, the Board of Trustees approve an increase in the funding for the Botterell Hall Annex Addition project from $14,000,000 to $15,600,000, and that University Officials be authorized to award a contract, within the approved project budget, to the lowest bonafide bidders.
   
   Carried 06-40

   ii) Fleming Hall/Stewart Pollock Wing Alterations – request for funding (Appendix M, page 79)
   
   Moved by George Anderson
   Seconded by Bruce Mitchell and agreed:
   
   That on the recommendation of the Finance Committee, and the Campus Planning and Development Committee, the Board of Trustees approve the expenditure of $2,123,000 for alterations to Fleming Hall (Stewart-Pollock Wing) and that it
authorize University officials to award a contract, within the approved project budget, to the lowest bonafide bidders.  
Carried 06-41

6. **Investment Committee** (Appendix N, page 80)  
Chair of the Committee, Louise Cannon, drew attention to the report, noting that, while results were somewhat flat, they were good relative to the markets and above the benchmark. She reminded trustees that the Investment Committee’s mandate is primarily focused on the long-term and the preservation of the endowment in perpetuity. Therefore the Committee refrains from being distracted by short-term performance “blips.” She observed that the endowment performs well in the high reward low risk quadrant. The Committee continues to work on the diversification of asset classes and to monitor manager performance.

7. **Pension Committee** (Appendix O, page 87)  
Chair of the Committee, William Cannon, reported that the return for the Pension fund for the 12-month plan ending August 31, 2006 was 8.95%, reflecting good performance of assets. Some retirees will receive a pension increase of 5% or more. The Investment Subcommittee is working to moderate risk to reduce the year-to-year volatility of the pension plan return without sacrificing the ongoing rate of return.

The Pension Committee agreed that Mercer would prepare an actuarial valuation as at August 31, 2006.

8. **Nominating Committee** (Appendix N, page 80)  
The following proposals were approved by the Board during Closed Session.

Moved by Kim Black  
Seconded by Jeff Chan and agreed:

That, on the recommendation of the Nominating Committee, the Board of Trustees appoint Andrew Pipe as Vice-Chair of the Board of Trustees.  
Carried 06-42

Moved by Kim Black  
Seconded by Joseph Lougheed and agreed:

That, on the recommendation of the Nominating Committee and in recognition of his exceptional skill and dedication, the Board of Trustees appoint John Rae as Chair Emeritus of the Queen’s University Board of Trustees on the occasion of his retirement from the Chair and in recognition of his service as Chair from 2000-2006.  
Carried 06-43

The meeting adjourned at 9:30 pm.
III  THEME SESSION – SATURDAY, SEPTEMBER 30, 9:00 AM.

The Board reconvened on Saturday morning for a theme session on Undergraduate Student Life at Queen’s coordinated by the Associate Vice-Principal and Dean of Student Affairs, Jason Laker, with presentations from AMS president James Macmillan and AMS Academic Affairs Commissioner Charles Sumbler, conversations with a number of students, a tour of Gordon Hall and lunch at the ILC Tea Room.

The powerpoint presentation is attached.

During discussion the following issues were identified:

- Importance of inventive thinking about how to deliver the teaching/learning experience and collecting feedback on the effects of incremental change.
- Student/faculty ratio and class size, and the impact of these on interaction between students and professors and the student experience.
- Financial constraints require creative ways to ensure face-to-face learning exposure.
- Students choose their courses to create a dialogue, not just to get a mark and move on.
- The Board’s role on the complex matter of diversity and ethnicity is to eliminate taboos and foster broad discussion on this important topic.
- The need to continue having dialogue on the issue of diversity to create a more diverse campus encouraging students to come to Queen’s.
- The need to address Queen’s reputation in city high schools as a university where minority students will not be comfortable.
- The investment in human capital is as important as physical infrastructure to ensure access, quality and opportunities to learn social responsibility.
- The Queen’s Centre will provide a framework for students to flourish. Teaching buildings are also an essential ingredient to an effective education.

Associate Vice-Principal and Dean of Student Affairs Jason Laker addressed the Board. He spoke about his own range of educational and work experience, ranging from the University of Arizona with a student population of 35,000 to his most recent appointment as Dean of Campus Life at a small, private, Catholic men’s university with 1,835 students. His first impression of Queen’s was an institution with two goals that do not match at first glance – the large, national, ambitious research university on the one hand; and the small, intimate institution with a rich learning environment and thick with culture and tradition. He believes that the Division of Student Affairs can be the bridge and catalyst to connect these two aspirations. One of the current challenges is that students, particularly those from non-majority cultures, can get lost or marginalized in the pursuit for an inclusive Queen’s identity. He believes that Queens’ values are affirming of inclusion, and that Student Affairs can help facilitate enacting those values in a way that shows appreciation for the diverse gifts, talents, and identities of our community members.

Student Affairs is comprised of 14 units that have functioned extremely well as a confederation but now need to find a coherent set of mission elements to help them perform like a symphony. The challenge is that the Queen’s Broader Learning Environment asserts an educational relevance of students’ experiences outside the classroom; however, that language implies the existence of a narrower learning environment, which is obviously not the case. Thus, the binaries of the “academic” and “non-academic” must be examined to perhaps become more fluid and interdependent. Dr. Laker noted that when humans get
together, that it is necessarily “messy” and complex. He argues that this is not a problem to be solved but rather something to be embraced even though it can be uncomfortable or even a source of conflict. The complex situations that arise in diverse communities may lead to wonderful experiences and we must foster the potential to celebrate “the mess” in a safe way (meaning that discomfort is OK, but fundamental rules of respect must be maintained). Student development means fostering student identity. Student Affairs can provide the bridge between big and small by providing: safe places for people from marginalized groups to reflect on their unique experiences and even internal disagreements; safe places for majority populations to begin exploration of their own identities and privileges and learning how to describe them; and intra-group discourse facilitation to help build cross-cultural understanding and inclusive communities.

Associate Vice-Principal and Dean of Student Affairs Laker concluded his remarks by listing some initiatives that are underway:

- Beyond Diversity Resource Centre staff visited Queen’s – 200 student leaders participated in diversity training sessions
- Chicago Conference on Student Spirituality – Queen’s team attended to build capacity in students to explore meaning, purpose, spirituality, and faith identity.
- Inventory of students’ relationships with alcohol and the factors that contribute to abusive drinking.
- Support for Off-Campus Students- hiring of a community outreach co-coordinator to work at the grassroots to provide support and connections as students transition from “Rez” to independent living.

**IV ADJOURNMENT**