

## Queen's University Board of Trustees

### Board Reform Timeline

- 2007-09** Three years of surveys in which Trustees' comments on their assessment of Board effectiveness showed ongoing concerns.
- 2009** **December:** A Board Governance Working Group was struck to examine these concerns and to recommend solutions.
- 2010** **March:** The Working Group made an interim report based on its review of Board size and committee structure at Canadian universities; interviews with former Principals, Chancellors and Chairs of the Board; questionnaire responses from current Trustees; interviews with Board leaders from institutions who had faced similar circumstances; and review of Board governance best practice and other literature.
- The primary impediment to effectiveness was identified as the large size of the Board at 44 members.
- 2010** **May:** The Working Group presented its final report and recommendations. The main recommendation was to reduce the size of the Board through the elimination of certain elected categories and the reduction in the number of Trustees elected by the Board itself.
- The review and restructuring of committees was recommended as a subsequent step.
- The Board understood that a Charter amendment would be required to implement changes to the size of the Board.
- Following the Board meeting, the Chair of the Board made a presentation to the University Council to explain the initiative to change the Charter.
- Summer:** Plans were developed to prepare a petition to Parliament for the necessary Charter amendments to be presented by Legal Counsel.
- Communications were sent to stakeholder groups to explain the reasons for reducing the size of the Board and identifying which seats would be eliminated and which seats would be retained.
- October:** A special meeting of University Council was held by teleconference to explain the goals of the Charter Change and the effects on the University Council. The Council was asked to support a motion in favour of submitting the petition to Parliament and to support a motion to suspend further elections to the Board by the Graduates and the Benefactors because the By-Laws for these elections were the responsibility of the University Council. The proposed Charter changes would eliminate these categories in the future and so it was deemed prudent not to re-elect new members in the meanwhile.

**Fall/Winter:** Discussions with Parliamentary Legal Counsel to refine the language of the petition for submission and planning for the process to introduce the Bill.

**2011**     **March:** Readings in the Senate and the House of Commons were in process when an Election was called. Consequently the process was delayed.

**June:** Readings were completed and the Bill passed on June 23 before Parliament rose for its summer recess. It was signed into law by the Governor General a few days later.

Board membership reduced to 37 for 2011-12

**2012**     **June:** Board membership will reduce to 30 for 2012-13

**2013**     **June:** Board membership will reduce to 26 for 2013-14

**2014**     **June:** Board membership will reduce to 25.