

Board of Trustees Report to the Senate Highlights from the March 2026 Meeting

Agenda: www.queensu.ca/governanceportal (select March 6, 2026 on the calendar)

The Chair congratulated the AMS President-elect, D. George, and SGPS President-elect, T. Grandmaitre-Saint-Pierre and welcomed them to the meeting. He noted the recent conclusion of the University Council Trustee election and congratulated Trustee H. Black on her re-election, as well as University Councillor D. Bruce, a former Board member, on his successful election.

The Chair recognized the recent passings of undergraduate student A. Nazari and Principal Emeritus W. Leggett, observing a moment of silence in their memory.

He highlighted the upcoming annual Board-Senate Retreat, scheduled for the following day with the theme “Interdisciplinarity at Queen’s,” as an important opportunity for Trustees and Senators to engage in meaningful discussions on shared strategic priorities.

On the recommendation of the Finance, Assets, and Strategic Infrastructure Committee, the Board approved:

- [2026-27 Residence Fees](#)

The Board also received the following:

- A verbal delegation, in accordance with [Board By-law 3.11.1](#), from Dr. Karen Rudie. Dr. Rudie, President of the Queen’s University Faculty Association, addressed the Board to highlight the need for improved communication and collaboration between the Board of Trustees and faculty. Emphasizing the importance of bicameral governance, she expressed concern that the Board and Senate are not sufficiently engaged with each other despite their respective responsibilities for financial sustainability and Queen’s academic mission. Drawing on her experience, she called for a shift towards deeper understanding and urged ongoing dialogue, especially in light of recent government funding and organizational changes, to better support the University’s mission.
- A presentation from Dr. Marcus Taylor, Department Head of Global Development Studies and Special Advisor on the Sustainable Development Goals, on the significance of the SDGs in promoting interdisciplinary and transdisciplinary collaboration at Queen’s. He outlined the University’s seven pillars of SDG action aligned with global and national priorities and emphasized student engagement in this mission. The discussion addressed institutional progress, challenges in cross-faculty integration, and the role of pedagogical innovation. Queen’s commitment to sustainability is further demonstrated through participation in the Responsible Futures auditing process. The SDG framework has become deeply embedded in the University’s culture, serving as a catalyst for ongoing initiatives. Dr. Taylor noted Queen’s leading position among Canadian universities in the Times Higher Education Impact Rankings and underscored evolving rank criteria focused on meaningful institutional impact.

In addition, the Board received verbal reports from the Chairs of the Audit and Risk, External Relations and Development, Governance and Nominating, Investment, and University Culture Committees.

Principal's Remarks

Verbal Report

The Principal referred to his written report and highlighted recent provincial announcements supporting higher education. He noted the federal government's release of the Defence Industrial Strategy, aimed at strengthening Canada's defence industrial base. He noted that, while details are still emerging, this strategy is expected to influence research funding priorities on campus, particularly in technology sectors aligned with national sovereignty goals.

Recognizing the complex geopolitical climate, particularly in the Middle East, the Principal emphasized the University's neutral political stance but reaffirmed its commitment to supporting community members affected by global conflicts.

The Principal welcomed the provincial government's announcement of a \$6.4 billion investment in higher education, the first significant funding increase in many years. He expressed appreciation for the province's strategic approach to strengthening the sector and sympathized with student concerns over affordability, reaffirming the University's ongoing commitment to financial aid and accessibility amidst funding changes.

Regarding the Bicentennial Vision, the Principal noted its approval at the December Board meeting and described the transition into its implementation phase. The focus will be on broad dissemination, engagement with campus constituencies, and integrating the Bicentennial Vision into decision-making and strategic planning processes.

Student Reports

Rector

The Rector acknowledged recent challenges faced by the Queen's community and emphasized the important role of the Board and alumni in supporting students and student leaders. She referenced the passing of A. Nazari, recognizing his positive impact on campus and student government. She noted that approximately 200 Iranian students are experiencing heightened stress due to geopolitical events abroad and that, while financial assistance programs exist, opportunities remain to strengthen supports for students, including leveraging global alumni networks to foster connections.

The Rector shared student perspectives on recent policy developments, noting understanding of tuition increases for institutional sustainability alongside concerns over changes to student financial aid. She highlighted advocacy efforts, including a letter to the Minister of Colleges, Universities, Research Excellence and Innovation regarding Bill 33 and student fee governance, and a presentation to Kingston City Council urging Kingston's inclusion in the ALTO high-speed rail project to maintain critical regional connectivity.

The Rector congratulated the 2026 recipients of the [Agnes Benidickson Tricolour Award](#), including Trustee E. Matiss, for their inspiring contributions to the student experience. In closing, the Rector thanked all outgoing student government executives for their dedicated service.

Alma Mater Society (AMS)

In her final report, AMS President Amer expressed gratitude for the opportunity to serve and engage with the Board. Announcing her resignation effective March 9, 2026, she cited the past year's challenges, instability, and workload as factors influencing her decision.

President Amer addressed provincial policy changes affecting institutional and student stability, noting concerns about Bill 33, Ontario Student Assistance Program reforms, and tuition increases. She stressed that many students depend on financial aid to continue their studies and expressed concern over the increasing financial burden on students.

She concluded by emphasizing the need for sustainable support for student leadership and advocated for proactive engagement with students before crises arise, while underscoring the importance of honoring past student leaders and fostering opportunities for future generations.

Society of Graduate and Professional Students (SGPS)

In his final report, SGPS President D. Tullah reflected on the enduring connection he has formed with the University. He emphasized the responsibility that accompanies belonging to the institution, including ensuring that the benefits and resources available today remain accessible for future generations. He highlighted that the University functions as a partnership between past, present, and future members, with each cohort inheriting the outcomes of previous efforts.

Acknowledging ongoing change and individual choice, he urged that future leaders be offered the same opportunity to engage meaningfully and sustain the institution. He expressed gratitude for the honor of serving and thanked the Board and Chair for their willingness to listen and engage with student perspectives.

Next Meeting

The next regularly scheduled Board of Trustees meeting is May 8-9, 2026.