

# Minutes

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## MEETING OF THE BOARD OF TRUSTEES

**Friday, September 19, 2003, 7:00 pm. Wallace Hall, John Deutsch University Centre and  
Saturday, September 20, 2003, Cancer Research Institute**

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Members Present: Principal and Vice-Chancellor, William C. Leggett  
The Chancellor, Charles Baillie  
The Chair, John Rae  
The Rector, Ahmed Kayssi

Daniel Bader, Eric Baker, Mary Balanchuk, Peter Baxter, Donald Bayne, Kim Black, Judith Brown, Louise Cannon, Jeff Chan, Donald Cooper, Merv Daub, Sarah Jane Dumbrille, Gordon Hall, Jocelyn Hart, Merle Koven, Anne Leahy, Joe Loughheed, Micah Melnyk, Susan Miklas, Sheila Murray, Barbara Palk, Andrew Pipe, Kent Plumley, Sarah Prichard, Mark Publicover, Sarah Rancier, Gordon Sedgwick, Gordon Shaw, Robert Sobey, Joan Stevenson, George Watson, David Whiting, William Young

### I Opening Session

#### 1. Opening of the Meeting

The Chair welcomed everyone and introduced

- New Trustees:  
Peter Baxter (elected by the Faculty)  
Mary Balanchuk (elected by the Graduates)  
Merv Daub (elected by the Benefactors)  
Joe Loughheed (elected by University Council)
- Vice-Principal (Operations and Finance) Andrew Simpson.
- Chair of the Board of Wilfred Laurier University, Bryce Walker, and the Secretary, Marilyn Jacobs, who are visiting Queen's University.

#### 2. Adoption of Agenda

The Agenda was adopted as circulated (William Leggett/Jocelyn Hart)

CARRIED 03-40

#### 3. Adoption of the Minutes of May 9/10, 2003 (Appendix A, page 1)

The Minutes of May 9/10, 2003 were approved as circulated (William Leggett/Gordon Shaw)

CARRIED 03-41

#### 4. Business Arising from the Minutes – none

#### 5. Opening Remarks by the Chair

The Chair reminded Trustees of the following:

- Claire and Bill Leggett will be the recipients of the John Orr award to be presented in Toronto on November 15, 2003.
- Andrew Pipe will be the recipient of the Agnes Benidickson Award to be presented in Ottawa on November 1, 2003.

- The Board of Trustees Bursary was established in 1998 through donations from Trustees during the campaign to raise matching funds under the Ontario Student Opportunity Trust Fund (OSOTF) program. Trustees are welcome to make additional contributions to the fund at any time.
- Nominations for election to the Board of Trustees close on October 15, 2003.

## 6. Principal's Report

### a) Orientation

Principal Leggett reported on a very successful Orientation Week. Students raised \$60,000 for charity. This illustrated the Queen's mission to provide broader learning opportunities for students in addition to their academic education.

### b) Preliminary Report on Admissions and Enrolment

The Principal invited the Registrar, Jo-Anne Brady to give a preliminary report. Queen's received 40,000 applications for admission to 3,200 places. Enrolment was on track to meet targets for 2003/2004 that provide for an increase of 200 students. As of mid-September, full-time enrolment was at 16,000, including 153 at the International Study Centre (ISC) in the UK. Full-time and part-time enrolment totaled 19,500. The final results will be reported as of November 1st.

### c) Budget Planning

The Principal spoke about the annual planning retreat. Queen's modest commitment to increasing enrolment to accommodate the 2003 double cohort of Ontario high school applicants illustrated the future direction. Queen's will remain as a mid-sized institution, deeply committed to its individual students. The longer-term plan is to reduce undergraduate enrolment from 12,000 to 10,000 and to increase graduate student enrolment. This approach recognizes that many of today's double cohort of undergraduates will become the future graduate cohort.

### d) Senior Searches

#### Vice-Principal (Advancement)

In May the Board of Trustees approved a recommendation to extend the appointment of Vice-Principal (Advancement) George Hood for one year to June 30, 2005. As a result of discussions over the summer, George Hood has indicated that he would be prepared to stand for a 5-year term. Therefore the Principal has convened an advisory committee to consider this matter.

#### Dean of Arts and Science

Dr. Robert Silverman is currently completing the last year of a three-year reappointment.

An advisory committee has been convened to consider an extension of the appointment for a further two years to June 30, 2006.

Director of the School of Medicine and Dean of the Faculty of Health Sciences

Dr. David Walker is willing to stand for reappointment to both positions for a term until June 30, 2009. Accordingly an advisory committee has been convened to consider the present state and future prospects of the School of Medicine and the Faculty of Health Sciences, and the leadership of Dr. Walker.

e) Appointments

Principal Leggett welcomed the following new appointees

- Dean of the School of Business – David Saunders
- Associate Vice-Principal (Faculty Relations) – Elaine McDougall
- Executive Assistant to the Vice-Principal (Operations and Finance) - Patrick McNeill

f) CFRC Radio (Appendix B, page 30)

Principal Leggett announced the transfer of the management of CFRC Radio to the AMS and drew attention to the explanation provided by Trustee Mark Publicover, President of the Board of Radio Queen's University, included in the Agenda.

g) Honorary Degrees for Fall 2003 (Appendix C, page 31)

Principal Leggett drew attention to the announcement of those who will receive Honorary Degrees at the Fall 2003 Convocations.

h) Order of Canada and Members of the Royal Society

Principal Leggett drew attention to recent appointments:

Order of Canada

Istvan Anhalt, OC (Music)

Ray Price, OC (Geological Sciences)

Hugh Segal, CM (Policy Studies)

Fellows of the Royal Society of Canada

Michael Baird (Chemistry)

Will Kymlicka (Philosophy)

i) Appointment to Full Professor, Emeritus/Emerita (Appendix D, page 32)

Principal Leggett drew attention to the report included in the Agenda.

j) Queen's Centre Executive Committee (Appendix E, page 38)

Principal Leggett drew attention to the list of those appointed to the Committee by the Chair of the Board of Trustees.

- k) W. Ford Connell Professorship in Palliative Care Medicine (Appendix F, page 39)

Moved by William Leggett

Seconded by Gordon Hall and agreed

to amend the name to the W. Ford Connell Professorship in Palliative Care Medicine, as recommended by the Dean of Health Sciences.

CARRIED 03-42

- l) Board Resolutions re Wonnacott Estate (Appendix G, page 40)

Moved by William Leggett

Seconded by Gordon Hall and agreed

that the Board of Trustees of Queen's University at Kingston hereby authorizes Mr. Luis Hierro, of Mexico City, Mexico, to act as its attorney in dealing with all relevant matters concerning Queen's University's entitlement under the last will and testament of Marion Elizabeth Wallace Wonnacott who died in Xalapa, Mexico in January 1997.

CARRIED 03-43

Moved by William Leggett

Seconded by Gordon Hall and agreed

that the Board of Trustees of Queen's University at Kingston hereby authorizes Mara Kerry, Field Conservationist for the Canadian Nature Federation, of the City of Ottawa, Province of Ontario, Canada, to act as its attorney in dealing with all relevant matters concerning Queen's University's entitlement under the last will and testament of Marion Elizabeth Wallace Wonnacott who died in Xalapa, Mexico in January 1997.

CARRIED 03-44

Moved by William Leggett

Seconded by Gordon Hall and agreed

that the Board of Trustees of Queen's University at Kingston hereby authorizes Donald Bayne to act as its representative at the Consul of Mexico in Ottawa to deal with all relevant matters concerning the granting of a power of attorney to an individual to act on behalf of Queen's University at Kingston in the matter concerning Queen's University's entitlement under the last will and testament of Marion Elizabeth Wallace Wonnacott who died in Xalapa, Mexico in January 1997.

CARRIED 03-45

7. **Report on Senate Actions** (Appendix H, page 44)

Principal Leggett drew attention to the comprehensive report on Internal Academic Reviews contained in the Gazette Supplement (Vol. XXXIV, Number 11, June 16, 2003) enclosed in the Agenda package.

8. **Research Report** (Appendix I, page 47)

Principal Leggett drew attention to the report. In response to a question from Sarah Prichard, Vice-Principal (Research), Kerry Rowe, confirmed that Canada Research Chair opportunities

in Natural Sciences and Engineering Research (NSERC) disciplines were being targeted at units who can demonstrate a high probability of attracting female candidates.

## **9. Student Affairs**

a) Report of the Rector, Ahmed Kayssi (Appendix J, page 60)

The Rector provided Trustees with some more details about his summer travels to the ISC referred to in his written report. He encouraged participation in the Forum on the Freedom of Speech planned for September 30. He reported that the staff of Residences, the Office of the Dean of Student Affairs and the AMS had been very mindful of the young age of the incoming class this September. The first year students who were in the new residences were extremely pleased with their accommodation. In conclusion, he noted that he and Don Bayne had been the first Trustees to eat at the Leonard Cafeteria.

b) AMS - President, Chrissie Knitter (Appendix K, page 61)

Chrissie Knitter reported that 500 paid employees and 1,000 volunteers work for the AMS. She noted that the 170 clubs, varsity athletics and faculty societies all help to ensure Queen's students have opportunities to benefit from the broader learning environment. Orientation was a great success as shown by the \$60,000 raised for charity at events during the week. The AMS is launching an initiative "Make Some Noise" to encourage students to become informed and to vote in the provincial elections in early October. One worrying statistic is the recent 800% increase in demand on the AMS Foodbank.

c) SGPS – Andrzej Antoszkiewicz (Appendix L, page 63)

Andrzej Antoszkiewicz reported that graduate and professional students were extremely pleased that students had been involved in making decisions about the allocation of monies from the provincial Quality Assurance Fund and he complimented Vice-Principal (Academic) Suzanne Fortier for her leadership. The SCAD Subcommittee on Teaching Assistants, chaired by Dean of Graduate Studies, Uli Scheck, had made progress on many complex issues, including recommendations for higher remuneration and consistent workload across departments. The initiative (a first in Canada) to establish an international dual degree between Queen's and select universities in Europe offered the promise of exciting opportunities.

## **II Reports of Committees**

### **1. Advancement Committee – Eric Baker**

a) Quarterly Report of the Advancement Committee (Appendix M, page 65)

Eric Baker drew attention to the Annual Objectives for Advancement, outlined beginning on page 67. He reported that the Committee planned to bring forward an Ethical Fundraising Code for adoption at the December meeting. The On-Line Community launched by Alumni Affairs had proved to be very popular with young alumni.

## **2. Audit Committee – Gordon Hall**

Gordon Hall reported that the Committee had focused its attention on six items.

1. Activity Based Costing in the Department of Campus Security – this was the 4<sup>th</sup> project of its type to be undertaken.
2. Statutory Obligations and Compliance – Legal Counsel Diane Kelly presented a report regarding the purpose of Provincial and Federal statutes that impact the University and the penalties for violation as well as the individuals at the University responsible for compliance. It is important to maintain current information on requirements and on the University's compliance with the requirements.
3. Disaster Response Plan – the Ontario power outage in August had focused attention on the need to update the plan.
4. Internal Audit – the Auditor had issued two reports: Residences received a Needs Improvement grade and the Office of the Vice-Principal (Operations and Finance) received Satisfactory.
5. New developments and priorities for the current fiscal year – last year the Committee had researched aspects of enterprise risk assessment and management and completed Phase I inventory of risk exposures. This year in addition to continuing work on risk assessment and management it will review the Ontario Securities Commission Proposals with a view to ascertaining whether any best practices for publicly held enterprises should be adopted by Queen's.
6. Annual Financial Statements and the Annual Financial Report for year ending April 30, 2003

**Moved by Gordon Hall**

**Seconded by Bill Young and agreed**

**that the Board of Trustees approve the Financial Statements and the Annual Financial Report for Fiscal Year ended April 30, 2003.**

CARRIED 03-46

## **3. Campus Planning and Development Committee – Dan Burns**

Dan Burns reported on the significant capital projects that are at or near completion:

1. Residences – complete and occupied.
2. Leonard Hall Cafeteria – open to a very positive reception.
3. Integrated Learning Centre (ILC) Beamish-Munro Hall – will be finished next term.
4. Electrical Substation – preparation work in progress.
5. Frost Wing Demolition – in progress; capital budget reorganized.
6. Voltaic Arrays (Goodwin Hall) – an example of engineering practice at work and a general consensus that they improve the look of the building.
7. Phase I of the Campus Bookstore expansion – complete.

8. Gordon Hall – early stages of the renovation underway.
9. Richardson Hall Renovation – in the planning stages.
10. Queen's Centre – newly established Executive Committee will hold its first meeting on Saturday, September 20.
11. Health Sciences Research Facilities – discussions are ongoing about needs and funding opportunities and projected locations in the south-east quadrant of the campus.
12. Site Art – a CPDC Taskforce has developed a paper that will be discussed further via teleconference in November with a view to presenting a theme session at the December meeting.
13. Campus Grounds – Director of Campus Planning, Jeanne Ma, gave a substantial presentation. The topic will be presented to the Board in a future theme session.

#### **4. Environment Committee – Andrew Pipe**

Andrew Pipe reported on the following matters discussed by the Committee:

1. Field Safety – the Committee reviewed a draft of the policy that addresses a complex range of activities. The aim is to be comprehensive while maintaining a reasonable level of flexibility. The Committee will bring the document forward for adoption in December.
2. West Nile and SARS – the Committee was briefed on the policy developed in the summer to address potential problems although none occurred on campus.
3. Canadian Nuclear Licence Renewal was discussed.
4. Annual Report – the Committee reviewed the draft of the report to be presented in December.

#### **5. Finance Committee**

- a) ISC Tuition Fees – spring 2004 and summer 2004 (Appendix N, page 77)

**Moved by Bill Young**

**Seconded by Gordon Hall and agreed**

**that the Board of Trustees approve the following fees for the International Study Centre new Spring and Summer terms: Spring (6 weeks – 3 courses): \$5,700 Summer (4 weeks – 2 courses): \$3,800. The above fees include tuition, room and board and field studies.**

CARRIED 03-47

- b) Chernoff Hall Capital Project (Appendix O, page 78)

**Moved by Bill Young**

**Seconded by Joe Loughheed and agreed:**

**that the Finance Committee, with the approval of the Campus Planning and Development Committee, recommend to the Board of Trustees approval of an increase in the approved funding for the Frost Wing Demolition project to \$1.5 Million with a corresponding reduction of \$300,000 in the approved funding for the Chernoff Hall project to \$51.5 Million.**

CARRIED 03-48

It was noted that Chernoff Hall costs had not been reduced. The whole contingency for Chernoff Hall had not been committed and therefore could be reallocated to meet the needs of the Frost Wing demolition.

The naming dedication in recognition of Professor Grenville Frost has been moved to a location in the new Chernoff Hall Chemistry Building.

- c) Annual Report on Bequests and Annuities (Appendix P, page 79)  
The report was provided for information.
- d) Signing Authorities Update (Appendix Q, page 80)

**Moved by Bill Young**

**Seconded by Joan Stevenson and agreed:**

**that the Finance Committee recommend to the Board of Trustees that the Signing Authorities for Directing payment from the Pension Fund and the Signing Authority re. Securities be amended to delete the title Director of Pensions, Investments & Insurance and to add the new titles Director, Investment Services or Director, Pensions and Insurance, as shown in the attachment.**

CARRIED 03-49

- e) PARTEQ  
Bill Young reported that the Finance Committee had received the annual report from PARTEQ for the year ended March 31, 2003, and a presentation from CEO John Molloy on the prospects for the coming year. The results for the previous year were good and the outlook for the next year was equally good.
- f) International Study Centre (ISC)  
Vice-Principal Fortier reported to the Finance Committee that Fall enrolment at the ISC had exceeded targets – 191 students were enrolled.

**6. Investment Committee – Louise Cannon** (Appendix R, page 83)

Louise Cannon referred to the Investment Committee Report included in the Agenda. Results have been good in a tough market situation. The Committee is reviewing the payout policy which is currently based on 5% of the fund value over the 36 preceding months. Over the long term the goal is to grow the endowment by at least inflation and there is concern that the current approach may be too rich. The current investment mix of 65% equity and 35% bonds is being reviewed in the context of alternative investments. Increased private equity and hedge funds are options to consider.



**7. Pension Committee – Bill Cannon** (Appendix S, page 91)

Bill Cannon referred to the Pension Committee Report included in the Agenda.

1. He noted that the Queen's Pension Fund returned 9% for the second quarter and 4.1% for the 12 months ending June 30, 2003. He drew attention to the performance details provided on page 95. Returns were not quite high enough to lead to an increase in pensions paid out.
2. The decision taken in May to invest in high yield bonds prompted a change in the benchmark (see page 91). The federal government's foreign property rule provides a constraint that is reflected in the shift from global to Canadian equities.
3. Preliminary results of the Actuarial Valuation as at August 31, 2003, referred to in previous meetings will be available in December.
4. The IVth and final section of the Report referred to the Amendments to the Revised Pension Plan of Queen's University that have been the subject of discussions between Queen's pension consultants (Mercer Human Resources Consulting) and the Canada Customs and Revenue Agency (CCRA) for almost three years. At its meeting on September 5, 2003, the Pension Committee agreed to recommend that the Board of Trustees approve Amendment No 5 to the Revised Pension Plan of Queen's University (Amended and Restated on January 1, 1992) and Amendment No 4 to the Revised Pension Plan of Queen's University (Amended and Restated on January 1, 1994).

**Moved by Gordon Hall**

**Seconded by Bill Young and agreed**

**That the Board of Trustees approve Resolution No. 10  
REVISED PENSION PLAN OF QUEEN'S UNIVERSITY  
(Amended and Restated As at January 1, 1992)**

**REVISED PENSION PLAN OF QUEEN'S UNIVERSITY  
(Amended and Restated As At January 1, 1994)**

**WHEREAS Queen's University at Kingston (the "University") established and maintains the Revised Pension Plan of Queen's University (Amended and Restated As At January 1, 1992) (the "1992 Plan");**

**AND WHEREAS the 1992 Plan was amended and restated as at January 1, 1994 (the "1994 Plan");**

**AND WHEREAS pursuant to Section 13.01 of each of the 1992 Plan and the 1994 Plan, the University reserves the right to amend the 1992 and the 1994 Plan respectively;**

AND WHEREAS the University wishes to amend the 1992 Plan and the 1994 Plan as requested by the Canada Customs and Revenue Agency;

NOW THEREFORE BE IT RESOLVED THAT effective January 1, 1992, Amendment No. 5 to the 1992 Plan and effective January 1, 1994, Amendment No. 4 to the 1994 Plan, attached hereto, and hereby adopted by the University.

DATED at Kingston, Ontario this 19<sup>th</sup> day of September 2003 on behalf of the Board of Trustees of Queen's University.

Queen's University at Kingston

CARRIED 03-50

**8. Nominating Committee – Merle Koven**

Merle Koven explained that the Nominating Committee had no formal recommendations to present to the Board at this time. At its meeting earlier in the day, the Committee had reviewed and discussed the following topics:

1. The Committee reviewed the expected Trustee vacancies for the next three years and examined the current membership profile of the Board. A more focused discussion on succession planning will be conducted in December. The Nominating Committee welcomed suggestions from Trustees about those who might be asked to join the Board in the future.
2. The Committee will start to review Committee vacancies with a view to a full discussion in March to prepare recommendations for the Board's approval at the May 2004 meeting.
3. The Committee received and discussed a report from Hugh Christie on Elections to the Board of Trustees by the Benefactors and Graduates.

**III Other Business**

There was no other business and the meeting adjourned at 9:30 pm

**IV Theme Session**

The meeting reconvened on Saturday, September 20, at 9:00 am in the Cancer Research Institute

Dr. David Walker, Dean of Health Sciences, welcomed Trustees and introduced Dr. Roger Deeley, Director of the Cancer Research Institute, who provided an overview and history of the structure and the establishment of the Institute. Trustees were invited to tour the facilities:

- **Cancer Clinical Trials** – 1<sup>st</sup> Floor – overview by Dr. Joseph Pater
- **Cancer Care & Epidemiology** – 2<sup>nd</sup> Floor – overview by Dr. William Mackillop, with presentations by Dr. Deb Feldman-Stewart and Dr. Hugh Walker.
- **Cancer Biology & Genetics** – 3<sup>rd</sup> Floor – overview by Dr. Roger Deeley, with presentations by Dr. Peter Greer and Mr. Chris Westlake.

The morning concluded with presentations on the following research highlights:

- Cancer Clinical Trial Highlights – Dr. Joseph Pater
- Cancer Care & Epidemiology Database – Dr. William Mackillop
- Cancer Biology & Genetics Technology Transfer- Dr. Marty Petkovich
- Transdisciplinary Training – Dr. Peter Greer and graduate student Lilia Anatova.