

CONFIDENTIAL

UNIVERSITY OF KING'S COLLEGE

MINUTES OF THE BOARD OF GOVERNORS

The Board of Governors of the University of King's College met in the Boardroom of the University on Oct. 13, 2016, at 12:07 p.m.

PRESENT: Ms. Adriane ABBOTT, Mr. David ARCHIBALD, Ms. Katrina BEACH (Treasurer), Mr. Andrew BLACK, Dr. Stephen BOOS, Ms. Jonna BREWER, Ms. Lindsay CAMERON WILSON, Mr. Liam COMPTON, Dr. Gwendolyn DAVIES, The Right Rev. David EDWARDS, Dr. Chris ELSON, Ms. Dale GODSOE (Chair), Ms. Julie GREEN, Ms. Jennifer GRAY, Professor Kim KIERANS (Vice-President), Professor William LAHEY (President), Ms. Mary MARTIN, Ms. Alexandra McCANN, Mr. Curran McCONNELL, Ms. Aidan McNALLY, Ms. Bonnie SANDS, Mr. Paul THOMSON, Professor Fred VALLANCE-JONES, Mr. Hugh WRIGHT

Attending by conference call: Mr. Bernard DOUCET, Mr. Tom EISENHAUER.

REGRETS: The Right Rev. Ronald CUTLER, Dr. Elizabeth EDWARDS, Mr. Kevin GIBSON, Mr. Thomas LEDWELL, The Hon. Kevin LYNCH

(2016:36) **PRAYER:** Ms. Mary Martin read the College prayer.

(2016:37) **NECROLOGY:** The Vice-President read the Necrology. A moment of silence was observed.

(2016:38) **APPROVAL OF MINUTES:**

Ms. McNally pointed out a small error in the minutes of the meeting of 23 June 2016. Ms. McNally noted that the last sentence in the President's Report should read "It was agreed that the Outcomes Agreement would be distributed to members." The Chair consented to a correction in the minutes.

(2016:39) **CONSENT AGENDA:**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of the Minutes of the meeting of June 23, 2016
- b) Alumni Report
- c) Conference Services Update
- d) Facilities Management Update
- e) Advancement Director's Report
- f) Advancement Committee Report

MOTION: (Martin/Davies) that the Consent Agenda be approved as circulated. **Motion carried.**

(2016:40) **CHAIR'S REPORT:**

The Chair welcomed Professor Fred Vallance-Jones and Dr. Stephen Boos as Faculty representatives on the Board. She said that Ms. Jennifer Gray, who will be moving into the role of Secretary, was attending the meeting today as an observer.

The Chair said that Ms. Janet Hathaway would be taking minutes for the Board meetings. She said that the Board wants to provide good minutes and thorough communications to improve the transparency of its work.

The Chair said it was her task to appoint a Vice-Presidential Search Committee because Vice-President Kim Kierans' term expires at the end of this academic year. The Chair distributed the requirements for Presidential/Vice-Presidential Selection as set out in the By-laws, Rules and Regulations of the College, s.17 (Blue Book, p.8).

Ms. McNally commented that there were two student representatives who shared one student vote on the Presidential Search Committee, which worked well. She suggested this could be a good change going forward and that the Vice-Presidential Search Committee could also have two students (one as observer) sharing one vote. The Chair agreed that it was good idea that worked well on the Presidential Search Committee, and suggested that suggestion be brought to the Vice-Presidential Search Committee once it is struck.

MOTION: (Davies/Brewer) that the Chair be authorized to initiate the process for the Vice-Presidential Search Committee. **Motion carried.**

The Chair will notify Dr. Daniel Brandes to start the work as a Faculty representative. The Chair has asked Mary Martin to serve as her designate on the Vice-Presidential Search Committee. Ms. Martin will chair the Vice-Presidential Search Committee. Dr. Davies will also be serving on the Vice-Presidential Search Committee. The Chair said that the Vice-President is an internal selection, so the Search Committee will set its own path. Ms. Martin spoke about the timing of the search. The Chair said she has been urging candidates to submit their names as soon as possible so the Committee can hold a meeting by late October or early November.

The Chair thanked Board members who were not present but whose terms are ending: Secretary Kevin Gibson and Colin McLean, who left the Board before his term ended due to illness. She noted that Mr. Gibson had served on the Board for 11 years and that his meeting minutes were like "reading a novel."

The Chair also thanked Mr. Archibald for his service, commenting that, "As with any board, what you see around the table is just the tip of the iceberg." She presented a gift to Mr. Archibald, noting that although he was an external member from Toronto, he was most faithful, missing only one meeting in many years.

(2016:41) **PRESIDENT'S REPORT:**

The Chair then turned the meeting over to President Lahey, who gave his first President's Report.

Update on activities and major issues:

The President gave an overview of what he's been doing, why he's doing what he's doing, how he's settling in as President of the College, and his thinking on major issues that will need decisions in the future. He stressed that he has been spending a great deal of time listening and has been meeting many people. He has met most members of Faculty, including King's faculty at Dalhousie, talked to all units of the administrative staff, has met most people who work in the College and many students. He has also been actively participating in College life, especially since the arrival of students on move-in day. He has been immersing himself in the life of the College, attending FYP lectures, eating in Prince Hall, going to sporting events, and participating in social events, many of them held at the Lodge. He wants to welcome members of the community into the Lodge on a regular basis.

Listening and participating are priorities because they are critical to the President's capacity to discharge his responsibilities as President, including his role in representing the university internally and externally. He stressed the newness to him of the College's academic mission and how important it was for him to understand the academic mission, given that the College, to be successful, has to be governed in accord with its academic mission. He said he must be able to raise questions as to what our mission should be as we evolve as a College. He also emphasized the role of the President in directly contributing to the execution of the mission for the benefit of students.

There is a deep level of awareness in the College about the serious situation the College is in, and people want it to be addressed. The issue of process and collegiality is frequently raised. He is a believer in collegiality and process but, like others, wants them to result in action and results.

At a high level, enrolment and recruitment are his personal priority. They are essential to everything else the College is trying to accomplish. King's is applying elements of a new strategy, new tactics, and a new approach. For example, a number of recent graduates have been hired as additional recruiters and the website has been completely revised, making it operable with the smart phone technologies students use to interact with websites. Recruitment efforts are also being targeted to venues – such as student theatrical groups and events – where potential King's students are more likely to be found.

On enrolment levels, the President said the College must be realistic about how quickly the situation can be turned around. The current priority is to stabilize. This creates a difficult problem because the budgetary situation will not wait, and must be addressed in the short term.

The President will personally be involved in recruitment. He will be doing his first tour with Dr. Laura Penny of schools in New Brunswick and Newfoundland and Labrador. After Christmas, he will be recruiting in Ontario. He urged everyone to make themselves available to prospective students. While being realistic about what can be accomplished in the Maritimes due to the difficult demographics, he is determined to expand the interests in King's among Maritime students.”

Work on the relationship with Dalhousie University has been another early priority. Former President Cooper had work done by Safwat Zaky that raised questions about the charges being made to King's for King's students who take course at Dalhousie President Cooper had suggested to Dalhousie President Florizone that a presidential taskforce be established to work on academic planning while discussions on the financial relationship progressed. The President said that shortly after he took office, it became apparent that a presidential taskforce would not be welcomed at Dalhousie or King's, so he agreed to proceed with two parallel conversations:

One between the College and Dalhousie's Faculty of Arts and Social Sciences on new programs, such as the medical humanities program; and the other with Ian Nason, Dalhousie's Vice-President of Finance and Administration, on the financial situation. Dalhousie is not anxious to become responsible for what it regards as King's financial problems. The essential difficulty is that Dalhousie's financial situation, relative to FASS, is being challenged by the same drop in enrolment that has created financial difficulty for King's. In the longer term, the better solution may not be a fix to the operation of current financial arrangements, which are archaic and complex, but to develop a revenue-sharing arrangement that is more transparent and in which the parties will be able to predict where costs and revenue will be allocated as enrollment fluctuates and the academic programme evolves.

The President has met with President Florizone and the two have agreed to meet periodically on an “institution to institution” level. They have agreed that the underlying solution must be improved recruitment and retention and that the two universities must cooperate to increase the number of students coming to the shared campus.

The President addressed a number of issues at the interface of the academic mission, enrolment, financial sustainability. Two were in the area of new academic programmes. One is a medical humanities

programme that is expected to attract students to King's/Dalhousie. Dalhousie wants HOST faculty members to contribute courses to this programme. Meanwhile, the Dalhousie Senate Review of the King's/Dalhousie relationship has suggested the "location" of HOST should be reconsidered to create more synergy between HOST and Dalhousie's science programming. Faculty members in HOST are considering the "location" question and they have contributed significantly to the development of the medical humanities programme.

In the discussion which followed, the following points were raised about the medical humanities program:

- Mr. Archibald asked about the content of such a program. The President replied that it would be courses in the history of medicine and philosophy that inform medicine; teaching social and economic impacts that influence medicine. Mr. Archibald asked who would be the customer for that program. The President said such programs are becoming more common in the humanities: Dalhousie is launching a law and humanities program, which will be attractive to students who aspire to a career in law. It's a program that goes directly to a topic that students are interested in. There has been encouraging research on the demand that might exist for such a program.
- Ms. Cameron Wilson also spoke about medical humanities, saying the program is for any student of humanities. It would look at English, history, and philosophy through the lens of medicine. Students in pre-med could learn to study the history of disease through poetry or history, for example. She said it's a perfect program for King's.

More broadly on the matter of new program options, the President has met with all the programme directors and asked them for ideas for new programmes that are a step or two away from what King's already does and that could therefore be launched with a feasible and cost-effective expansion of existing capacity. Depending on the nature of the programme, approval by Dalhousie may or may not be required. Developing ideas into programs that are ready for implementation may depend on the capacity of the College to make the necessary investments.

The President touched on fundraising. He believes it would be premature to launch a major capital campaign right now because of the other things he needs to be focussing on in the immediate future. Instead, an accelerated major gifts programme could be both feasible and a way of building readiness for a capital campaign in the future. The senior administrative team has discussed options that would directly benefit students, support enrolment and contribute to budget solutions, including funded chairs, recognizing donors are unlikely to be enthusiastic about funding chairs unless there is something new and innovative in the chair. Later, the following points were discussed on fundraising:

- The Chair commented that King's needs to ramp up its major gifts process and raise a steady amount of money. The Chair said that Dalhousie already has the infrastructure for capital campaigns, but creating an infrastructure can take a year to get the campaign on the street.
- Mr. Black said that residence renovations would help recruitment. The Treasurer said that when King's borrowed money to renovate the first Bay last year, the idea was that in an ideal world, one Bay a year would be renovated. She is concerned that doing the next Bay should be in spring, but it needs to be a top priority. The President agreed that the quality of physical facilities goes directly to recruitment of students. He also said that while the College is not ready to develop the infrastructure that goes with a capital campaign, nothing prevents King's from using gifts from donors for residence renovation.
- Mr. Compton asked about the difference between a capital campaign and a major gift. The President said that a capital campaign is a dedicated additional effort to raise money from the donor world, and is usually associated with a big theme, such as campus renewal or technology. A campaign has a whole framework for raising a lot of money for a relatively limited number of strategic objectives. In contrast, with major gifts, there is more flexibility in objectives and in being responsive to donors. The College is not constrained by the themes of the campaign, and does not need the infrastructure of a campaign. Ms. Martin said she would be pleased to discuss the topic in more detail with Mr. Compton.

- Ms. Martin said that when King's started to focus on major gifts three to five years ago to refurbish the President's Lodge, the Pit, and the Wardroom, with a goal of \$3 million, additional funds were actually raised. Some donors, such as Don Sobey, said he wasn't interested in those things but he would give \$2 million for scholarships. She said that once the College was in that market, good things happened, and to maintain what King's has been doing with a new set of priorities seems like a good interim step. She said King's has raised more in recent years than in the history of the College. The next step is to identify and confirm what future projects might be.

On the budget, the President said that resolving the budgetary challenges faced by the College is a multi-year process. King's does not have flexibility to go from where it now is to a balanced budget in a one-year period. However, the College cannot afford another budget next year like this year's budget. Enrolment is the key piece, but it is important to be realistic. It is inescapable that the College will need to do some cost reduction. There is work-in-progress and a number of options being explored that could have implications for the budget, including: improving success in recruiting students; the financial arrangement with Dalhousie; the medical humanities or other new or expanded programs; rethinking the location of HOST; analysis of the Carnegie Professorships and how faculty in those chairs are placed at Dalhousie; the energy efficiency retrofit; exploring voluntary enhanced early retirement programs; and more revenue from conference services, such as making campus facilities available in summer months.

The following points on budget options were raised in the discussion:

- In response to a question about the energy efficiency program, the President said the College has been trying to identify options for public financing. King's was unsuccessful in its application for a federal Post-Secondary Institutions Strategic Investment Fund (SIF) grant. He asked what the College can do to convince the Province that this is something they want to assist, or alternatively, what King's can do to self-finance the project, such as paying the company out of savings.
- Ms. McCann asked if increasing activity in Conference Services would help raise revenue. The President said there have been some specific successes, but overall, the College has not been as successful as it should be. Although the College's facilities are limited, they are quite unique. The Bursar said King's ventured into Expedia and Bookings.com this past summer, and some losses were offset by Bookings.com. The College is learning about timing, and that it is necessary to put more money into promoting programs.

Decision on Tuition Reset:

The President distributed his proposed motion regarding the tuition reset, and gave background for it: in October 2015, the Board moved that the College would not activate the tuition reset that the Province allowed for 2016-2017. That motion said the Board might activate the tuition reset for 2016-2017 for \$500 and also might implement a second reset for \$500 for 2017-2018. Under provincial policy, resets must be implemented before 2018-2019.

The President proposed that the College not take advantage of the opportunity that the Province has given it to reset tuition, and that the Board finalize the decision that was all but made last year. He provided several reasons: King's is in the fourth year of a decline in the number of FYP students, and has experienced a significant decline between last October and this October. It doesn't make sense to significantly increase tuition until enrolment is stabilized and increased. Dalhousie has not applied the reset to its Faculty of Arts and Social Sciences for the very same reasoning. Stabilizing and growing enrolments is critical, while getting more revenue from each student already enrolled is not.

A reset could be adverse to the College's efforts to improve recruitment, including counteracting the additional \$200,000 the Board has approved to spend on recruitment and related activities. The President said he does not want to take the risk of the damage a reset might do to King's brand in the market. The FYP tuition is at the upper end of the market, and King's tuition is as high or higher than that of the

universities students attend if they don't come to King's. Students have held information campaigns this year that show current tuition and expenses cause difficulties and hardships to King's students.

The reason for dealing with the reset issue at this meeting is that it provides focus and clarity to the budget process if the decision is made now instead of at a later meeting. In addition, deferring the decision will mean that some of the potential damage to recruiting we would be seeking to avoid by declining to proceed with the reset would occur before the decision was made. This possibility will be avoided by making the decision today.

The President acknowledged the lack of paper work on the issue in advance of the meeting. He explained that his thinking on the issue, particularly on the timing of the decision on the reset, evolved quickly in recent weeks. It was only through recent conversations that he came to appreciate the breadth of views in support of the idea of putting the reset issue to rest. Some of these conversations would probably have happened earlier but for the cancellation of Executive and Finance Committee meetings.

The President thanked Ms. McNally for discussion on this topic, and also commented on the students' campaign in the A&A Building in September and today in the Quad to bring awareness to the adverse impact which tuition and other costs have on students. He commented that he understood that there were situations of difficulty and sometimes of real hardship and that in the absence of strong reason to believe that a reset would benefit the university, he did not want to see the University take an action which would increase those difficulties or hardships.

MOTION: (Lahey/Beach)

That the Board approve the following with respect to the Province's reset offer:

- (1) That there be no tuition reset for the 2017-2018 term.
- (2) That there be no tuition reset for the 2018-2019 term.

In discussion, Mr. Black asked if the College was limiting itself if programs might be identified that could be priced at a different amount than current programs, i.e., in the event of a new program, could it be priced to what the market would support?

The Vice-President said that any new program goes through an approval process at King's and Dalhousie and an assessment by the Maritime Provinces Higher Education Commission (MPHEC), and during that process, there is an opportunity to discuss pricing. She gave the example of the Master of Fine Arts in Creative Nonfiction being priced differently from the Master of Journalism program.

Motion carried.

(2016:42) **VICE-PRESIDENT'S REPORT:**

The Vice-President provided background on six policies related to Guidelines, Policies and Procedures for Integrity in Research and Scholarship that she was bringing to the Board for approval by the Board. In 2015, the Social Sciences and Humanities Research Council (SSHRC) audited King's and its research processes and procedures. King's was found to be on the verge of failure, which meant SSHRC would no longer provide funding. King's was given until July 2016 to remediate a number of items, including implementing several policies. The Vice-President said additional policies will follow the six presented today. These six policies have been adapted mainly from Dalhousie and Mount Saint Vincent University policies, and have been reviewed by lawyers. The Vice-President noted that the Board's role is not to review the wording of the policies; members of Faculty had discussed them on 4 Oct 2016. The policies are before the Board to show that King's now has them and they are compliant with SSHRC.

MOTION: (Kierans/Davies) that the Board approve the following research policies:

1. Guidelines, Policies and Procedures for Integrity in Research and Scholarship
2. Policy on Conflict of Interest
3. Spending Authority for Research Funds Policy
4. Research Equipment Policy
5. Overhead on Research Funds Policy
6. Unexpended Residual Funds in Research Accounts Policy.

In discussion, President Lahey commented that the appropriate division of responsibility is for the Board to ensure that King's has the policies it needs to have, and that they are consistent with regulations, rather than the Board concerning itself with the specifics of the contents of the policies. The Board's role is to insure that the administration and faculty are properly governing themselves.

Ms. McCann asked about a new policy regarding sexual assault. The Vice-President said that policy will be coming later.

Motion carried.

The Vice-President said that the collective agreement between the University of King's College and the University of King's College Teachers' Association (UKCTA) expired on 30 June 2016, and she expects to receive a notice to bargain from UKCTA. It will be the third time that bargaining of this collective agreement has occurred. The previous Board gave the President power to appoint a three-person committee to negotiate.

MOTION: (Kierans/Beach) that the Board give the President authority to form a bargaining committee to represent the University in upcoming negotiations with the University of King's College Teachers' Association. **Motion carried.**

The Vice-President provided information to the Board on several matters:

A review of the Master of Journalism program is in progress.

The Vice-President gave an update on the King's-Dalhousie institutional review that has been in progress. She developed an action plan in summer 2016 for the 24 recommendations. The plan, which is owned by the Dalhousie Senate, is confidential, but the Vice-President was able to say that the recommendations deal with enrolment, recruitment, collaboration, research, and finances, and that many of them are already being acted upon. The Vice-President appeared before the Dalhousie Senate committee on Sept. 21, 2016, and will appear again on Nov. 12, 2016. Dr. Shirley Tillotson was the chair of the review committee and will give a report and answer questions. The Vice-President has been urging that the report be released. She said she will release King's response with her action plan, although King's may not be able to circulate Dr. Tillotson's report.

Humanities for Young People (HYP) met in June 2016 and was a great success. Although 20 participants were anticipated, 39 enrolled. It was a full week, with student mentors and counsellors participating. The high school students who enrolled gave positive comments, saying, "I found my people," and "Do I have to go home?" HYP participants were heard in the bookstore to be asking about how they could apply to attend King's. The Vice-President spoke highly about Dr. Sarah Clift and Dr. Laura Penny, who were the genesis of HYP, and their enthusiasm for the program. The Vice-President submitted an application on October 12, 2016, for another SSHRC grant to fund a two-week-long HYP program in summer 2017 on the theme of reconciliation.

The Vice-President reported that the President, the Bursar and the Registrar were working on the Outcomes Agreement, to which 1% of the government grant (\$60,000) is tied. The government has asked King's to supply metrics in six areas:

1. Nova Scotia's universities capitalize on their revenues and expenditures, with the goal of achieving stable operating budgets for the medium-term (2015-19);
2. Nova Scotia's university sector operates with improved efficiencies, which may be gained through collaboration with other entities, helping institutions achieve financial sustainability;
3. Nova Scotia's universities compete successfully on the global market for Nova Scotian students, out-of-province students, and international students, while collectively marketing Nova Scotia as a study destination;
4. Nova Scotia's universities offer a quality learning experience to students;
5. Nova Scotia's universities deliver quality programs, which are approved by the Maritime Provinces Higher Education Commission (MPHEC) and other quality assurance bodies; and
6. Nova Scotia's university campuses are actively working to provide places where students can study and learn in an environment that is free from sexual violence.

The University will also supply metrics for two other aspects selected by Kings:

1. The University of King's College offers more supports to increase student academic success.
2. The University of King's College is a place where students can study and learn in an environment that promotes mental, physical, and spiritual health.

The Vice-President noted that this related to Ms. McNally's concern about a campus free from sexual violence. King's has promised to have a standalone made-at-King's sexual assault policy. The Vice-President said there should be a committee with representatives from the students, staff, faculty, and Board members in consultation with Avalon Sexual Assault Centre.

MOTION: (Kierans/McNally) that the Board grant the Vice-President the authority to form a representative committee to develop a stand-alone Sexual Assault Policy.

In discussion, Ms. McNally said that King's Students' Union and the students are interested in having a stand-alone sexual assault policy, and students are eager to work on it. The composition of the committee is important to its success, and she hopes for strong collaboration.

Motion carried.

(2016:43) **KING'S STUDENTS' UNION REPORT:**

Mr. McConnell spoke of the heavy emphasis on mental health during the orientation week for new students. He said that KSU celebrates being one of the last student-run campus orientation weeks.

Mr. Compton said that the recent opening of the Galley made him aware of how lacking the College is in student space. He said students are glad to have the Wardroom space available again and are grateful to Advancement for their efforts in renovating it.

He said that students are interested in the upcoming Halifax civic election and are paying attention to issues it raises relating to public transportation, fair wages, food security, and housing. The election has drawn students' attention to how things outside their immediate environment affect them.

He said that when students lined up to pay their tuition fees last month, they also wrote comments on a banner, some saying that financial stress was detrimental to their mental health and that they missed their friends who had to drop out of university due to financial stress. He said that KSU was united with students from coast to coast and will continue to call for reduction of tuition fees at King's.

Ms. McNally said the Board's decision on the tuition reset made today is significant to students. She was pleased to report on students' national vision on education, saying that on November 2, 2016, KSU will be

hosting a day of action as part of students across Canada taking to the streets to urge tuition reductions and that tuition be eliminated for all students.

Ms. McNally was pleased to see support from Faculty, who voted to grant academic amnesty on November 2, 2016, and will not penalize students for missing classes that day. She invited all Board members to join the students on that day.

On October 1-2, 2016, there was a consent forum to which KSU sent eight students. Ms. McNally said the College needs to take a more active role in evaluating support for survivors of sexual assault and to take more proactive steps in eliminating sexual assault. Students are eager to work with the administration on behalf of survivors of sexual assault.

Ms. McNally said King's students were disappointed that Dalhousie University decided not to fund the telephone support line for students experiencing sexual assault on campus. Dalhousie's Student Union will operate the line until November. A number of King's students have used the line, and King's students have acted as volunteers with the line. She said that with the loss of the line, King's students will have one less support service.

Ms. McNally commented on the tuition fee reset, saying that the reasoning presented today is very sound; increasing tuition fees is not good for the College or for students. There is reasoning and logic behind the decision today.

(2016:44) **BURSAR'S REPORT:**

The Bursar presented a financial update. She said the operating cash deficit was \$1.6 million. She prepares three forecasts a year (at the end of June, end of September, and end of December). The first quarter enrolment figures were based on the end of August, when a number of upper year students hadn't yet registered. There was a slight improvement in the forecast, but an update this week resulted in needing to adjust for 10 fewer students. However, Dean Nick Hatt brought 20 more students into residence, which improved the figures.

The renegotiated cleaning contract has resulted in a savings of \$30,000.

The flood in Cochran Bay resulted in an insurance claim of \$40,000 to re-floor the Bay, but King's also needs to pay a \$10,000 deductible in connection to that claim. Ms. McNally asked if the flooding were intentional or accidental. The Bursar said that there was not enough information to determine the cause. It was noted that it was the first night in residence for a number of students.

The Treasurer asked if the University could look into an alternative to paper towels to help avoid a \$10,000 unintentional mistake in future. She said that the reality is the cost of \$10,000 plus the cost of an increased insurance premium due to number of claims. The Bursar will ask Alex Doyle, the head of Facilities, to look into alternatives.

Ms. McCann asked about the historic rate of occupancy of students in beds this year. The Bursar said an entire residence has been closed this year because of low enrolment. The historic rate has been 90% occupancy. Mr. Archibald asked the percentage of total beds. Radical Bay is closed. There are 73 vacant beds. One wing of Alexandra Hall is also closed – the most undesirable rooms on campus - a reflection of low enrolment this year. The Registrar said it was important to note that the College guarantees every first year student a room, but is now focussing keeping upper year students in residence. Ms. McNally said that North Pole Bay is now filled with upper year students. Although the requirement that residence students have a meal plan makes it more costly, the changes have made it desirable for upper year students.

The Bursar reported on contracts up for renewal. A new cleaning contract was awarded September 1, 2016,

for \$300,000. The security contract, which is now month-to-month, is \$135,000 and must be put up for tender. The food services contract with Sodexo ends June 2017 and is up for renewal next year for \$800-900,000. A Food Service Contract Renewal Committee with representation from student, faculty and staff groups began weekly meetings in July 2016 hopes to award the contract by March 31, 2017. The mobile phone contract with Bell Mobility will reduce King's costs by half.

The College has been negotiating with Dalhousie to manage King's endowments because Dalhousie receives a higher rate of return. However, their governance review merged their investment committee with another committee, so it is not likely an agreement will be reached until the new year. Dalhousie is still favourably considering King's proposal.

The Treasurer said she assumes that Board members that have received their meeting packages beforehand have read her report in those materials. .

The Bursar thanked Mr. Doucet and Ms. Hathaway for facilitating the Sotheby's appraisal of the University's rare books. Sotheby's placed a value of £1.5 million on the books for insurance purposes.

The Bursar gave an update on the transfer of King's defined benefit pension plan to the Public Service Superannuation Plan, noting that King's had avoided the British referendum, which potentially could have resulted in a drop in market value of \$1 million. She still anticipates a surplus when the transaction has been concluded. Any surplus will go into the PSSP and reduce the University's future pension contributions.

The Bursar said there are two external investment managers that manage the endowment fund: a growth manager and a value manager. The College has been holding off on making changes to its investment management pending a transfer of the responsibility to Dalhousie, but in the interim, will transfer all funds to the one manager who is generating better returns. The Chair of the Investment Committee, Peter Conrod, has requested that the Board approve the transfer of investments to one manager.

MOTION: (Black/Archibald) That the University terminate its relationship with Gryphon Investment Counsel and transfer balances managed by them to our other investment manager, Foyston Gordon. **Motion carried.**

The Bursar presented an amended Statement of Investment Policy and Goals. Morneau Shepell recommended a change to the University's target asset mix in order to achieve our stated goals of providing 4.5% annually while preserving or growing capital.

MOTION: (Beach/_____) That the University approve the amended Statement of Investment Policy and Goals. **Motion carried.**

(2016:45) **REGISTRAR'S REPORT:**

The Registrar acknowledged community support in reaching goals this year. She reiterated the President's emphasis on enrolment expectations for next year. She said this is her first full cycle in this role. King's is doing things differently than ever before. King's has a clear message on what it has to offer and what King's and Dalhousie have to offer jointly.

The new website is mobile adaptive. She said the College can make good evidence-based decisions on how to direct its recruiting efforts and high school marketing efforts this year. She spoke of front load recruitment efforts. October is the peak period for students coming in next year, so there will be an open house on campus, followed by a lecture tour in St. John's, Charlottetown, and Moncton in November. She urged Board members to think about their influence on those in their circles about what King's has to offer.

Regarding social media, two current students have been hired to create videos and social media posts. Current students resonate with prospective students, and the efforts have been getting positive feedback.

The College has been making efforts to increase diversity.

There is a memorandum of understanding with Dalhousie for recruitment that says the universities will recruit together, cost-share when possible, and speak of each other in mutually beneficial way.

Work is being done on retention, trying to reach current students in a more effective way.

Mr. Archibald asked if there were any traction at the community college level. The Registrar said there is not typically a transfer agreement with community colleges, so work would need to be done to create a system. Mr. Archibald suggested there would be an opportunity with community colleges as a feeder to add academic skills to students' technical skills. The Registrar said the most successful transfer systems are block transfers of two years in one institution followed by two years in the next.

The President said the Registrar will be reporting to the President because of the level of his interest in recruitment and retention. The Advancement Director also reports directly to the President so the change in the Registrar's reporting relationship to the President will enable the President, Registrar and Director to directly discuss issues of shared and overlapping interests.

The Chair asked if there had been follow-up with the HYP summer students. The Registrar said profiles were done by Professors Penny and Clift when reporting to SSHRC.

(2016:46) **GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT:**

Mr. Black said that students and others have requested access to Board meeting minutes.

MOTION: (Black/Brewer) that the approved minutes of the meetings of the Board of Governors and the Board Executive be posted on the University website, and that King's website will keep three years of Board and Executive meeting minutes on the website, beginning with the Board minutes of the June 23, 2016, meeting. The College Library will retain copies of approved Board and Executive minutes for public use.

In discussion, Mr. McConnell said that the motion would make the Board minutes more accessible to students, which would be a good step toward more openness concerning the Board and which will help restore students' confidence in the Board.

Ms. Martin agreed that it is a great idea, but said the drawback is that the minutes would not be posted until three months after the meeting. Ms. McCann said the Board had agreed to provide more robust discussion on the University website, but that would not paint the full picture. The Chair said there would be more robust reporting with help of incoming Secretary Jennifer Gray, minute-taker Ms. Hathaway, and all of the Board members. The President said the rationale for Ms. Hathaway's role was not just as someone to take the minutes, but to help the Board to move in a direction in which it needs more administrative assistance, as someone to help the Secretary and President's Office so the website works properly.

Motion carried.

Mr. Black presented Board nominations. The Chair left the room while nominations were discussed because her name was on the list. The Board has three vacancies among co-opted members as a result of term resignations and term expirations.

The Nominating Committee sought guidance from the new President, who sought guidance from Faculty. The Committee also looked at names that had been considered in the past, ultimately creating a healthy and robust list of individuals. The Board appointments guidelines circulated at the meeting of 23 June 2016 spoke to diversity, skill sets and experiences, and the group being brought forward represents that. Biographies of new Board members were circulated.

Mr. Black said the Blue Book allows co-opted members to be appointed to two 4-year terms. Once a co-opted member has been elected Board Chair, she is allowed to finish her term as Chair even if it takes her beyond her original term. The Chair has been on the Board a total of 9 years. She is permitted to finish her term as Chair.

MOTION: (Davies/Martin) that the Board appoint the following co-opted members of the Board of Governors:

- 1) Catherine Martin (four years)
- 2) Don MacLean (four years)
- 3) Dale Godsoe (one year)

Motion carried.

MOTION: (Black/Davies) that the Board appoint the following table officers:

- 1) Dale Godsoe as Chair for a period of up to two years
- 2) Hugh Wright as Vice-Chair for a period of three years
- 3) Jennifer Gray as Secretary

Motion carried.

Mr. Black spoke about Diocesan Representatives on the Board. He said that the Diocese of Nova Scotia and Prince Edward Island and the Diocese of Fredericton each have two representatives. The Nominating Committee recommended the appointment of Laurelle LeVert and the re-appointment of Andrew Black as Diocesan representatives to Bishop Cutler of the Diocese of Nova Scotia and Prince Edward Island, and Bishop Cutler accepted these recommendations.

Mr. Black gave details of a revision to the Terms of Reference for the Capital Campaign Readiness Task Force.

MOTION: (Black/Beach) that the Board approve the amended Terms of Reference for the Capital Campaign Readiness Task Force. **Motion carried.**

Mr. Black circulated a list of the Executive Committee members and Chairs of Board Committees for 2016-2017.

MOTION: (___/___) that the Board of Governors enter *in camera* discussion. Carried. An *in camera* discussion followed with the President present. A second *in camera* discussion followed without the President present. **Motion carried.**

The meeting of the Board of Governors of the University of King's College adjourned at 2:30 p.m.

Respectfully submitted,

Dale Godsoe, Chair

Jennifer Gray, Secretary