

UNIVERSITY OF KING'S COLLEGE
BOARD OF GOVERNORS
MEETING MINUTES

The Board of Governors of the University of King's College met in the Boardroom of the University on Thursday, September 28, 2017, at 1:06 p.m.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Ms. Katrina BEACH (Treasurer), Mr. Andrew BLACK, Dr. Stephen BOOS, Ms. Chère CHAPMAN, The Right Rev. Ronald CUTLER, Dr. Gwen DAVIES, Dr. SUSAN DODD, Ms. Dale GODSOE (Chair), Ms. Jennifer GRAY (Secretary), Ms. Julie GREEN (Registrar), Professor William LAHEY (President), Ms. Jen LAURETTE (Alumni Association President), Supt. Don MacLEAN, Ms. Alexandra McCANN, Mr. Brennan McCracken (KSU President), Dr. Peter O'Brien (Vice-President), Ms. Julia-Simone RUTGERS (KSU Representative), Ms. Bonnie SANDS (Bursar), Mr. Daniel WHITTEN (KSU Representative), Mr. Hugh WRIGHT (Vice-Chair)

Attending by teleconference: Dr. Dorota GLOWACKA, Dr. Laurelle LeVERT, Mr. Paul THOMSON

REGRETS: Ms. Lindsay CAMERON WILSON, Mr. Bernard DOUCET, The Rt. Rev. David EDWARDS, Mr. Tom EISENHAUER, Mr. Peter JELLEY, the Hon. Kevin LYNCH, Ms. Catherine Anne MARTIN, Prof. Fred VALLANCE-JONES

STAFF: Ms. Janet HATHAWAY (minutes)

(2017:27) PRAYER

The Rt. Rev. Cutler read the College prayer.

(2017:28) NECROLOGY

The Secretary read the Necrology. A moment of silence was observed.

(2017:29) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of Board meeting of June 22, 2017;
- b) Alumni Report;
- c) Advancement Director's Report;
- d) Campus Planning Committee Report;
- e) Facilities Management Update.

Board Members requested that the Advancement Director's Report be removed from the Consent Agenda.

Questions were asked of the Advancement Director regarding the position search to hire two new staff members for the Advancement Office, where the money for salaries was coming from and whether there had been any consultation. The Advancement Director advised there had been consultation: the review of the Advancement Office recommended new staff. The salaries were part of ongoing discussions with the Budget Advisory Committee (BAC) last year. The President added that the matter had also been discussed with Faculty. The Advancement Director noted that the positions were advertised on the University website. The search committee included members from King's and Dalhousie. The positions were publicly posted and an extensive interview process was held. Mary Martin, a Board member, was on the interview committee.

MOTION: (McCann/Black) that the Advancement Director's Report be accepted. **CARRIED.**

MOTION: (Lahey/Gray) that the Consent Agenda be approved as circulated. **CARRIED.**

(2017:30) CHAIR'S REPORT

The Chair welcomed returning and new Board members. She noted the new Faculty appointments to the Board, Dr. Dorota Glowacka, who is on a fellowship in Washington, D.C., until January 2018, and Dr. Susan Dodd.

(2017:31) PRESIDENT'S REPORT

The President referred to the written report he had circulated. He reported that he is enjoying working with the new Vice-President, Peter O'Brien, and everything was going well. He indicated he was pleased that the Registrar, Julie Green, is back in the College on a full time basis.

a) Update on Discussions with the Provincial Government

The President spoke first on the University's discussions with the Provincial government. The President had participated in a number of meetings over the summer. The President and the Bursar had a meeting with the Department of Education prompted by the University's audited financial statements that showed a second consecutive year of problems.

All university presidents met with the Minister days after the Acadia news broke. Each university was given one meeting with the Minister and Deputy Minister on the Acadia topic. Vice-Chair Hugh Wright had an opportunity to discuss King's situation with the Minister in a meeting he had scheduled on another topic. Financial officers are working on a proposal to government with other universities on their financial situations.

The President reported that the government has explained that Acadia and Cape Breton University were the only two universities that lost money due to the funding formula being implemented. The reason for the additional funding was because the formula was based on three years; these universities lost enrolment but were locked in for those three years.

The President noted that the big issue around the Acadia situation was the complete lack of transparency, and inconsistency about what the government was saying over the years. This has changed the dynamic of the situation as the University approaches the expiry of the Memorandum of Understanding (MOU) that limits the increase to 1% of the government grant. King's hopes there will be changes in the MOU that reflect changes to the University's financial situation.

The President discussed with government the urgent need for a general increase in funding for everybody. He is of the view that the University should advocate for a general increase that benefits all universities and all students.

The President reported that another university asked the government to distribute to all universities a comprehensive list of all extra funding other universities received. That list showed that King's and SMU (and Atlantic School of Theology) received almost no project funding. The President was encouraged at his meeting with the Minister to think about what projects King's can put forward.

Finally, the President discussed with the Minister the issue of King's and Dalhousie and the current inability to resolve their dispute regarding the funding formula. Up to now, the government has regarded it as a private matter between the two universities. Now King's is in the position of using public taxpayer money in paying Dalhousie. The President said the Minister and Deputy Minister became progressively more forthcoming in the meeting on that issue and the Province has agreed to fund the cost of a third party advisor to the two parties. Dalhousie Vice-President Ian Nason and the President have agreed on Dr. Ron Bond as the individual to do this. Dr. Bond was one of two external reviewers on the Dalhousie-King's relationship review.

b) Multi-year Budget and Enrolment Planning Process

The President spoke about the enrolment and budget process. Last year, the Board agreed it would require three or four years to get back to a balanced budget. The University had the first budget in that process, but it was a budget for one year. King's should be putting together budgets for two or three years at a time. In parallel, the University needs to move toward an enrolment strategy for two or three years at a time. At the BAC meeting and at the Town Hall meeting, that plan was laid out.

King's needs to put together a budget that is based on historical data. This year, the University will be going back five years to look at patterns and trends over the previous years. Further, the plan will be to put together the approval of the budget for the next year in the context of a longer term-plan. Finally, the University is moving the whole budget process forward. The objective is to have a budget that could be approved by the Board in March instead of June. The budget may provoke difficult choices. If the budget comes to the Board only in June, it denies the Board the opportunity to make choices and to have further consultations that are critical to the budget process.

Board members asked questions about the following government related issues:

- Will information about the conversations that have happened between the University and the government be communicated to the school community? The President noted that he intends to be as explicit as he can be without violating confidences or damaging negotiations. There is a judgment call about creating awareness, and creating a crisis or violating confidences. The President indicated that he made a decision on the side of sharing information. On his cross-country tour, many alumni expressed gratitude in understanding about the difficult position the University is in.
- What are examples of the kinds of projects that have been funded by the Province at other universities? The President indicated that Dalhousie received \$50 million for a School of Engineering building that is moving the School of Engineering toward working more with the private sector. He also noted that Dalhousie has received money for ocean research. Acadia received funding for more research into agricultural subjects. St. Francis Xavier University received money for the Brian Mulroney Institute of Government. Cape Breton University has received funding for indigenous studies.
- Whether negotiations between the government and universities would be affected by Bill 100? The President responded that he considered this unlikely.

Board Members raised the issue of Conference Services being staffed entirely by students. There is a concern about the sustainability of the relationship between summer employees and King's. The President noted that one of his mandates is the area of human resources and supporting staff. This will be a priority for him for the coming year.

(2017:32) KSU REPORT

The KSU Representatives reported that the summer months were very productive, and Astro-Week (orientation week) was a huge success. The KSU Representatives thanked KSU's two staff members, the student leaders, the 2017 KSU Orientation Week coordinators, and the Wardroom and Galley staff, noting that events seemed well suited to all levels of engagement for many types of students.

KSU Representatives reported that the KSU had partnered with SUNSCAD, the Nova Scotia College of Art and Design students' union, a few weeks ago for a King's-NSCAD student picnic. The KSU Representatives reported it was a good opportunity for new and returning students to meet each other, and there are several NSCAD students living at King's and participating in life on campus.

The Wardroom and the Galley, the two student-owned and -operated businesses, are busy.

The KSU President reported that as part of Humanities for Young People (HYP), he and the KSU Student Life Vice-President presented a workshop on activism and organizing, and following the workshop, three high school students have contacted him for support in organizing in their own communities. He congratulated Dr. Clift and Dr. Penny on the work they did for HYP.

The KSU President is working on the Sexual Violence Policy with assistance from others,

including a South House representative. He noted that the draft is largely complete and should be moving forward to consultation soon.

The President congratulated the students involved in Orientation Week on their efforts.

(2017:33) REGISTRAR'S REPORT

The Registrar thanked the community for their support during her leave. She noted that the staff in her office are an exceptional group of people.

The Registrar reported that enrolment numbers are up slightly this year. She advised that Dalhousie is down 10%, so being up in that context is a real testament to the effort that has been made. The President has created an environment on campus that students want to join. It is a continuum – recruitment and retention – so the better experience students have, the more of them will stay.

The Registrar reported that her office has just hired Dr. Yolana Wassersug as Assistant Registrar, Student Recruitment.

The Registrar noted that fifty percent of King's students come from 40 schools, so the University will have directed focussed work in those schools. The office will try to get guidance counsellors to come to campus, and join for meals. She believes this approach will lead to a sustainable path forward to improvement.

King's is having an open house on Friday, Oct. 20. The Registrar asked Board members to encourage any students who would be interested in attending King's to come to the Open House. She reported that her office is also inviting students to attend a rehearsal of King's Theatrical Society's production of "Murder in the Cathedral" in the Chapel.

Board members asked about young alumni going back to visit their high schools. The Registrar advised that the University always invites young alumni to come to schools visited, and they are a great hit with students in these schools. The President has been to Western Canada College in Calgary, and a young alumna attended an event there.

The Advancement Director noted that Ms. Chapman is helping, too, as chair of the worldwide Alumni celebration that happens the day before the Open House. The University is helping Alumni by giving them the tools to become advocates for King's.

Board members asked about the logic of focussing on schools that already contribute to King's enrolment. The Registrar noted that the office is clustering those schools in markets and looking for community-based work there. The University has been discussing diversifying the student population and balancing where King's has traditionally gotten students with growing in new areas.

The Registrar noted that visible minorities have increased slightly this year. The strategy is effective but needs to be worked on more.

The Registrar reported that the retention rate for FYP students has increased from 72% in 2016-2017 to 83% this year. She spoke of the King's-Dalhousie relationship, noting that FYP has a long history of being discussed as a single-year option, and then students move on from there. Recruitment materials now speak in terms of four years, and not of FYP as a stand-alone program. She is of the view that the University now has the narrative "right", so when students get here, they get what they thought they would be getting.

The President noted that with respect to diversity, it matters that HYP was about reconciliation this summer; it matters that media saw the Mi'kmaq flag going up. King's is investigating its history with regards to slavery. The President reported that Doug Ruck is working with the University to build connection in the African Nova Scotian community and to let students know that King's is anxious to be considered. Board members noted that the FYP curriculum is becoming more diverse and inclusive and students are responding to that. It is significant to the student population.

(2017:34) VICE-PRESIDENT'S REPORT

The Vice-President reported that he's been welcomed by all departments and colleagues since taking office on July 1. He highlighted the matters with which he has been involved:

- The Public Humanities plan, which is concentrating on development of a certificate program. He has been assisted by Dr. Jannette Vusich, who developed an art history program last year.
- Working with colleagues at Dalhousie on the development of the Medical Humanities program.
- The Sexual Violence Policy Committee. The draft policy is almost ready for consultation once a way is found to mount it for public presentation.
- The Pink Book, which governs Faculty-staff relations in the College and such things as tenure and promotions, is out for Faculty review and should return to Faculty in November.
- The Vice-President has been working on a couple of things with the School of Journalism. One is following up on the Master of Journalism review, which required the School to put together a major modification to the program under Dalhousie Senate regulations. Professor Vallance-Jones is working on that. Within the next year or two, a thorough revision to that program should be presented that will allow flexibility and resilience that has so far not been present. There will also be a review in the Masters of Fine Arts in Creative Nonfiction.
- Visits to schools in Hamilton and Toronto in November, which the Vice-President has piggybacked onto other activities in the area. The Vice-President also spoke of how pleased he was to deliver three FYP lectures on Homer's *Iliad* early this term.

- The Vice-President attended a faculty relations workshop at Mount Allison University with the Bursar on Sep. 25 and participated in Matriculation with the new students in the Library on Sep. 26. Upon questioning from Board members, the Vice-President explained that matriculation is a ceremonial occasion borrowed from Scottish and English ceremonies. Everyone is gowned, recites an oath in Latin, and signs the Matricula. The original Matricula from 1803 is on display in the Library.

(2017:35) BURSAR’S REPORT

The Bursar gave a quick financial update, reporting finances are still tracking close to budget. There are nine fewer FYP students than expected, but a higher number of graduate students.

The reduction in tuition fees is about \$75,000 from what was anticipated. There are more NSCAD students in residence, which helps take up more beds.

The Bursar noted that Booking.com gave King’s a higher profit, but offsetting that was more credit card fees, Booking.com fees, and cleaning and food costs. She noted the important role of students in the success of the summer.

The Bursar reported that the University has engaged Grant Thornton to help with a financial proposal to take to the bank. Grant Thornton also put together a model projecting expenses out 10 years. She met with the bank last Friday with the President. The bank is digesting the information now and if they have questions, they will contact Grant Thornton. She was encouraged by the discussions.

The Bursar indicated that the Finance Committee will meet more frequently to discuss matters between their quarterly meetings. The BAC will meet biweekly starting this fall. She said they are in good shape to get the first draft of the budget to the Board in March.

Board members encouraged presentation of a “multi-year forecast” or “multi-year fiscal plan” as part of a broader framework in which to make budgetary decisions.

The Bursar noted the next Town Hall on the budget would be in November.

(2017:36) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE

Mr. Black gave the report of the Governance, Human Resources and Nominating Committee, noting that the process on nominations has to been to identify needs and then find people to fill them.

He introduced several motions:

MOTION: (Davies/Laurette) that the Terms of Reference of the Advancement Committee be amended to allow the Board Chair to serve as Chair of the Advancement Committee.

Board Members asked if the appointment would be permanent. Mr. Black indicated he could not comment on what the Committee thinking was at the time. The Advancement Director noted that the terms of reference were created by Mary Martin as a way of preventing too much work falling on the Chair.

Board Members also asked if it would be useful to have the word “Interim” included, because there was concern about the length of time of the obligation and the burden that would be placed on the Chair. It was proposed that the term “Chair” be changed to “Interim Chair.”

AMENDED MOTION: (Davies/Laurette) that the Terms of Reference of the Advancement Committee be amended to allow the Board Chair to serve as Interim Chair of the Advancement Committee. **CARRIED.**

Mr. Black proceeded to the appointment of two new committee chairs and reappointment of three committee chairs.

MOTION: (Black/MacLean) that the Board appoint the following individuals as committee chairs:

1. Jennifer Gray as Chair of the Governance, Nominations & Human Resources Committee; and
2. Dale Godsoe as Interim Chair of the Advancement Committee, until such a time that a permanent committee chair is appointed.

CARRIED.

MOTION: (Black/Gray) that the Board reappoint the following committee chairs:

1. Alex McCann as Chair of Campus Planning;
2. Katrina Beach as Chair of Finance, Audit & Risk; and
3. Peter Conrod as Chair of Investments.

CARRIED.

The President thanked Mr. Black for his chairing of the Governance, Human Resources and Nomination Committee its predecessor, the Human Resources Committee.

(2017:37) PRESIDENTIAL PERSONNEL RECOMMENDATIONS

MOTION: (Lahey/Gray) that the Board approve the following three appointments:

1. Dr. S. Andrew Inkpen be appointed to teach a full credit (HSTC1200.06 Introduction to the History of Science) in the 2017-2018 academic year, in the History of Science and Technology Programme;
2. Dr. Larry Stewart be appointed Associate Fellow in the History of Science and Technology Programme for a one-year term, July 1, 2017, to June 30, 2018; and
3. Ms. Michelle Wilband be appointed Senior Fellow in the Foundation Year Programme for a two-year term, August 1, 2017, to July 31, 2019.

CARRIED.

(2017:38) APPROVAL OF MEETING DATES FOR 2017/2018

The Chair laid out the dates of the 2017-2018 Executive Committee and full Board meetings.

The Secretary advised that there had been a discussion at the recent Executive Committee meeting about the meeting time being changed to start at 12 noon instead of 1:00 p.m. and meetings would conclude at 2:00 p.m. The Chair said that there was consideration about expanding that new starting time to full Board meetings, making them from 12 noon until 3:00 pm instead of 1:00 p.m. to 4:00 p.m. The Chair will ask the President's Assistant to survey Board members about the proposed change of meeting time.

The Treasurer suggested that Board meetings be structured as working lunches that would start at 12 noon.

(2017:39) OTHER BUSINESS

The Registrar noted that she wanted to add to her earlier report that the student peer advisors, who were hired last year, were important to the work of her office.

Dr. Dodd spoke on behalf of Halifax Humanities, reporting that they are staging the *Odyssey* live again and are looking for teams to perform a book of the *Odyssey* and fundraise around that. She urged Board members to participate.

(2017:40) IN CAMERA

MOTION: (O'Brien/Black) that the Board of Governors enter an *in camera* discussion.
CARRIED.

The meeting moved to an in camera discussion.

MOTION: (O'Brien/Gray) that the Board of Governors move out of the *in camera* discussion.
CARRIED.

The meeting of the Board of Governors of the University of King's College adjourned at 4:00 p.m.

Respectfully submitted,

Dale Godsoe, Chair

Jennifer Gray, Secretary