

UNIVERSITY OF KING'S COLLEGE

BOARD OF GOVERNORS MEETING MINUTES

The University of King's College Board of Governors met in the University Boardroom on Thursday, October 3, 2019, at 12:40 P.M.

PRESENT: Dr. Daniel BRANDES (Faculty Representative); Mx. Levi CLARKSON (King's Students' Union President); Ms. Rosalie COURAGE (Co-opted Member); Dr. Gwendolyn DAVIES (Diocese of Fredericton); Dr. Susan DODD (Faculty Representative); Dr. Chris ELSON (Faculty Representative); Professor William LAHEY (President); Supt. Don MacLEAN (Co-opted Member); Ms. Alex McCANN (Co-Opted Member); Ms. Stephanie McGRATH (Co-opted Member); Professor Susan NEWHOOK (Faculty Representative); Professor Peter O'BRIEN (Vice-President); Ms. Izzy ORTNER (King's Students' Union Representative); Mr. Douglas RUCK (Chair); Mr. Paul THOMSON (Alumni Association President); Ms. Adrianna VANOS (King's Students' Union Representative)

Attending by teleconference: Mx. Jennifer GRAY (Secretary); Mr. Ben KATES (Alumni Association Representative); Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island); Mr. Stuart PATTILLO (Alumni Association Representative)

Regrets: Ms. Katrina BEACH (Treasurer); The Most Rev. Ronald CUTLER (Diocese of Nova Scotia and Prince Edward Island); Mr. Bernard DOUCET (Co-opted Member); The Right Reverend David EDWARDS, Bishop of Fredericton (Diocese of Fredericton); Mr. Tom EISENHAUER (Co-opted Member); Ms. Catherine MARTIN (Co-opted Member); Mr. Hugh WRIGHT (outgoing Vice-Chair) (Diocese of Fredericton)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director), Ms. Julie GREEN (Registrar) (attending by teleconference); Ms. Katie MERWIN (Dean of Students); Ms. Bonnie SANDS (Bursar)

STAFF: Mx. Janet HATHAWAY (minutes)

The Chair called the meeting to order at 12:34 p.m.

(2019:27) PRAYER

The Vice-President read the College Prayer.

(2019:28) NECROLOGY

The Chair read the Necrology. A moment of silence was observed. Board members spoke of John Alward.

(2019:29) CHAIR'S REPORT

The Chair presented his report. He welcomed members to the first full Board meeting of the year. He also welcomed Jordan Roberts, the new Sexualized Violence Prevention and Response Officer (SVPRO), noting that she has made an impression on campus quickly, and also on television. The Chair invited Ms. Roberts to give a short profile of herself.

Ms. Roberts praised King's for taking steps to establish the SVPRO office. She advised that she graduated from Dalhousie in 2008 in Gender Studies and has been working in the non-profit sector, including at Adsum House, the Elizabeth Fry Society, and in supportive housing for young mothers.

The Chair advised that the new Alumni Association representative, Stuart Pattillo, was on the telephone. Mr. Pattillo introduced himself, indicating he has been the Treasurer of the Alumni Association for the past two years.

The Chair introduced another new and returning Board member in the person of Daniel Brandes, a Faculty representative. Dr. Brandes spoke about himself briefly: he has been at King's for 15 years, is now Interim Director of the Contemporary Studies Program, and was Director of the Foundation Year Program for five years.

The Chair introduced a returning member, Susan Dodd. Dr. Dodd advised she is a Faculty Representative on the Board and has been around King's five years longer than Dr. Brandes. She is the Associate Director of Student Support in FYP.

The Chair indicated that he was fortunate to be the beneficiary of the effort that has taken place over many years to "right the ship" at the University. He thanked everyone who is engaged in these efforts, and a special thanks to President Lahey, who was unrelenting in getting the financial ship in order. The Chair noted that it took the whole University, student body, and student leadership, to help. This collective effort bodes well for the future. The Chair noted that the University is not yet out of the woods, but the "trees have thinned somewhat" and King's can look ahead and see the horizon in the future. King's must continue to show fiscal responsibility.

The Chair noted that at the end of last year, President Lahey agreed to allow his name to stand for reappointment as President.

The Chair advised that he had the good fortune to attend the Debra Deane Little and Robert Little Academic Scholarships for Varsity Athletes reception. The Deane Littles took the time to thank King's, saying King's is special because of how it treats its students.

The Chair advised that the Board Executive had met at the Delmore "Buddy" Daye Learning Institute. This demonstrates that King's wants to be engaged with the community.

The Chair noted his optimism heading into the coming year.

(2019:30) CONSENT AGENDA

The Chair referred to the Consent Agenda addressing the following matters, which had been circulated:

- a) Approval of Minutes
- b) Alumni Report

- c) Advancement Director's Report
- d) Advancement Committee Report
- e) Facilities Management Update
- f) Conference Services Update

MOTION: (Thomson/MacLean) that the Consent Agenda be approved. **CARRIED.**

Before turning to business items, the Vice-President gave Jordan Roberts an opportunity to speak about her activities. She advised that a big part of her work since September has been introducing herself around King's. She had attended a meeting of the Senior Administrators' Team, the Council of Tutors and Move-in Day. She presented trauma-informed active listening training to all Residence dons and will do bystander intervention training with Campus Patrol.

There has also been significant media attention on her role and she participated in three faculty information sessions.

The Chair noted that there was an interesting article about the SVPRO on the King's website.

Ms. Roberts advised her office is in the lower Link and she would leave business cards with the Vice-President.

At 12:56 p.m., Ms. Roberts left the meeting.

The Chair said it might be appropriate to have the SVPRO return to talk to the Board and provide guidance at a future meeting.

(2019:31) BUSINESS ITEMS

a) ENROLMENT AND OCCUPANCY UPDATES

The Vice-President spoke on behalf of the Registrar, who is travelling in Newfoundland, to give the enrolment report. Most of the information is found in the Registrar's written report in the meeting package, but the Vice-President noted a number of items:

- There is an overall improvement in first year enrolment of 4.2%. However, FYP enrolment is where it was last year, resting at 194 at the moment. First year and new students numbers are up 5.1% since 2016/2017, so that is a trend forward.
- There is interesting news in the BSc enrolment: a 13.2% increase in that sector since 2016/2017. The incoming FYP science cohort has increased from 15 to 22 this year.
- In terms of MFA enrolment, that is still going in a great direction, up 55.3% since 2015/2016.
- There is a growth in diversity in self-identified students by 66% this year.

In areas of progress, there had been a trend of decline in enrolment from King's traditional stronghold of Ontario but that trend seems to have reversed this year. There has been a reduction in Ontario in student tuition levels under the Ford government, as well as OSAP, the Ontario Student Assistant Program, so the

University has been trying to adjust recruitment strategy accordingly and also make known student assistance bursaries and scholarship offerings. Enrolment from Newfoundland is growing. The Registrar is working on things there today. The big message is that student retention and small growth in first year enrolment has offset decline across the board.

Board members referred to the part of the Registrar's report that talks about the College's initiatives around those things, noting concern about the perception that diversity might be used as a "marketing tool". The President responded that while the Board is entitled to know how recruitment is progressing, he appreciated guidance on that. The Vice-President noted that students do not want to be commodified and be counted in the way Board members had indicated. He noted that he would make sure the Registrar is advised of this discussion.

The Dean of Students introduced herself and spoke briefly about the Residence update. The budget forecasted that King's would have 240 students in residence. On Move-in Day, the University had 253 students in residence. Today King's is looking at 248 students living in residence. The Dean of Students reported that King's is in the margins of what was expected. King's has seen increases in NSCAD students and Dal students, many of whom are upper year international students. The Dean of Students noted that the University has been reviewing services to students on campus because of these additional students.

Board members asked if there was a pattern of students returning or whether the students are mostly first years. The Dean of Students replied that it is mostly first year NSCAD students, not returning students. In the normal evolution of maturation of students, they often prefer to live on their own. The Dean of Students advised that she was putting thought into how to make residence more accessible to upper year students.

b) CHANGES TO RECRUITMENT PLAN

The Vice-President advised that the Advancement Director could speak to the changes to the Recruitment Plan.

c) REALIGNMENT OF RESPONSIBILITIES FOR MARKETING BETWEEN THE REGISTRAR'S OFFICE AND ADVANCEMENT

The Advancement Director noted that the Board package contained three documents on the history of the situation and restructuring and a flowchart map of communications at the University. In 2014, recruitment came to the Advancement Office and created confusion about who was responsible for what, which is typical of many universities. Over time, the Registrar's Office and Advancement have improved at working together. The Advancement Director described the current division of responsibilities.

The Vice-President noted that there have been some changes in the recruitment plan and changes to the communications structure. In respect of recruitment, there is a continued emphasis on identifying strong schools, places where King's have teachers and guidance counsellors. The University is making efforts to build up recruitment efforts early with a focus on digital presence and in publications such as *Maclean's* magazine. King's is working on targeted messages to students, building interesting and exciting relationships such as the University of Calgary pathway agreement; having more in-person as well as online events, such as webinars. There are more tours, which are a constant source of good contact. The University is trying to get the message out that financial awards have increased during the past year, including bursaries, the Deane-Little Scholarships, as well as employment opportunities under the umbrella of Public Humanities opportunities as well as other opportunities.

Board members noted approval for the realignment of responsibilities as described by the Advancement Director, and inquired about whether there are sufficient resources.

The President responded that the University is under resourced, but a lot is achieved by how well people work together. This is an aspect of King's culture that everyone is working on nurturing. One of the reasons the President is enthusiastic about this new arrangement is that the people in the offices now have clarity that allows them to focus on what they are doing and work better together. At a high level, Advancement is working on content and the Registrar's Office is using that content for what they are responsible for: recruitment.

The President noted the two critical stages in the recruitment process: application and acceptance; and then conversion; convincing people who have been accepted to actually come to King's. The University does quite well on the conversion part of the recruitment process and King's is shifting some of its efforts to the front-end of the process. He noted that the digital content that the Advancement Office is preparing is very important.

d) 2019-2020 FINANCIAL UPDATE

The Bursar referred to the material in the Board package. She advised that the surplus is \$324,000 more than budgeted. Enrolment now compared to enrolment in the budget: there are nine more full time students this year than expected, including four more international students despite an increase in international student fees. On the Residence side, there are more students than expected.

On the expense side, the Bursar reported there are savings in salaries and benefits, primarily due to timing: the SVPRO and assistant to the Vice-President and the timing of the Library Assistant replacement has resulted in less expense. Two third year Faculty Fellows left and were replaced by two first year Faculty Fellows, who cost less.

Board members inquired about the Library Assistant hire. The Bursar indicated that the Library Assistant was not a new hire but a replacement hire. The Vice-President noted he anticipated a fall hire of his assistant.

The President noted that Board approval of two tenure track positions this year was subject to two conditions: one, that the hires contribute to the diversity of the faculty; and second, that proceeding with the hires would be consistent with the University's financial position. The President reported he had a question at the Faculty meeting from someone who wondered if the University was going to proceed with creation of these two positions in relation to its financial position. He requested confirmation that the Board is in agreement that given the University's enrolment situation and financial situation, that the conditions around the sustainability of these positions be confirmed.

The President noted that the financial plan contemplates King's having 220 students in FYP next year, but there is room for skepticism as to whether the University can see a jump to that in one year. Nevertheless, the President indicated that the Board should be confident with proceeding with these two new faculty hires, given the overall improvement in enrolment. The President noted that the University can do another assessment next year as to whether it is appropriate to proceed with the next two hires.

Board members discussed the overall improvement in enrolment, the need for certainty in faculty hires and the need for these positions to contribute to diversity in the University. The Chair asked whether there were any objections in confirming the two proposed hires and upon receiving none, advised the President that the conditions around the sustainability around these positions have been confirmed by the Board.

e) DALHOUSIE FINANCIAL AGREEMENT PROPOSAL SUMMARY

The President suggested the meeting go *in camera* for the purpose of this discussion.

MOTION: (Lahey/McCann) that the Board of Governors enter an *in camera* discussion. **CARRIED.**

At 1:45 p.m., the meeting moved to an *in camera* discussion.

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

At 2:03 p.m., the meeting moved out of the *in camera* discussion.

f) AMENDMENT TO RESOLUTION – “THREE-YEAR FRAMEWORK FOR INVESTING INTERNALLY RESTRICTED FUNDS TO ACCOMPLISH STRATEGIC OBJECTIVES”

The Bursar noted that in March the Board approved an amendment to this resolution to remove the timeframe specified for spending on scholarships, bursaries and awards from the internally restricted funds to allow for the offering of renewable scholarships over multiple years. Instead of spending a specified amount of money each year over a three-year period, the Board instead authorized the overall spending amount without regard for timeframe. This amendment is to apply the same methodology to the other components of the June 21, 2018 resolution, to remove the timeframe but authorize the overall amount of spending.

The amending resolution would read as follows:

Be it resolved that the resolution of the Board adopted on June 21, 2018, as stated above, be amended as follows:

- *From the Reserve Fund, the Bicentennial Fund or from a combination of the two funds, up to \$250,000 in additional spending on student employment;*
- *From the Reserve Fund, up to \$300,000 in additional spending on recruitment-related activities of the Registrar’s Office and communications and marketing activities tied to recruitment of the Advancement Office; and*
- *From the Reserve Fund, the Bicentennial Fund or from a combination of the two funds, up to \$500,000 to establish or support initiatives including but not limited to an academic enrichment fund, the Humanities for Young People Program, Public Humanities, a journalism camp for high school students, a choral music camp for high school students and a staff development fund.*
- *The Bursar will provide an accountability report annually to the Board of Governors at the June meeting showing actual expenditures made under this resolution in the most*

recent fiscal year as well as total spending to date under this resolution to the end of the fiscal year.

Discussion ensued about the use of internally restricted funds. The President noted that the Board originally approved this amount of expenditure and that the change was simply a question of timing: the removal of the limitation of when the University will spend this money will allow King's to spend this money more effectively.

MOTION: (Clarkson/Thomson) that the Board hereby approves the motion. **CARRIED.**

At 2:25 p.m., the Chair called for a break.

At 2:31 p.m., the meeting resumed.

(2019:32) PRESIDENT'S REPORT

The President highlighted items from his written report:

- The main thing the President wanted to convey is his excitement with regards to the coming year. He noted his desire to see progress on a multifaceted program in Public Humanities, including fellowships.
- The MOU with Dalhousie is important. One of the barriers between the universities has been confusion about the financial relationship.
- A new Equity Officer that is needed and important – that and the SVPRO are additional positions that the improved financial position at King's makes possible. Having Jordan Roberts here for two months has helped him understand the difference these positions can make.
- King's is looking at a financial fund-raising program. The President indicated his confidence that the University will complete the renovations on the three Bays.
- King's will expand its reach into international recruitment by reaching out to young people from 30 countries who come to Nova Scotia to attend high school. The people who run that program are anxious to have a partner and think King's will be a great partner.
- The President noted that the Board has been telling him that more work on human resources is called for and necessary. The University as an institution cares about the people who work for the King's. It is good for King's to be successful for students and be seen to be doing things to be a good employer. It's good for employee morale. Work is being done in this area.

Board members acknowledged the good things in the President's report, including the revision to the President's mandate to reflect more diversity and inclusion. Several Board members noted concern about the accessibility of education, tuition fees, the new MOU with the Province and universities and the concerns of international students.

At 2:42 p.m., the Registrar joined the meeting by teleconference.

The President noted that there is a \$75 million operating gap between what universities have to work with and what they need to be fully funded. CONSUP has been sharing this message with the Province. The Province puts a lot of weight on attracting students to Nova Scotia. The long-term focus is on the quality of education. The President noted that it is for this reason he would not advocate for reduction of tuition because that will exacerbate the issue around the quality of education. The President noted that what he is trying to do is minimize the increases because King's is at the top end of the market in Canada. The amount of tuition is affecting the lives of students.

(2019:33) KING'S STUDENTS' UNION REPORT

The KSU President reviewed their written report:

- They had represented students on the hiring committee for the SVPRO. They are also on the Presidential Advisory Committee on Implementation of the Sexualized Violence Policy, which has met a few times since Jordan Roberts' arrival.
- The KSU participated in activities of the Canadian Federation of Students during the summer. A new Hospitality Coordinator for the Wardroom and Galley has been hired, JM Nsengiyumva.
- The KSU held a barbecue for the MFA students and arranged for the Galley and Wardroom to be open while they were on campus in August.
- The KSU President has been involved in training for new recruiters and dons.
- The theme of Orientation Week 2019 was RetrO-Week, and events included stargazing in the Quad, a harm reduction workshop, campus tours, the Society Fair, and crafts in the yurt.
- The KSU had a Soft Introduction to Activism Tea Party to introduce students to activism.
- The KSU President attended Matriculation.
- The KSU held a Fight the Fees organizing meeting and action on the day fees were due.
- There will be federal election advance polling stations on campus where students can vote. KSU fall elections voting will be on Oct. 8-9.
- The KSU President noted that they are happy about the Equity Officer position.
- A CFS Skills Symposium last weekend had workshops for student leaders and activists.

The Dean of Students advised that she was pleased at how well Orientation Week went. She said it set a good tone for the campus and directly impacted the student experience. She said it was a pleasure working with the KSU.

Board members asked if, among the many activities that KSU does, whether any of them related to career development. The KSU President noted that KSU has limited resources and does not have activities relating to career development. Some students have made connections through the Advancement Office with

alumni for career development. The Dean of Students added that Advancement also does things relating to life after King's.

The Advancement Director noted that the President has held lunches in the Lodge where students can meet with alumni to discuss various career paths and professions. She has discussed implementing some of that in Alumni planning going forward.

The President advised that the Journalism School does a lot of career guidance for students. Students attending the budget town halls said they found the jobs they had while at King's very fulfilling and helpful after graduating.

The KSU President reported that Advancement and KSU worked closely together this year around graduation.

Board members noted that a good message to spread on campus is that now is a good time to stay in Halifax. King's students are good people to hire because they are good thinkers. Every company hiring now wants people with liberal arts degrees who can also understand numbers.

(2019:34) VICE-PRESIDENT'S REPORT

The Vice-President reviewed highlights from his written report, noting that many points had been discussed earlier in the meeting. He took the opportunity to echo enthusiasm for Jordan Roberts.

With the Dean of Students, the Vice-President is co-chairing a Presidential advisory committee on the implementation of the Sexualized Violence Awareness, Prevention and Response Policy that the Board approved in December 2018.

The Vice-President is involved in the hiring process for new faculty members and the support position for his office and the Humanities for Young People program.

The Vice-President reported that he is involved in the Public Humanities program and periodic program and department reviews that are mandated by MPHEC. He will also be doing some travel on behalf of the University.

Board members asked if there was a document about the Public Humanities project. The Vice-President noted it has been a term used for a number of initiatives that have been ongoing and that the Planning and Priorities Committee would be getting a look at some of the curricular aspects of it soon.

(2019:35) REGISTRAR'S REPORT

The Registrar noted that as she was joining by phone, the Vice-President was prepared to give her report.

The Vice-President noted that the main items in the Registrar's report have to do with recruitment and enrolment on which had already been reported separately. Aside from that is an operational aspect of the Registrar's office that makes that office a really busy hub in the early weeks of term. The Registrar reports a 90% increase in advising contact this year over past years.

The BAC (Budget Advisory Committee) sub-committee on Journalism tuition met over the summer and its recommendation will go before the full BAC at its first meeting later this month.

The Registrar's office itself underwent renovation in the summer designed to facilitate accessibility and efficiency.

Board members commented on academic advising being up 90% and asked if that was a good thing.

The Registrar advised that it was predominantly first year students. She noted that the Registrar's Office is having a lot of contact with students. The needs of students are increasing across the board.

(2019:36) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee (GHRNC), started with appointments requiring Board approvals. The Secretary advised that unless there were objections, she would make a joint motion for all three appointments. No objections were noted.

At 3:12 p.m., Ms. Courage and Dr. Davies left the meeting.

MOTION: (Gray/Elson) that the Board approve the following appointments: Dr. Gwendolyn Davies as Vice-Chair of the Board of Governors; Ms. Rosalie Courage as Chair of the Advancement Committee; and Mr. Hugh Wright as Chair of the Campus Planning Committee. **CARRIED.**

At 3:14 p.m., Ms. Courage and Dr. Davies returned to the meeting.

The Secretary advised that notice was given at the last meeting that a motion would be made to delete Section 8(3) of the University By-Laws. The section, creating a Nominating Committee for the Board is not utilized and was meant to be removed in the past.

MOTION: (Gray/McCann) that the Board approve the deletion of Section 8(3) of the University By-Laws (Blue Book). **CARRIED.**

The Secretary referred to the next motion, approval of new terms of reference for the Advancement Committee as presented.

MOTION: (Gray/Davies) that the Board approve the new Terms of Reference for the Advancement Committee. **CARRIED.**

(2019:37) PRESIDENT'S PERSONNEL RECOMMENDATIONS

The President circulated his list of personnel recommendations.

MOTION: (Lahey/O'Brien) that the Board of Governors approve the above list of appointments. **CARRIED.**

The President noted the reappointment of Dr. Susan Dodd as Associate Director, Student Support, in the Foundation Year Program, July 1, 2019 to June 30, 2020; and Dr. Christopher Snook's appointment as Associate Director, Academic, in the Foundation Year Program, July 1, 2019 to June 30, 2020.

(2019:38) OTHER BUSINESS

The Bursar informed the Board that the University is embarking on an enterprise risk management program. She noted that all organizations have risk. ERM programs are about identifying and evaluating risk and coming up with a plan to mitigate high impact and high likelihood risks. She described the process to build the risk management plan and indicated there would be a presentation to the Board on enterprise risk management. The Bursar noted some examples of risks for universities include: not meeting enrolment targets, risky student behaviours, breakdowns of major equipment, etc.

The Vice-Chair referred to the President's report and asked him to respond to items about fundraising for initiatives for a journalism course on reporting on Mi'kmaq communities, including whether that would include New Brunswick or if it would focus just on Nova Scotia. The President noted that the project focuses on a specific Mi'kmaq community, where it will be taught by Mi'kmaw elders. It is embedded in a particular community to give younger members of the community who are still in school the opportunity to learn to be storytellers.

Board members asked if the program could carry over into New Brunswick. The President replied that would depend on how it goes in the first community, although he would be pleased to see King's have a presence in New Brunswick. He advised that Professor Terra Tailleux is still leading the initiative.

Professor Newhook announced that the School of Journalism's Joseph Howe Symposium will be held on Nov. 7 in Alumni Hall. The keynote speaker will be Craig Silverman, the media editor of BuzzFeed News and one of the world's leading experts on online misinformation.

(2019:39) IN CAMERA

MOTION: (Gray/Lahey) that the Board of Governors enter an *in camera* discussion. **CARRIED.**

The meeting moved to an *in camera* discussion at 3:26 p.m.

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

The meeting of the Board of Governors was adjourned at 3:45 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray