

**UNIVERSITY OF KING'S COLLEGE**

**MINUTES OF THE EXECUTIVE COMMITTEE  
OF THE BOARD OF GOVERNORS**

The Executive Committee of the University of King's College Board of Governors met in the Boardroom of the University on Thursday, March 8, 2018, at 12:00 noon.

**PRESENT:** Ms. Adriane ABBOTT (Advancement Director), Ms. Dale GODSOE (Chair), Ms. Jennifer GRAY (Secretary), Ms. Julie GREEN (Registrar), Professor William LAHEY (President), Mr. Brennan McCracken (KSU President), Professor Peter O'Brien (Vice-President), Ms. Bonnie SANDS (Bursar), Ms. Lianne XIAO (incoming KSU President)

Attending by teleconference: Ms. Katrina BEACH (Treasurer), Dr. Gwendolyn DAVIES

**REGRETS:** Mr. Andrew BLACK, Ms. Jennifer LAURETTE (Alumni Association President), Dr. Kevin LYNCH (Chancellor), Mr. Paul THOMSON, Professor Fred VALLANCE-JONES, Mr. Hugh WRIGHT

**STAFF:** Ms. Janet HATHAWAY (minutes)

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The Chair called the meeting to order and welcomed the King's Students' Union President-elect, Ms. Lianne Xiao.

The Chair said the Necrology would not be read because it was a long list and would be read at the meeting of the full Board of Governors in two weeks.

**(2018:01) PRAYER**

The Secretary read the College Prayer.

**(2018:02) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of the Minutes of the Board Executive Committee meetings of September 14 and November 22, 2017;
- b) Advancement Director's Report;
- c) Registrar's Report; and
- d) Campus Planning Committee.

The Secretary noted small changes required to the meeting minutes of September 14 and November 22, 2017. The Bursar also noted a change.

**MOTION:** (Gray/McCracken) that the changes proposed to the University of King's College Executive Committee minutes of the meetings of September 14 and November 22, 2017, by the Secretary and the Bursar be made as proposed, and the Consent Agenda be approved as circulated. **CARRIED.**

**(2018:03) BUSINESS/DECISION ITEMS**

**a) 2018-2019 PROVISIONAL BUDGET WITH PROJECTIONS FOR 2019-2020 AND 2020-2021 AND ASSUMPTIONS**

The Bursar noted that this year, she was presenting a detailed preliminary budget to allow time for review and discussion regarding the operating cash deficit. She noted some assumptions, including a FYP class of 190 and a 3% increase in salaries resulting from outcome of Dalhousie faculty negotiations, which are not yet complete. Costs per student have increased, including Chartwells costs for meal plans.

The Chair noted this is the first time the Board has received a three-year projection in addition to the forthcoming year's budget. The President noted that the three-year budgeting process is a work in progress.

Board members inquired about exploring options such as freezing Bachelor of Journalism fees. The Bursar responded that she is looking at all revenue sources. The Memorandum of Understanding with the Province commits the University to going that route.

Board members also inquired about funding for the sexual violence policy. The Bursar indicated there is a placeholder for that request, and it will be discussed in April with the Vice-President and the interim Dean of Students.

Board members noted that it was helpful to get information in March rather than at the June meeting.

**b) RESOLUTION FOR ESTABLISHMENT OF THE GENERAL FUND AND BICENTENNIAL FUND (INTERNALLY RESTRICTED FUNDS)**

The Bursar noted that the University's auditors were concerned about the University's cash flow and there was a desire to avoid a qualified audit opinion.

The Bursar looked at the cash flow and examined two funds that were being treated as endowment funds (The Bicentennial Fund and the General Fund) and whether these could be accessed as internally restricted funds. A legal opinion was sought and it was determined that these funds were, in fact, internally restricted funds. As a result, the University, by Board resolution, could access those funds for the purposes for which they were raised, as internally restricted funds. The Bursar presented a draft resolution for Executive Committee consideration.

The President noted that this was a serious issue. Accessibility to this money is important for the University to address a deficit if it has no other options. The University needs to ensure it utilizes the funds as dictated by the funds' criteria.

The Executive Committee discussed the wording of the Board resolution as put forward by the Bursar and proposed the following version for approval by the Board:

Whereas it has been determined that funds managed as part of the General Fund and the Bicentennial Fund until now managed as endowed funds are not endowed funds and that these funds should be recognized and managed as internally restricted Funds.

Be it resolved that the Board hereby approves and recognizes two internally restricted funds, as follows:

The Bicentennial Fund is hereby recognized as an internally restricted operating fund. The Fund will be accounted for separately and the Bicentennial Fund will be managed for the purposes for

which it was established, namely:

- Library operations including maintenance and repair;
- Bursaries and scholarships;
- Programs; and
- Faculty support.

The General Fund is hereby recognized as an internally restricted operating fund. The Fund will be accounted for separately and the General Fund will be managed for the purposes of funding expenditures and special initiatives as determined by the Board of Governors to be important for the University's continuing viability, including as necessary to honor the intentions of donors to benefit the University's ongoing well-being and mission.

**MOTION:** (Lahey/McCracken) that the above resolution (as revised) be put to the Board at the next Board meeting. **CARRIED.**

**c) INCREASING FINANCIAL AWARDS OFFERED TO ELIGIBLE PROSPECTIVE STUDENTS**

The President noted that any increase in financial awards would need to be done soon to have an impact on enrolment.

The Registrar noted that when students apply, the University offers an entrance scholarship based on grades at the time of admission. Enhanced awards would be given on top of a scholarship. Bursaries come later when student loan needs are known. Various options were provided to the Executive Committee. The first option noted (direct funding on a student-by-student basis) was preferred as more likely to have a positive effect on enrolment.

Board members asked whether the point system used to distribute financial awards used one point for each category. The Registrar responded that different point values would be assigned and factors would be weighted differently. The priority would be financial need.

The President observed that this could make the budgetary situation more difficult, depending on the uptake and how funds were utilized from the three internally restricted funds. He noted that this was a strategic risk the University is taking and could make the deficit situation more challenging.

Board members asked the Registrar how these approaches compare to what other universities are doing, and what their success rates have been. The Registrar noted that universities are generally not forthcoming about their approaches, and the information is not publically available. She is consulting with Alex Usher, a prominent post-secondary researcher. The Registrar stated that she is committed to having a transparent way of running the process and he is assisting in that regard.

The Bursar noted that if internal funds will be required to fund the initiative, a Board motion will be necessary.

**d) INVESTMENT COMMITTEE MEMBERSHIP**

The Bursar noted that she and Peter Conrod, Chair of the Investment Committee, interviewed three candidates to replace two outgoing members, Tom MacLaren and Carol MacMillan, whose terms mature on March 31, 2018, and who wished to step down from the Committee. Members of the Investment Committee recommended that two of the interviewees join the Committee: Permjot Valia and David Ross,

FCIA, FSA.

**MOTION:** (McCracken/Davies) that the Executive Committee recommend to the Board of Governors that Permjot Valia and David Ross be appointed to the Investment Committee. **CARRIED.**

e) **APPROVAL OF AMENDMENTS TO REGULATIONS GOVERNING FACULTY-ADMINISTRATIVE RELATIONSHIPS AND REGULATIONS CONCERNING APPOINTMENTS, PROMOTION AND TENURE AS APPROVED BY FACULTY FEBRUARY 27, 2018 (THE “PINK BOOK”)**

The Vice-President reported that the *Pink Book* was presented to Faculty at their February meeting and approved as it stands. It was the culmination of a multi-year project to bring the Pink Book up to date with its original mandate, tidy it up, and make it internally consistent and with other College policies. A Town Hall was held last fall, drafts were distributed to Faculty, and there was a legal consultation with lawyer Noella Martin, who made recommendations for clarification. The President invited Faculty to meet with Ms. Martin to discuss her proposals. The Appointment, Promotion and Tenure (APT) Committee was charged with overseeing the process.

The Vice-President noted that the approved document is ready to come to the Board. He indicated that Dr. Neil Robertson, Dr. Melanie Frappier, and all the members of the APT Committee -- in particular, Dr. Simon Kow -- had major roles in the changes.

**MOTION:** (O’Brien/McCracken) that the Executive Committee recommend to the Board of Governors that the Pink Book revisions be adopted. **CARRIED.**

**(2018:04) PRESIDENT’S REPORT**

The President noted that the University was at a critical point financially. There is a collection of individual initiatives, but all are part of an overriding strategy to restore revenues by increasing enrolment: higher enrolment; higher occupancy; progress on the Dalhousie financial arrangements; taking opportunities to put salaries into partially funded chairs. The University is making progress on three of the four.

The University is making progress on achieving revenue through enrolment.

[At 12:54 p.m., the incoming KSU President left the meeting.]

The President noted that the meeting with consultant Dr. Ron Bond about options for resolving ongoing discussions about the agreements under which financial transfers happen between King’s and Dalhousie went very well. The President observed that Dr. Bond had read the Board minutes and was informed and prepared.

The Secretary noted that Dr. Bond’s mandate is to deliver a report on “Notes and Observations” by June 2018, although the wording of the President’s written report said 2016.

**(2018:05) KING’S STUDENTS’ UNION REPORT**

The President of the KSU noted highlights from his report: at KSU’s winter elections on February 14-15, 2018, a new executive was elected: President Lianne Xiao, Student Life Vice-President Michael Greenlaw, Financial Vice-President Marie Dolcetti Koros, External Vice-President Isabelle Reynolds, and Communications Vice-President Izzy Ortner. Board of Governors representative Julia-Simone Rutgers was

re-elected, and Chris Pearse is a newly elected Board representative. The changeover day for the incoming KSU Executive is March 15, so this is Mr. McCracken's last attendance at a meeting of the Board of Governors' Executive Committee.

KSU's recommendations for the University budget include reducing tuition and fees, particularly in the School of Journalism; supporting and funding the upcoming sexual violence policy; funding free menstrual health products for students on campus; and improving the budgeting process to include more student consultation and input. KSU is looking forward to more discussions with the Budget Advisory Committee in the coming weeks.

The KSU President reported that the Galley space agreement has been updated.

The Chair thanked the KSU President for his attendance and participation at the Board.

**(2018:06)      REGISTRAR'S REPORT**

**a)      RECRUITMENT AND RETENTION FOR 2018 -2019**

The Registrar recognized the efforts of faculty and staff in support of recruitment efforts and noted that 400 handwritten notes had gone out from faculty members to students, as just one small example of recruitment activities.

The Registrar distributed the March 1, 2018 update on recruitment efforts: there have been 459 applicants, and 366 have been offered admission. The Registrar estimated the FYP entering class may be as large as 213 in the fall, which would be significant growth. The Registrar noted she is pleased with those numbers but is not resting on them because many of those applicants are from Nova Scotia, and changes that have made it easier for applicants to apply to Nova Scotia schools may not carry through to new students for King's.

The Registrar reported that the University is continuing to grow its applicant pool, relying on marketing support from the Advancement office.

The Registrar reviewed the applicant pool by program. She noted that she was pleased the Arts pool is as large as it is because King's has a higher conversion rates for Arts. She said there is also a higher rate of undeclared applicants this year, so her staff are talking to these students about FYP. Students who are not part of the FYP experience are less likely to stay at King's.

Housing applications are not as high as last year, although the number of applicants from Nova Scotia has risen; many of them tend to be commuter students.

She noted that the lack of fees being paid to this point is not a major issue because staff are busy in many areas like application processing, so some work backs up. Her team did extra work to catch up and will focus on this effort now.

On retention, the University is doing a campaign to help register students this year. King's is building into the recruitment cycle the idea that students will stay here for the four years and is reinforcing that message throughout the year.

Board members asked about 134 applications from Nova Scotia which turned into 107 offers. The Registrar noted that the offers column is not entirely up to date as some applications were incomplete. Nova Scotia students historically do things later. She expects that offer number to increase.

Board members inquired as to whether there was risk from a timing perspective of losing applicants if the offices is busy. The Registrar noted that they usually get offers out in two weeks and sometimes one week. Computer issues has contributed to delays this year, and the Registrar noted that timing is something that she wants to improve.

Board members inquired as to how many students came from private schools. The Registrar noted that King's draws from private schools in Ontario and has had an increase from Sacred Heart [in Halifax]. King's-Edgehill has been more challenging.

Board members noted that New Brunswick numbers are low. The Registrar advised that King's is noticing drops because of provincial governments' efforts to keep students in their own provinces. The President observed that St. Thomas University is thought of throughout New Brunswick as being an "alternative" to King's.

### **(2018:07)      VICE PRESIDENT'S REPORT**

The Vice President highlighted topics from his written report. He reported that he had been occupied by searches to replace the Dean of Students and the Chaplain. He praised the search committees. He reported that an Interim Dean of Students was appointed at the end of January and began working with Dean Nicholas Hatt to transition into his position. The Interim Dean, Chauncey Kennedy, will be in place until June 30. The search for a permanent replacement for Dean Hatt is ongoing. The Committee will be interviewing candidates next Tuesday. The Vice-President noted that he wants to have the process complete by the end of term so candidates can visit the campus and interact with students.

He reported that the Chaplaincy search is ongoing. Two promising candidates are scheduled for Skype interviews on March 9 and 12. Applications for the position have been reopened until the position is filled.

Both search processes have involved consultation with the King's community at the constituent level.

The Vice-President mentioned initiatives discussed by the President involving conversions of Carnegie professorships, saying there have been many conversations with Dr. Frank Harvey, Dalhousie Faculty of Arts and Sciences Dean, and his replacement, Dr. Jure Gantar, about repurposing the Carnegie positions, which traditionally are entirely housed at FASS. A number have fallen into vacancy over recent years. King's would like to enter into a partnership with FASS to share those individuals on a hybrid basis. Those discussions are ongoing.

The Vice-President reported that the Sexual Violence Awareness, Prevention and Response Policy Committee has produced a draft that now rests with a working group. In order to bring the policy in line with policies already on the books at King's and to address potential sources of liability and work out an implementation plan, KSU is recommending that a full time staff position be allotted to the Sexual Violence Prevention and Response Officer. The Vice-President noted that he is taking that recommendation to heart and wants to deliver as effective a policy as possible, but is not convinced that is the best way to proceed. The University has been discussing partnerships with other small universities in HRM and Avalon Sexual Assault Centre about sharing advice and education, and working with the new Dalhousie sexual violence policy and representatives from Dalhousie Student Services with Chauncey Kennedy to see if Dalhousie can assist with the investigation component. He is hoping to produce a workable draft for the Board for the June meeting, if not sooner.

Public Humanities curricular development is one of the three mandate items in the President's report. There have been discussions with Jerry Bannister and his assistant in the Dalhousie History Department, and

King's has had help from Harry Critchley in developing a certificate program with NSCC that will be part of a broader initiative at King's.

The Vice-President reported that Janet Hathaway would become the Interim University Librarian and Archivist effective from April 1, 2018, through June 30, 2019. She will also serve as the Academic Integrity Officer.

**(2018:08)      BURSAR'S REPORT**

a) **2017 2018 FINANCIAL UPDATE**

The Bursar provided a financial update on the current fiscal year, which ends in three weeks.

The biggest variances in the budget related to the timing of debt issues, which has saved the University interest: the deficit-financing loan is an interest-only loan for the first years, which has saved the University \$240,000.

In addition, the University has had better winter retention of students this year, as well as a higher number of part time students this winter, so overall, is up on tuition by \$185,000.

She noted that the Dalhousie Faculty Association salary scale would have positive impact on the budget.

**(2018:09)      GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT**

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee, reported on three matters: a candidate has been found for the Chair of the Board and she is preparing a motion to have this person approved as a member of the Board of Governors and as the Chair.

On the evaluation side, an electronic survey will be going out, further to the Board evaluation process established last year.

She noted that the forthcoming departures in June of Dale Godsoe, the Board Chair, and Andrew Black, representative of the Diocese of Nova Scotia and Prince Edward Island, would create two positions to be filled.

The Chair pointed out that Mr. Black's position is the Bishop's appointment, so the Committee has been seeking the Bishop's thoughts on the matter.

**(2018:10)      OTHER BUSINESS**

There was no other business.

It was noted by Board members that the *Globe and Mail* picked up the news that King's has established a scholarly inquiry to examine the possible connections, direct and indirect, of the University with slavery in the late 18th and early 19th centuries. The President noted that the *National Post* also carried the news and was pleased that the article was virtually a verbatim recital of the interview he had done. He reported that Global News interviewed him as well.

The President noted that the University had previously met with a group of leaders from the African-Nova Scotia community at Cornwallis Street Baptist Church, including Dr. Rhonda Britton. Dr. Dorota

Glowacka, Dr. Sylvia Hamilton, Douglas Ruck, Supt. Don MacLean and Elizabeth MacDonald were also there from King's. The University's initiative was well received. The President stated he subsequently attended a special service at Cornwallis Street Baptist Church in honour of African Heritage Month.

(2018:11)     **IN CAMERA DISCUSSION**

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

The meeting moved to an *in camera* discussion at 2:50 p.m.

**MOTION:**     (McCracken/Davies) that the Board of Governors Executive Committee move out of the *in camera* discussion. **CARRIED.**

The meeting of the Board of Governors Executive Committee was adjourned at 3:00 p.m.

Respectfully submitted,

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Dale Godsoe, Chair

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Jennifer Gray, Secretary