

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 Friday, September 21, 2018, at 12:10 P.M.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Ms. Katrina BEACH (Treasurer), Dr. Gwendolyn DAVIES, Dr. Sue Dodd (Faculty Representative), Ms. Jennifer GRAY (Secretary), Ms. Julie GREEN (Registrar), Professor William LAHEY (President), Professor Peter O'BRIEN (Vice-President), Mr. Douglas RUCK (Chair), Ms. Bonnie SANDS (Bursar), Ms. Lianne XIAO (KSU President)

Attending by teleconference: Ms. Jennifer LAURETTE (Alumni Association President),

REGRETS: Mr. Paul THOMSON, Mr. Hugh WRIGHT (Vice-Chair)

STAFF: Ms. Janet HATHAWAY (minutes)

The Chair called the meeting to order at 12:08 p.m.

(2018:24) PRAYER

The Vice President read the College Prayer.

(2018:25) NECROLOGY

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

(2018:26) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes
- b) Alumni Report
- c) Advancement Office Goals
- d) Advancement Committee Report
- e) Facilities Management Update
- f) Conference Services Update

Board Members requested a full discussion of the *Advancement Office Goals for 2018-2019* document listed in the Consent Agenda.

MOTION: (Gray/Davies) that the Consent Agenda, with the removal of the Advancement Office Goals document be approved. **CARRIED.**

(2018:27) BUSINESS ITEMS

- a) **2018-2019 OPERATIONAL PLAN FOR RECRUITMENT**

The Registrar reviewed the draft 2018-19 Operational Recruitment Plan and the *Operational Recruitment Plan 2018-2019 Logic Model and Theory of Change*, which was distributed at the meeting. She described the flow chart and evaluation matrix included in the second document, in detail. The Registrar noted that there are specific metrics under each category listed in this document, with clear indicators to show whether the University is on target. The evaluation matrix gives a way to adapt during the recruitment cycle so the Registrar's Office can pivot where it needs to.

The Registrar noted that an operational plan allows the University to engage in planning and to get materials out earlier.

Board members discussed efforts to achieve diversity in student recruitment and supports on campus that could assist in retention of a diverse student population. It was also noted that in the list of “supporters” of recruitment and retention efforts, the Board was not explicitly listed.

The Registrar noted that everyone, including Board members, has a role to play, such as following King’s on social media. She pointed out the example of a prospective student who is planning to come next year because that person had seen on Facebook that students seem to be happy here.

Board members inquired about alternative forms of advertising, such as ads in movie theatres. The Advancement Director noted that the budget was not available for these advertising methods, so the University has to look at other routes of strengthening the King’s network – through alumni advocacy, and looking for less expensive media opportunities. Digital advertising is the only type of advertising the University can afford right now.

The Registrar noted the importance of authentic content. The Advancement Director reported that on move in day, she introduced herself to students asked what it was that made them decide to come to King's. Most times, it was because they met someone at a fair and picked up materials. The University is strengthening those things that are convincing people to come to King’s

Board members noted that the plan the Registrar has presented was developed in close consultation with the Enrolment Management Committee and that mention of this should be made in the document.

The President emphasized the importance of “announceables”: newsworthy items that are happening at King's, such as the new relationship with the University of Calgary Law School or the Slavery Project, because that gets King’s some attention in the press. This is more “authentic” coverage in the press than something that is solely promoted by the University.

b) ON-GOING DISCUSSIONS RELEVANT TO COLLEGE'S FINANCIAL SITUATION

i) King's/Dalhousie Financial Transfer Agreement

The President spoke about ongoing discussions with Dalhousie University and then answered questions.

ii) Provincial Funding

The President reported that the Council of Nova Scotia University Presidents (CONSUP) is discussing with the Province a new multiyear MOU with all presidents. He noted that several groups of people at the University have been talking to the Provincial Government on behalf of King's. These conversations are encouraging. The universities are developing a common position for their negotiations with the Province.

The President reported that he is confident that the interests of small universities are being attended to in that conversation and that the Bursar has been heavily involved in that process. He felt comfortable that the united position represents and is inclusive of the issues smaller universities put on the table.

The Provincial Government has stressed the importance of higher education to the future of the Province. The President felt the Province appreciates the diversity of the models in higher education in Nova Scotia. There is a positive conversation about the sustainability of the system being mutually important.

The President noted that King's is unique. The University's active participation in the community is being noticed at the provincial level.

The President reported that plans were being put in place to develop expenditure reduction options. Board member discussed the role of Faculty in decision-making around expenditure reduction.

c) FRAMEWORK FOR IMPLEMENTING BOARD RESOLUTION FROM JUNE MEETING ON THREE-YEAR PLAN FOR STRATEGIC INVESTMENT OF RESERVE FUNDS

The President referred to an attachment to his report that was shared with Faculty at their September 18 meeting. He noted that the resolution from the June meeting identified sums of money that could be spent in each of the next three years on scholarships, awards and bursaries, student employment, and recruiting. It also authorized the expenditure of up to \$500,000 over three years on academic enrichment, staff development, student employment, support for Humanities for Young People, Public Humanities, and high school student programs. The resolution had two conditions: that an expenditure reduction plan be presented to the Board at its December meeting, and that consultation take place in the University in accordance with the College's processes of governance and administration.

The President noted that the document sets forth more detail on the implementation of the resolution. For example, it spells out what committees would be responsible for the expenditure of money.

MOTION: (Beach/Davies) that the document entitled *Framework for Administering Monies Allocated from Internally Restricted Funds for Additional Spending in Strategic Areas Over the Next Three Years* be put to the Board for approval. **CARRIED.**

(2018:28) CHAIR'S REPORT

The Chair reported that he and the President have met on various occasions and things are going well.

The Chair then moved to the item remaining from the consent agenda: *Advancement Office Goals for 2018-2019*. Board members discussed the document and concerns were expressed that any reputational analysis should be run through the Enrolment Management Committee. The President indicated he was not adverse to that.

The Chair noted that the document had been removed from the consent agenda, so a motion was needed.

MOTION: (Dodd/O'Brien): that the *Advancement Office Goals 2018-2019* document be accepted with the understanding that it will involve consultation with the Enrolment Management Committee with respect to the reputational studies undertaken by the University. **CARRIED.**

(2018:29) PRESIDENT'S REPORT

The President reported the Province has Innovation Tables that are set up under the Memorandum of Understanding through which the Province funds universities. There have been a number of these tables over the past years but King's has not served on any. In the past, these initiatives have been heavily weighted in the direction of research related to economic development in Nova Scotia. A new innovation table called the Cultural Innovation Table has been established in connection with King's and NSCAD on the importance of arts and culture to the Nova Scotia economy, the importance of universities to the richness and vibrancy of that community, and the contributions that the Nova Scotia arts and culture community makes to the universities. These tables are given money to work with. NSCAD and King's are pushing for some of that money to be used for advertisements province-wide for arts, humanities and journalism. The Province believes these are important to Nova Scotia and these programs do draw people to Nova Scotia.

The President spoke of the new Dean of Students, Katie Merwin, and the new Chaplain, Rev. Ranall Ingalls and noted that both individuals are doing very well. The President was optimistic and enthusiastic about what both of them will do.

(2018:30) KING'S STUDENTS' UNION REPORT

The King's Students' Union President tabled her report. She spoke of student action on September 18, making posters for the stairway of the main building. Other things since the last Board meeting have included:

- Orientation Week, "Anchors Away," a sea-themed week of education and fun that included a blanket exercise led by Elder Geri, and Queeraoke hosted by the King's Pride Society.
- KSU partnered with other student unions to put on alternative Pride events in July, and in August, hosted a barbecue to welcome Master of Fine Arts in Creative Nonfiction students to campus.
- In early September, KSU led students in sign-making and a rally in support of striking prisoners at Burnside. KSU also wrote and delivered a letter to the Minister of Labour and Advanced Education demanding just and equitable conditions for striking prisoners. The KSU President reported that a prisoner died during the strike.
- On September 17, nominations opened for KSU councillor elections. The KSU is hosting election workshops to support students interested in running, one targeted towards non-dudes on how to navigate student union spaces, and the other on the supports and services of the union.

After the KSU President's report, the meeting paused at 1:57 p.m. for a ten-minute break. The meeting resumed at 2:07 p.m.

(2018:31) VICE-PRESIDENT'S REPORT

The Vice President reviewed highlights from his written report, saying that the largest component of his report was on the Sexualized Violence Awareness, Prevention and Response Policy Committee. He reported that the Committee has reconvened since the last Board meeting and met throughout the summer. It produced a draft that is now with legal consultation. There remain questions on implementation: the status of the Sexualized Violence Prevention and Response Officer, and whether that is a full time position

as the KSU has demanded, or whether that will be covered by through some other arrangement. Another issue is investigators: whether they will be external or shared among institutions. The Committee has plans for a second community consultation that will mirror the one held last year. The town halls will be on October 16 and 17 and community input through emails, anonymized emails, and a web form are welcome. The hope is to have a draft ready for the Faculty meeting on October 30 and at the Board Executive meeting in November and to be ready to go to the Board for approval in December. The outstanding questions have to do with implementation.

The Vice President reported that he continues to work on the Public Humanities certificate program and the Diversity Discussion Group. He also worked closely with the Registrar on the Operational Recruitment Plan and noted he would be doing quite a lot of recruitment in Ottawa, Montreal, Toronto and Vancouver this term.

(2018:32) BURSAR'S REPORT

a) 2018-2019 FINANCIAL UPDATE (FIRST QUARTER REPORT)

The Bursar reported that the forecasted deficit for 2018-19 is \$374,000 lower than the budgeted deficit for 2018-19 primarily due to higher enrolment resulting from better retention of upper year students, with the exception of Journalism which has declined. Improved occupancy in the residences as a result of Dalhousie not being able to accommodate all its first-year students has also positively impacted the forecast. There are also several NSCAD students in residence. She indicated that enrolment figures utilized in the first quarter forecast were from the end of August. The headcount at that time was 870 but, per a report run this week, that figure is now 907. This improvement will be reflected in the second quarter forecast and could potentially improve the deficit by another \$200,000 - \$300,000. At this time, total headcount is 84 above the budgeted headcount.

(2018:33) REGISTRAR'S REPORT

The Registrar reported that the FYP class is up 4% from last year, which was up 3% from the year before. There has been a 2% increase in overall enrolment since last year. The increase in overall headcount is as a result of increased retention through community effort.

In terms of self-identified visible minorities, it is 11% this year, which is an increase. The University is achieving greater diversity in terms of visible minorities and also socioeconomic diversity in the student population.

Board members noted that one element of increasing diversity was reducing the financial burden for international students.

(2018:34) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee reported that Alex McCann is seeking to step down as chair of the Campus Planning Committee. The succession of Treasurer was also raised.

The Secretary said she will be reaching out to the Chair about how to maintain a continuous process in recruitment.

(2018:35) OTHER BUSINESS

The Secretary reported that Board member Catherine Martin is giving a presentation on Mi'kmaq heritage next month.

The President reported that the University has just announced a major gift of \$150,000 from Fred and Elizabeth Fountain to provide further support to the Alex Fountain Memorial Lecture, which enables students to invite a speaker of their choosing to campus, and the Stay Connected Mental Health Project, which ensures students needing peer support receive it.

(2018:36) IN CAMERA DISCUSSION

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

The meeting moved to an *in camera* discussion at 2:34 p.m.

MOTION: (Gray/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,

Douglas Ruck

Jennifer Gray