

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, November 29, 2018, at 12:10 P.M.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Dr. Sue DODD (Faculty Representative), Ms. Jennifer GRAY (Secretary), Professor William LAHEY (President), Ms. Katie MERWIN (Dean of Students), Professor Peter O'BRIEN (Vice-President), Mr. Douglas RUCK (Chair), Ms. Bonnie SANDS (Bursar), Paul THOMSON (by teleconference), Ms. Lianne XIAO (KSU President)

Attending by teleconference: Dr. Gwen DAVIES and Mr. Paul THOMSON

REGRETS: Ms. Katrina BEACH (Treasurer), Ms. Julie Green (Registrar), Mr. Hugh WRIGHT (Vice-Chair)

STAFF: Ms. Janet HATHAWAY (minutes)

The Chair called the meeting to order at 12:15 p.m.

(2018:37) PRAYER

The Vice-President read the College Prayer.

(2018:38) NECROLOGY

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

(2018:39) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes
- b) Alumni Report
- c) Advancement Office Report
- d) Advancement Committee Report

MOTION: (Gray/O'Brien) that the Consent Agenda be approved. **CARRIED.**

(2018:40) BUSINESS ITEMS

- A) SEXUALIZED VIOLENCE AWARENESS, PREVENTION AND RESPONSE POLICY**

The Vice-President presented the Sexualized Violence Awareness, Prevention and Response Policy. He introduced Dean of Students Katie Merwin, who was on hand to help answer questions.

MOTION: (O'Brien/Xiao) that the Executive Committee recommend approval by the Board of the University of King's College Sexualized Violence Policy as presented in the circulated document on the understanding that an implementation process will begin immediately following approval, and that the policy will be activated no later than September 2019.

In discussion, Board members expressed concerns about (a) the implementation plan and (b) issues of fairness. It was suggested that the Board received updates of how the implementation is progressing. The Vice-President agreed.

CARRIED.

b) COST REDUCTION PROCESS UPDATE

- i. Distributed materials on College's financial situation**
- ii. Actions taken or in progress**
- iii. Condition attached to Board motions approving a three-year plan for use of internally restricted funds and application of reserve funds to 2018-2019 operating budget**

The President provided updates on the cost reduction process. Two motions were passed last June, one approving the application of Reserve Funds to this year's deficit, and the other approving a three-year framework regarding recruitment and retention. Both had conditions attached that the President would be presenting a cost-reduction plan at the December meeting of the Board. The President indicated he will be seeking to extend the timeline for tabling cost reduction plans to the March Board meeting.

The President reported that the University has several discussions going: one at monthly meetings of Faculty and one at the large administrative group on the non-Faculty side of the University. A substantial piece of work that was done by the Bursar on a more comprehensive presentation of information in the form of overhead slides to demonstrate the University's financial situation. Feedback was received from Faculty on those slides, and also from the Finance, Audit & Risk Committee.

Two discussions were held with Faculty, in October and November. The recent conversation went beyond talking about the information to asking questions that might be relevant to considering different options.

On the administrative managers' side of the equation, the President reported that he had a first meeting of the larger administrative group. There were specific points that came up: one was how reductions must themselves be structural, not simply a non-expenditure for a year, but an operational change that results in a permanent change. Further, budget managers should be given the first opportunity to say what reductions from their area are to be considered.

The President reported that the Bursar will send out memos next week to budget managers asking them to identify options. The President indicated that they are asking managers on the administrative side to identify options on the 2%, 3%, and 5% level, including salary levels. On the academic side, the memos will be more general because the discrepancy between the non-academic and academic component is so extreme that it is not realistic to ask someone to come up with a 5% budget reduction including academic salaries and benefits. At the faculty level, the President indicated that he was looking for cost reduction at an order of magnitude that can make a significant difference to the deficit while at the same time maintaining the University's level of educational excellence.

The President indicated that the goal of a cost reduction exercise might be somewhere in the vicinity of \$500,000. The University needs cost reduction that is significant but also compatible with King's being

good at what it does. The President indicated he thought \$500,000 is realistic and will be 2.5% of our total budget, if achieved.

Conversations with the Province have been encouraging. There is no pushback or argument about the existence of a structural deficit at King's. There is the realization that King's is distinctive in the Province and there are a number of small universities in the Province that also have structural deficits that are acknowledged by the Province. One part of the reason to let this process continue until March is that it can go on in parallel with discussions with the Province, King's recruitment efforts, and the foregoing discussion of reductions.

c) Smoking Policy Amendment to Confirm Applicability to Cannabis

The Bursar discussed an amendment to the Smoking Policy. It was implemented in August 2016 and this amendment modifies the policy to include all forms of cannabis. There was discussion about what motion was needed to move this on to the Board. With agreement of the Executive, the President indicated the motion would be put in the Consent Agenda at the next Board meeting.

d) Tri-Bays restoration project – readiness to proceed in 2019

The President reported that the University has an architectural plan for restoration of the Tri-Bays, including Chapel, Middle, and Radical Bays. It was presented to students and faculty last year, endorsed by them, and discussed at the Board last spring. The core concept is that it is a restoration concept as opposed to a renovation concept. The basic footprint of the rooms will be kept, with each student having their own room inside a suite of rooms. Since then, the Director of Facilities, Alex Doyle, has developed a construction plan for doing the work in four months that would usually take 12-18 months. If the University were not able to accommodate that many students in residence for a full academic year would raise issues about revenue and quality of student life.

The President noted he was getting a validation of the plan from Scott McCrae, the CEO of Armour Group. His company has a history of doing construction projects of that type. He is looking at the feasibility of the timeline.

The President indicated that Alex Doyle plans to retire from King's on March 31, the day before the construction project would start. He reported that the University is considering all options about filling the position of Director of Facilities. Board members asked if Alex Doyle would return to manage the project on a contracted basis. The President indicated this was unlikely.

e) Amendment to University of King's College Endowment Fund Statement of Investment Policy and Goals (SIPG) to change asset mix as a result of adding alternative investment manager

The Bursar spoke on behalf of Peter Conrod, the Investment Committee chair. In June 2018, the Board approved a second investment manager who would manage alternative investments, such as in real estate and things that have a higher risk.

The Bursar walked the Executive Committee through the various changes. These included a change in investment targets.

Board members asked about ethical investing. The President noted that the Investment Committee tries to balance higher returns with safe investments.

Board members asked whether King's has any shared investments with Dalhousie. The President indicated it does not.

MOTION: (Sands/Lahey) that the Executive Committee recommend that the Board approve amended Statement of Investment Policy and Goals. **CARRIED.**

f) Green Book Changes

The Vice-President noted these were procedural changes to documents that govern the three upper-year programs. They largely involve changes made in acknowledgment of conditions that affect management of curricula and staffing that have evolved since the establishment of the first program in the early 1990s. Whereas there used to be separate joint councils for each program composed of a selection of faculty members from both Dalhousie and King's, the proposal now is to have one advisory council that would include Associate Deans from Dalhousie's Faculty of Arts and Social Sciences and Faculty of Science that would address the present realities of managing those programs as King's programs.

The Vice-President reported that this has met with the approval of the relevant academic development committees at Dalhousie as well as the Planning and Priorities Committee and it is a more efficient way of managing the Programs.

MOTION: (O'Brien/Gray): that the Executive Committee approve a notice of motion that the Board accept the proposed changes to the Green Book as circulated. **CARRIED.**

At 1:12 p.m., the meeting took a break.

At 1:17 p.m., the meeting resumed.

(2018:41) CHAIR'S REPORT

The Chair indicated that he had no report for this meeting, but was looking at the functions and operation of the Executive Committee and the meeting agenda.

(2018:42) PRESIDENT'S REPORT

The President reported on several items:

- The Experiments Society held its last meeting of the term, hosted in the Lodge. Thirty students and four professors attended and took in two talks on microscopes.
- Sunday is College Christmas: a Chapel service is at 4 p.m., then later in the Lodge, Frivols. Participants bring a favorite reading to share with others. After the Board meeting next week, there will be a party in the Lodge for faculty, staff and Board members.
- During the fall term Reading Week: The Vice-President was visiting schools in Vancouver. Neil Robertson and others were travelling across country. John Stone at Armbrae hosted 85 high school students from around Metro for the two-day Armbrae Dialogue, with Duncan McCue making a presentation from his cell phone from the Toronto airport. Visitors to the University attended all that week, with the tour guides constantly busy; social media was busy, recruiters were out in Alberta, B.C., and Ontario.
- The Bank of Montreal last March, with the help of Chancellor Kevin Lynch, committed to funding for fellowships that will be part of the Public Humanities program. These will be summer jobs for the students who are selected. They will have summer jobs for two summers in a row; in the third

summer, the students will be expected to find employment for themselves. Funding of this program has been secured for five years.

- The President reported on the developing relationship with the Faculty of Law at the University of Calgary, under which students at King's would be given provisional admission into the first year of law at Calgary, provided the student maintains scholarship-level marks at King's/Dalhousie. It also applies to current students, provided they have done FYP and have the academic standing.
- Alumna, Judith Wright, passed away recently and left a bequest to King's. King's is in the final stages of transferring that money from her estate to the University. When complete, the University will announce the Carrie and Ralph Wright Memorial Scholarship in the range of \$50,000: \$17,000 in the first year and \$11,000 in the three subsequent years.
- The Prince Scholarship is the reactivation of a scholarship that existed in the 1960s and 1970s. King's has re-established this scholarship for African-Nova Scotia students. It is available at \$6,000 per year and renewable. A donor wants to help increase the value or the number of scholarships that are available. The Chair and the President met with Minister Tony Ince about the Historical Inquiry on Slavery and also on scholarships. The Inquiry will almost certainly bring to light things that are difficult for the community. The Prince scholarship is a celebration of a part of King's history that is very positive with regard to King's relationship with the African-Nova Scotian community. The Minister was eager to spread the word on the Prince Scholarship and the Carrie Best Scholarship.
- Meagan Campbell, was interviewed for a Rhodes scholarship last week. Board members inquired about the Cambridge scholarships and the Vice-President indicated interest in receiving further information. The Vice-President is making sure students know about the Rhodes scholarship and are encouraged and supported in applying for it.

At 1:50 p.m., the Chair left the meeting. The President assumed the role of Chair.

(2018:43) KING'S STUDENTS' UNION REPORT

The King's Students' Union President indicated that she had nothing to report.

(2018:44) 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.

(2018:45) BURSAR'S REPORT

a) 2018-2019 financial update

The Bursar reported that Item 10, the deficit, is at just under \$1.6 million, an improvement since the last meeting, when it was \$1.9 million. It was important to note the large increases in enrolment in arts and science, with a slight decline in Journalism. She noted that upper year retention has improved.

(2018:46) REGISTRAR'S REPORT

The Vice-President reported that the Registrar was travelling in Boston. He indicated there was a written report circulated that outlines the activities that have been underway in terms of recruitment efforts – the lecture tour, open house, Armbrae Dialogue. The Registrar stressed that December 1 was a key date for getting real numbers on the enrolment situation.

(2018:47) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee, reported that there are a number of recruitment requirements. The Board has a number of Committee Chair positions to fill. The Secretary outline an initial recruitment plan for Board and Committee members that is currently before the Governance Committee.

(2018:48) OTHER BUSINESS

There was no further business.

(2018:49) IN CAMERA

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

The meeting moved to an *in camera* discussion at 2:15 p.m.

MOTION: (Gray/Dodd) 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 2:30 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray