

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 7, 2019, at 12:10 P.M.

PRESENT: Ms. Katrina BEACH (Treasurer), Mx. Levi CLARKSON (incoming KSU President for 2019-2020), Dr. Gwen DAVIES, Dr. Sue DODD (Faculty Representative), Mx. Jennifer GRAY (Secretary), Professor William LAHEY (President), Professor Peter O'BRIEN (Vice-President), Mr. Douglas RUCK (Chair), Mr. Paul THOMSON, Mr. Hugh WRIGHT (Vice-Chair), Mx. Lianne XIAO (outgoing KSU President)

Attending by teleconference: Ms. Jennifer LAURETTE (Alumni Representative)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director), Ms. Julie Green (Registrar), Ms. Bonnie SANDS (Bursar)

Regrets: Ms. Katie MERWIN, Dean of Students

STAFF: Mx. Janet HATHAWAY (minutes)

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

(2019:01) PRAYER

The Vice-President read the College Prayer.

(2019:02) NECROLOGY

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

(2019:03) CONSENT AGENDA

The Chair welcomed incoming KSU President Levi Clarkson.

A Consent Agenda addressing the following matters was circulated:

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

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

(2019:04) BUSINESS ITEMS

a) EXPENDITURE REDUCTION, CONTROL AND REALLOCATION PLAN

The President noted that last June the Board approved a budget that had a significant deficit. The Board simultaneously approved a framework for three years of spending out of internally restricted funds and required the President to submit an expenditure reduction plan by the December 2018 Board meeting. At the December 2018 meeting, the Board then gave the President until March 2019 to submit that plan, given a number of concurrent activities underway at the time.

In presenting that plan, the President advised that he wished to refer to the plan as an “Expenditure Reduction, Control and Reallocation Plan”. He reported that Faculty recognized that it was important to control spending, but that this should be discussed in the context of improving the University. The President reported that the plan calls for reduction of \$250,000 in departmental spending that had been identified through the normal budget process. Every departmental budget and every program has contributed to this \$250,000 reduction. The target in September of 2018 was \$500,000 of expenditure reduction in the context of a \$1 million plus deficit. The Province’s decision to increase King’s operating grant by \$2.2 million means the University will not have a structural deficit this year. Current expenditure control is doable and prudent, recognizing that the priority is the University’s academic mission and to improve enrolment.

The President reviewed the elements of the plan with the Executive Committee.

Board members stressed that focus remain on increasing student quality of life, including scholarships and student jobs. The President noted that endowed scholarships ensure security of student funding, as funding scholarships out of operating budgets may result in less stable funding in the long term. Board members discussed generally how to improve opportunities for student employment.

Board members asked about ongoing discussions with Dalhousie and noted that maximizing the opportunities in the Dalhousie relationship should be mentioned in the plan. The President agreed and noted that subject to this change, the plan will go forward to the Board as written for consideration.

b) PROPOSALS FOR INCREASES IN SPENDING IN 2019-2020 AND IN 2020-2021, 2021-2022 AND 2022-2023

The President advised that this item was regarding proposals for increased spending in the coming fiscal year and pre-identification of increased spending in future years, such as additional faculty positions. The President was putting the Board on notice that the University wants to add positions, and conditions for the Board to decide if the time is right to build those positions into the budget for future years. Conversations are taking place about Faculty renewal that encompass shared concerns about more diverse faculty.

The only other elements for additional expenditure in the short term are the following:

1. Funding for a Sexualized Violence Prevention and Response Officer, who will be dedicated to that mandate and in the fullness of time would be asked to do additional things if they are satisfactory in the discharge of that mandate.
2. There is a suggestion that the coming budget have \$50,000 to support initiatives in the area of equity and diversity because the budget does not currently have anything built in for that purpose.

3. Finally, there is discussion of hiring an assistant to the Vice-President. The President and Vice-President share an assistant now who also performs many of the University administrative responsibilities. The feasibility and sustainability of the administrative structure as it is now needs some support in that role. This position would also provide support for the Humanities for Young People (HYP) program so the Co-directors, Professors Sarah Clift and Laura Penny, can spend less of their time on the administrative aspects of HYP.

Board members expressed general support for the categories of increased expenditures. The President indicated that any increase in spending would only be done after careful consideration.

The President noted that as the University adds to on-site capacity, King's has to pay attention to the opportunity to get maximum value from the Dalhousie relationship. King's will have its own Sexualized Violence Prevention and Response Officer, but that person will benefit from being fully plugged into Dalhousie. Further conversations will happen with Dalhousie on these matters.

The President noted that one issue that has not been identified as an area of additional expenditure is deferred maintenance, which was raised by Facilities Director Alex Doyle and Prof. Ian Stewart at the Finance, Audit and Risk Committee. There is no proposal for increased spending in that area because King's is planning to do a significant amount of renovation work in the coming years using dollars raised by fundraising. There will be an opportunity to address many deferred maintenance issues while renovating spaces.

c) 2019-2020 PROVISIONAL BUDGET WITH PROJECTIONS FOR 2020-2021 THROUGH 2022-2023 AND ASSUMPTIONS

The President noted that presenting the draft budget in March is working well and has made a world of difference in clarity of thinking.

The President observed that the budget was comprehensive. One issue not addressed in this provisional budget is the total cost of an undergraduate Journalism education. There is approximately a \$4,000 gap in tuition and fees specific to Journalism, as between King's and the other Canadian universities that offer four-year undergraduate Journalism degrees, such as Carleton, Concordia, and Ryerson. This may be a factor influencing lower Journalism enrolment at King's. There is a proposal for the immediate elimination of the \$500 Journalism course fee. King's Journalism tuition is higher than Arts tuition, as it has historically been linked to Science tuition at Dal.

Another recommendation is the formation of a special Journalism tuition subcommittee of the Budget Advisory Committee to consider Journalism tuition more fully and to recommend tuition rates for 2020-2021 and beyond. With respect to fiscal year 2019-2020, there is divided advice about whether to apply the usual 3% increase to Journalism tuition or to hold it flat. Those issues are outstanding. The Bursar's provisional budget currently assumes the Journalism course fee will continue and the 3% tuition increase will be applied.

Board members asked about how the gap between King's and other Journalism programs developed in the first place. The President was not aware of the history behind the gap.

Board members asked what the difference would be if the 3% tuition increase and the \$500 fee were eliminated; the Bursar said \$100,000 in 2019-2020. Concerns were expressed by Board members regarding the high cost of tuition for Journalism and the impact of that on diversity of students in the program.

The Bursar reviewed the budget, noting that the Sexualized Violence Prevention and Response Officer position is included in expenses, as well as additional administrative support and funding regarding equity and diversity initiatives. Modest surpluses are showing in subsequent years. The Bursar also reported that two faculty members signed up for the Enhanced Voluntary Retirement Program (EVRP) and a third faculty member is currently on a 50% post-retirement contract so that removes three faculty members from the budget over time.

The Chair commented that the budget was extremely thorough.

The President noted that conservative assumptions around enrolment were utilized in the budget.

d) AMENDING MOTION APPROVING EXPENDITURE OF RESERVE FUNDS ON BURSARIES AND SCHOLARSHIPS

The President put forward a motion to change a motion by the Board last June, identifying internally restricted funds that were thought to have strategic benefits. In approving a three-year plan for spending on scholarships and bursaries from internally restricted funds, the Board approved spending of \$200,000 in 2018-2019 and \$300,000 in each of 2019-2020 and 2020-2021. The total spending approved was therefore \$800,000.

The President reported that the way in which the authority to spend was configured is \$200,000 for the current year, but it was made after the University made scholarship offers to incoming students. None of the \$200,000 allocated for 2018-2019 has been spent. There has been discussion about the best and most equitable way to use the money for scholarships and bursaries.

It has been determined that the best way to use the money is by renewable scholarships, but King's only has authority to spend money one year at a time. The proposal is to change from the existing situation, where the renewable portion of scholarships is essentially \$1,000, to use the supplemental funds to make that amount \$2,225 across the board, thus removing the limitation as to time. That adjustment would cost King's roughly half of the \$800,000, and the remainder would be available for bursaries. This is a way King's can let existing and prospective students know there is a significant opportunity for funding. Future consideration will have to be given as to how to replace this funding.

The motion is simply to replace a motion that allocated the \$800,000 across fiscal years to one that allows the money to be spent without limitation as to time.

MOTION: (Lahey/Davies): Be it resolved that the resolution of the Board adopted on June 21, 2018, authorizing spending from the General Fund, the Bicentennial Fund or from a combination of them of up to \$200,000 in 2018/19 and up to \$300,000 in each of 2019/2020 and 2020/2021 on scholarships, awards and bursaries is amended as follows:

The Executive Committee, on behalf of the Board, approves the expenditure of \$800,000 from the General Fund, the Bicentennial Fund or from a combination of them, of up to \$800,000 on scholarships, awards and bursaries.

CARRIED.

The President acknowledged the amount of work done on making bursaries available to students by the Registrar's office.

(2019:05) CHAIR'S REPORT

The Chair spoke about the need for administrative support to support the work of the Board and committees, which he indicated as being essential to the Board's proper function and governance.

Discussion ensued amongst Board members as to how this additional support would be provided, whether by new hire or use of internal resources. The Chair noted there was consensus to look into the issue further.

The Chair and Board members discussed various other issues relating to Board governance and processes, including location of Board meetings, the function of the Executive Committee and openness of Board meetings and agendas.

(2019:06) PRESIDENT'S REPORT

The President noted he had already spoken to many of the issues he wished to raise.

Board members raised concern about cuts in student assistance, in Ontario, as King's has many students from Ontario. The President responded that he was confident that the same would not happen in the short term in Nova Scotia. The Registrar expressed her hope that the new financial rewards plan would be more responsive and will allow students to know in advance what funds will be available to them.

(2019:07) KING'S STUDENTS' UNION REPORT

The outgoing KSU President announced the election of Levi Clarkson as the new KSU President as of March 14.

The KSU Executive attended the Alex Fountain Memorial Lecture on Jan. 23 to hear Anne Carson speak. Voting for next year's speaker is taking place now.

The KSU Executive are discussing how to support students from Ontario affected by that province's new policy relating to student funding that would affect King's student population.

They are also working on Grad Week, nominations for Valedictorian and Honorary Class President.

The incoming KSU President attended a meeting with Collette Roberts, the Sexual Violence Prevention Coordinator for the Province of Nova Scotia, on February 8. Students are advocating for the striking of a new province-wide committee that would include representation from marginalized communities, disproportionately affected by sexualized violence.

Board members inquired as to why so many first-year students were elected to the KSU Executive this year. The outgoing KSU President noted that many members of the new Executive had already been with KSU and that the first-years this year are very involved.

(2019:08) VICE-PRESIDENT'S REPORT

The Vice-President mentioned highlights from his report:

- Sexualized Violence Awareness, Prevention and Response Policy. Full implementation is to be in effect no later than September 2019.
- The Vice-President currently chairs the Diversity Discussion Group, which will meet in the coming week.

The Vice-President noted other items in his report were either incidental or had been included in the President's or the Bursar's reports.

Board members inquired about school visits. The Vice-President commended the hard work of Tara Wigglesworth-Hines, the Assistant Registrar, Admissions, in arranging to get him into high schools to speak.

Board members noted that research, promotion and tenure support are a big part of the Vice-President's role and should be included in his report.

(2019:09) BURSAR'S REPORT

Financial results for the third quarter ending December 31 have significantly improved since the second quarter. King's is anticipating an operating cash surplus of approximately \$688,000, an improvement over the budgeted operating cash deficit of \$2,947,000 and an improvement of \$2,244,000 over the second quarter forecast. This is primarily the result of a permanent increase in King's operating grant, higher enrolment related to upper year retention and improved residence occupancy.

In mid-December, King's received official notification that the Province of Nova Scotia would be increasing King's operating grant by \$2.2 million on an ongoing basis, beginning with the 2018-2019 fiscal year. This amount is based on the middle scenario of three long-term structural deficit scenarios presented to the Department of Labour and Advanced Education in the fall.

The Bursar noted that there were unexpected overages in Facilities Management.

The Bursar reported that King's will start work on the TriBays this summer, which will allow the work to be done in two years. The internal component will be completed in the summer of 2020. This will help to ensure the total project is completed over two years without interruption or disruption in the availability of these residences during the academic year. The Bursar advised that the TriBays project has three phases: exterior, interior and furnishing; the exterior will be done this summer.

(2019:10) REGISTRAR'S REPORT

The Registrar reported the March 1 report numbers are in keeping with the February 1 numbers: a minimum FYP entering class of 196 at this point. There is a committed applicant pool this year: deposits are higher and applications to residence are higher. The Bursar noted total enrolment declines when the large 2015-2016 class graduates.

The Registrar reported that her office was working at peak capacity in February and March with the confluence of student support efforts for current students and work on admissions, scholarships, bursaries, housing application processing and recruitment efforts for the incoming 2019-2020 class. Her office has been preparing revised scholarships and bursary schema based on the multiyear additional funding approved by the Board.

There is promising data in the following areas: growth in the critical Ontario market, and the strategy of focusing on New England is working.

Eighty-two first-year students have made their residence deposits, compared to 68 last year. Of particular interest is that 36 Ontario applicants have made their deposits, compared to 22 at the same time last year.

Applications for both the Master of Journalism and Master of Fine Arts in Creative Writing programs are up.

(2019:11) OTHER BUSINESS

No other business was noted.

(2019:12) IN CAMERA

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

The meeting moved to an *in camera* discussion.

MOTION: (Gray/Ruck) 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 3:05 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray