

**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 University of King's College Boardroom on Wednesday, November 20, 2019, at 12:00 p.m.

PRESENT: Ms. Katrina BEACH (Treasurer), Mx. Levi CLARKSON (KSU President),  
Dr. Sue DODD (Faculty Representative), Mx. Jennifer GRAY (Secretary),  
Professor William LAHEY (President), Dr. Peter O'BRIEN (Vice-President),  
Mr. Douglas RUCK (Chair), Mr. Paul THOMSON (Alumni Representative),

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

REGRETS: Dr. Gwendolyn DAVIES (Vice Chair)

STAFF: Mx. Janet HATHAWAY (minutes)

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At 12:10 p.m., the Chair called the meeting to order.

**(2019:35) PRAYER**

The Vice-President read the College Prayer.

**(2019:36) NECROLOGY**

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

**(2019:37) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes
- b) Advancement Office Report
- c) Advancement Committee Report
- d) Alumni Report
- e) Bursar's Report

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

**(2019:38) BUSINESS ITEMS**

**a) 2019-2020 FINANCIAL UPDATE**

The Bursar noted that the surplus is currently forecasted to be \$438,000, a decrease of \$41,000 from the first quarter forecast.

Three things have changed since the first quarter forecast: there are five fewer students than the number expected in the first quarter, which has negatively affected tuition and fees by \$37,000. The number of

meal plans sold has increased to reach the highest commission rate of 14% while the budget assumed a commission rate of 11%. Finally, the Bursar returned \$20,000 that she had previously removed in the first quarter forecast related to the external review of the upper year programs that is not occurring until 2020-21 to cover the costs of recruiting the additional faculty members. She noted that the Dalhousie allotment could swing in either direction at the end of the year and that the cost of steam could vary as well since consumption is often impacted by the weather.

**b) RESTORATION OF CHAPEL, MIDDLE AND RADICAL BAYS**

- i) Approval of motion approving design and construction plan**
- ii) Approval of motion on financing**
- iii) Approval of motion granting authority to enter into a construction contract**

The President highlighted the many people involved in these discussions. He introduced Ian Wagschal, Director of Facilities Management (“Director of Facilities”). The Director of Facilities then delivered a presentation to the Executive Committee on the “Tri-Bay” Residence Building Renovation Project.

The Director of Facilities noted that the Tri-Bay building is unique and the purpose of renovating this residence is to improve its condition and the conduciveness of it to the University’s educational mission. He highlighted the key aspects of the proposed renovations, including:

- upgrading residence rooms;
- upgrading the washrooms and ventilation, and
- adding a common room.

Among other changes described, the Director of Facilities noted that the steam heating system would be converted to hot water, which will allow control and increase comfort. A bathroom exhaust system will be installed, the dormers will be renewed, and the plumbing will be renewed.

Board members inquired about the savings available from the change of heating systems and whether the plans had changed significantly from those last presented to the Board. The Director of Facilities and the President advised that the overall focus is similar with minor changes in items such as furniture and door placement.

Board members inquired about accessibility plans. The Director of Facilities noted that the stairs remain an accessibility issue. However, the washrooms are better because they will have room to sit on a chair and have grab bars. In addition, doors will be made wider to an accessible standard and have lever handles. The President noted that discussions are ongoing on making Alex Hall more accessible in the long term. However, that project will be a larger project and higher cost. Improving campus accessibility is an ongoing activity.

Board members also commented on the importance of the kitchens for the current student population and how that might be communicated to potential donors to a Major Gifts campaign.

At 12:36 p.m., the Treasurer arrived.

The Director of Facilities spoke further on the schedule, budget, and risks associated with the project. The budget is \$3.2 million to \$4.9 million. The project is scheduled to be complete in August 2020 before students arrive – there is only a four-month construction period. In order to do it successfully, the University will have to have a good risk mitigation plan in place. A primary risk is the schedule: if bedrooms are not available by the time classes begin, students will not have beds. Related to that is the budget: it is expensive to renovate old buildings, and there are often unforeseen issues. There are also market conditions to consider, as supply and demand determine price.

In terms of risk management – the University will need to make sure beds are available on time. The evaluation of bids will be based on the contractor’s cost, ability to do the work, value-adds and risk plan. Management of risk will also be considered in the terms of the contract.

The Director of Facilities advised that in terms of other risks, a second level risk is what if the building has beds in it but is still a mess when students arrive, e.g., heating not ready, ventilation not done. Therefore, the contract will require substantial completion by July 31, 2020 to give time to get odours out and final touches completed before Move-In Day. He noted that the University needs to ensure no early arrivals will be scheduled for that building.

Regarding market conditions, the Director of Facilities noted that the market situation might mean the contractor cannot get materials delivered. Sensible decisions about materials will need to be made in order to reduce the risk of non-delivery.

The Director of Facilities pointed out that there are also positive opportunities available. The basement is occupied by Facilities Management, so work can start early in the basement on piping and plumbing. In addition, the University will be hiring an external project manager to monitor the project daily and allow for swift response.

Board members asked questions about the Project Manager position and staging of work.

The President advised that the approval of the Board was required to go forward. He noted that there are things that have to fall into place before the University will get to the “point of no return”. If there is no participation by the contracting community, the project stops there. The University also needs to have full confidence that post-project retrofitting will not be required in the short term due to regulatory/legal requirements. Commitment by the Province in respect of the *Accessibility Act* and by the Municipality’s building code group is therefore required. Even with Board authorization, all elements are required to line up before the project will proceed.

The President described the motions: the first is for approval of the design of the project. The second motion is approval to enter into a contract not to exceed \$5 million. The third motion is to make clear and explicit that surplus amounts from the operating budget last year and the year before will be available to finance the project. The fourth motion was presented in two versions to deal with financial shortfall.

Following discussion, it was decided that the first version was preferred and would be put forward as part of the Board package, with modifications to wording.

**MOTION:** (Beach/Thomson) that the following motions would be put forward for approval by the Board:

*Be it resolved that the Board hereby approves the design of renovations to the Tri-Bay (Chapel Bay, Middle Bay and Radical Bay) residence building as presented to the Board by the Director of Facilities Management.*

*Be it resolved that the Board hereby authorizes the use of the operating cash surplus from fiscal year 2018-2019 in the amount of \$625,000 and the operating cash surplus for fiscal year 2019-2020, currently forecasted to be approximately \$400,000, to partially finance the renovation of the Tri-Bay residence building. Pending their use, these operating cash surpluses will be transferred into the internally restricted fund in the March 31, 2020 audited financial statements.*

*Be it resolved that the Board hereby authorizes King's administration to enter into a construction contract for the renovation of the Tri-Bay residence building in an amount not exceeding \$5 million.*

*Be it also resolved that the Board hereby approves the transfer from internally restricted funds to the College's operating account the funds necessary to finance the Tri-Bay residence building renovation financing shortfall should one exist, at terms agreed upon at the time.*

**CARRIED.**

**c) MAJOR GIFTS CAMPAIGN**

**i) Approval of Campaign architecture, elements and process**

The President noted that this item was for information. The President emphasized the need to launch a Major Gifts campaign soon. He noted that a campaign is an evolving thing, so a good list of potential priorities at the front end is required to start a conversation with donors. As the campaign evolves, other priorities may appear.

Board members asked whether there was a process for determining if the proposed priority list goes to Faculty. The President indicated that it would be discussed with Faculty in their December meeting to get their views.

The Advancement Director advised that it takes a while to get ready for a campaign. She then presented the Campus Master Plan and the Campaign for King's. She noted that the *Next Century Campaign* document that the President has circulated around the University received feedback and advice from Planning and Priorities in February 2018. The budget preparations included town halls where a presentation was given specifically to students and also to the larger University. The wish list came to \$40 million, with many priorities. She advised that the University began to analyze what it might fundraise for and the Advancement Committee agreed that \$10-15 million was a good goal for a campaign. King's hired Floyd Dykeman to review the same information seen by the Advancement Committee and he agreed that \$15 million was a reasonable goal to set.

The goal gives a framework and has a level of specificity to open doors and begin a conversation. The Advancement Director noted that there is a lot of storytelling around a campaign. The hope is the University can launch this on February 5, 2020, the anniversary of the fire in Windsor, a centenary – a renewal – which is part of the positioning the President had expressed. Even though the \$15 million might take three to five years, it is hoped it will grow and accelerate fundraising over the next years.

There will be a quiet phase: the University needs documents to bring to visits with prospective donors. In terms of priorities, the University needs to be specific about the \$15 million. Donors will decide what

they want to support. The Advancement Director discussed a “5-5-5” concept for the campaign, around three categories of initiatives.

In terms of the physical environment, the Tri-Bays will be the main goal, but the University will also have conversations about Cochran Bay, Alexandra Hall, and the Journalism School. Donors do not tend to get excited about bricks and mortar – they are excited about the academic life that happens in the buildings. Items can include the sound system in Alumni Hall and smaller projects to beautify and improve functionality and the Quad, enhancing green spaces around campus.

In terms of the student experience, diversity is important. The University wants to increase the Prince Scholarship to every year. Long-term funding for public humanities fellowships; financial aid programs to reduce the financial burden to choosing King’s; additional scholarships for the Master of Fine Arts program; enhancements to music, athletics, student places – all are options. The current King’s operating budget has \$600,000 to \$700,000 per year that goes to financial aid. The University is looking for opportunities to reduce how much is paid for out of the operating budget to achieve budget sustainability. The target is \$700,000.

In respect of the academic mission: chairs and professorships in the History of Science and Technology and medical humanities are on the table. A professorship costs \$2 million. A chair or professorship in Indigenous Journalism; long term funding for the Reporting in Mi’kmaq’i course; funding for courses abroad are all possibilities.

Concerns were raised about consultation, particularly in respect of the priorities under “academic mission”. Concerns were also noted about getting the campaign launched in a timely fashion.

## **ii) Approval of proposed staffing and financing**

The President presented the funding requirements for a proposed Major Gifts campaign and noted that campaigns are often funded out of money raised. There will be detailed communications work, text and visual materials, and staff that would be at arm’s length. The Board is being asked to grant authority, subject to the campaign actually being launched, to staff up to the required level.

**MOTION:** (Beach/Gray) that the Executive Committee recommend to the Board approval of the proposed staffing and financing for the Major Gifts campaign. **CARRIED.**

## **d) REPORT FROM BUDGET ADVISORY COMMITTEE ON JOURNALISM TUITION**

The Registrar gave a presentation on the BAC Subcommittee on Journalism Tuition. The Subcommittee was tasked to see if tuition rates were appropriate and their impact on enrolment and on students in the Journalism program. The Subcommittee was comprised of the Registrar; the Vice-President; Tim Currie, the Journalism School Director; Kelly Porter, the Journalism School administrator; the Bursar; Jackie Digout, the Director of Finance; Stephen Wentzel, a Journalism student; Patsy Ginou, a KSU Executive representative; and alternating Faculty representatives Drs. Melanie Frappier and Ian Stewart.

The Subcommittee looked at market research, competitor programs in Journalism and arts across the country, and a holistic look at factors that go into tuition. It reviewed enrolment data: there have been dramatic declines over past years. It also reviewed market research and alumni outcomes surveys. Academica’s results for journalism graduates showed they are using key skills they learned in being able to tell a story in a compelling way. These graduates are doing well, although not necessarily working in the journalism field.

King's is on the high end of journalism tuition across the country on the undergraduate level. In terms of reducing tuition, the Subcommittee looked at different scenarios. The difference between the least costly tuition scenario and the most costly tuition scenario examined for King's would only result in a \$1,000 potential benefit to one student over four years, or \$250 per year. The benefit was unlikely to sway the decision of any one student at any one time as to enrolment.

Journalism students have higher levels of loans than other students. The Bursar noted that the government funds universities differently depending on the programs offered – the “bin weight” assigned to programs recognizes different costs of programs. The government funds Journalism at the level of science programs because it has higher costs than arts programs.

The Subcommittee's unanimous recommendation was that Journalism tuition be capped at an increase of 1% in each of 2020-2021 and 2021-2022 and additional bursary funds will be made available to Journalism students. The recommendation was accepted by the BAC and endorsed by the Finance, Audit and Risk Committee.

The Subcommittee felt other items warranted further consideration: Journalism students are retained at a much lower level in the Journalism program than other students. The important thing is that those students stay at King's, although not in the Journalism program. Another consideration was the changing job market for journalism graduates. Additional fundraising for the Journalism program and student financial awards are also considerations.

Board members inquired about career counselling and the impact of that service on retention. Board members asked various other questions about the cause of decline in enrolment nationally. The Vice-President indicated that the lower retention rate in Journalism usually results in the transfer of Journalism students to other King's programs. These transfers should be flagged for investigation. When asked who would do that work, the Vice-President indicated the Enrolment Management Committee, or perhaps the School of Journalism itself.

The Vice-President acknowledged the significant amount of work on the part of the Bursar and Registrar's offices in gathering large amounts of data for this project.

**MOTION:** (Gray/Beach) that the Executive Committee recommend to the Board that Journalism tuition be capped at an increase of 1% in each of 2020-21 and 2021-22. Additional bursary funds will be made available to Journalism students. **CARRIED.**

At 2:30 p.m., the Chair called for a break. Dr. Dodd and the Registrar left the meeting.

At 2:39 p.m., the meeting resumed.

### **(2019:39)      CHAIR'S REPORT**

The Chair noted that he attended the Armbrae Dialogue, which had a full house to hear Lawrence Hill speak. He commented on several positive interactions with students there.

The Chair advised that on October 24, 2019, he attended the presentation of the Lieutenant Governor's Award for Excellence in Public Administration to President, Bill Lahey, at Government House. He advised that the President gave a moving speech that resonated with people in attendance. The Advancement Director noted that the speech is [on the website](#).

The Chair thanked Mx. Hathaway for taking notes at the Board meetings.

**(2019:40)      PRESIDENT'S REPORT**

The President noted he had circulated his written report. Board members asked about the note in the President's Report about the role of culture in recruitment and retention. The President advised that the report on this issue is not yet done, but will be made available when complete.

**(2019:41)      KING'S STUDENTS' UNION REPORT**

The King's Students' Union President advised they did not have a report for this meeting.

**(2019:42)      VICE-PRESIDENT'S REPORT**

The Vice-President referred to his written report. He noted that he travelled during Reading Week, attending Vancouver and Toronto lecture events, which were positive. In respect of other college initiatives and events, this year's Rhodes Scholarship regional competition is in Moncton, and King's is sending two candidates out of the eight to ten candidates from the region.

**(2019:43)      REGISTRAR'S REPORT**

The Registrar had circulated a written report and drew attention to the presentation from a consultant who conducted research on reputation.

**(2019:44)      OTHER BUSINESS**

No other business was noted.

**(2019:45)      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:** (Ruck/Gray) 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 3:06 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray