

UNIVERSITY OF KING'S COLLEGE BOARD OF GOVERNORS
EXECUTIVE COMMITTEE MINUTES

The Executive Committee of the University of King's College Board of Governors met by Zoom teleconference and in person on Thursday, March 6, 2025, at 12:00 p.m.

Last Name	First Name	Title	Present	Regrets
ANDERSON	Ellie	(King's Students' Union President)	X	
BURTON	Kathryn	(Diocesan Representative)	Zoom	
CLIFT	Dr. Sarah	(Vice-President)	X	
FISHER	Bruce	(Treasurer)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
McGRATH	Stephanie	(Alumni Representative & Vice-Chair) (Acting Chair)	X	
MORRIS	Dr. Kathryn	(Faculty Representative)	X	
RUCK	Douglas, K.C.	(Chair)		X
WRIGHT	Hugh	(Diocesan Representative)	X	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	Zoom	
HAZEL	Pamela	(Manager of Governance and University Ceremonies)	X	
SANDS	Bonnie	(Bursar)	X	
MACCALLUM	Sara	(Former President King's Students' Union)	X	
ULKUER	Kutay	(Chief Enrolment and Student Life Officer)	X	
WILSON	Jeff	(Interim Dean of Students)	X	

At 12:04 p.m., the Vice-Chair called the meeting to order.

(2025:01) INVOCATION

The Vice-Chair explained that the Chair has been in ill health and that she would be filling in for him at this meeting. She provided a land acknowledgement and an invocation reflecting on gratitude.

(2025:02) NECROLOGY

The Vice-Chair read the necrology. A moment of silence was observed.

(2025:03) VICE-CHAIR'S REMARKS

The Vice-Chair provided an update on the Vice-Presidential search as per her report. She also spoke about the upcoming Presidential search process. We will be reaching out to the various King's constituencies asking for a representative for the committee. Her plan is to provide a timeline for the search at the March Board meeting. She also spoke about increasing King's Board members' presence on campus. She provided a list of campus events that Board members would be welcome to attend. She asked for questions and comments. There were none. She then proceeded with the agenda.

(2025:04) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of November 21, 2024
- b) Reports from Officers:
 - i. President
 - ii. Vice-President
 - iii. CESLO
 - iv. Advancement Director

MOTION: (Burton/Clift) The Vice-Chair declared the consent agenda approved as presented for this meeting.

(2025:05) BUSINESS/DECISION ITEMS

a) CESLO Update on Improving Enrolment Management and Projected Enrolment and Occupancy for 2025-2026.

The Chief Enrolment and Student Life Officer (CESLO) referenced his report in the meeting package. He mentioned that he will provide more detailed information at the upcoming Board meeting, explaining how the predictive model and Customer Relationship Management (CRM) system are utilized to leverage the capabilities of our teams in achieving enrolment goals.

Regarding enrolment for the upcoming year, the CESLO's report indicates that, based on the available data, we are on track to meet the enrolment targets for the 2025 intake. The team is closely monitoring the data as progress continues. When asked for any possible issues, he highlighted an increase in Nova Scotia students but also noted a slight decline in Ontario enrolments. To address this, some incentives are being introduced to help counteract this possible decline.

b) 2024 – 2025 Financial Update

The Bursar referred to the update in the meeting package, reporting that we have reduced the deficit by approximately \$400,000 from budget. The main factor contributing to this improvement continues to be staff vacancies. Additionally, there have been fewer residence withdrawals. While fall enrolment numbers were strong, winter withdrawals have been higher than expected, with more full-time students transitioning to part-time status. She then opened the floor for questions, but none were raised.

c) 2025 – 2026 Provisional Budget

The Bursar referenced the PowerPoint presentation on the budget, which she will present at the upcoming Board meeting. The presentation highlights positive news, with next year's deficit provisionally forecasted at \$700,000 and a nearly balanced budget projected by the 2028-2029 fiscal year.

d) Spending and Staffing by Core Functional Area 2017 – 18 vs 2024 – 25

The Bursar noted that she will present this analysis at the March Board meeting, providing insight into how our spending has evolved over time. This will help identify trends in our expenditures, with the report showing that our revenue has increased at a higher rate than our expenses during this period.

The Treasurer inquired about other administrative expenses, specifically the \$585,000 spent on the enrolment strategy. The President noted that these investments are yielding strong returns but emphasized the need to carefully consider how to sustain these efforts long-term, stressing the revenue importance of fundraising. While enrolment growth has been solid, the question remains: what is the maximum number of students we can support and sustain? Kutay added that there are definite limits to enrolment growth,

and while plans are in place to predict revenues from this expansion, the needs arising from that growth must also be accounted for.

The President raised the point that we tend to address issues on a year-to-year basis and have not taken the time to step back and assess revenue and expenditures over a longer timeframe. He noted that conclusions about our priorities—such as additional spending on community supports and recruitment—are often drawn from the annual budget breakdowns, which can sometimes lead to missing the bigger picture. The analysis will provide valuable context, showing that our priorities and investments have been aligned. While administration has grown, it has not inflated unnecessarily. The downside is that, as government involvement in university operations increases, administrative workloads have also intensified.

The President also suggested that the analysis would be valuable for the Board in the search for a new president, offering a clear picture of the financial history over nearly a decade.

The floor was opened for comments and questions, but there were none.

e) Blue Book Changes

The President explained that this is the motion discussed at the last meeting when we had to give notice that we would be bringing forward the motion. He explained the changes and the reasons for the changes.

MOTION: (Lahey, Wright): Upon the recommendation of the Governance, Human Resources and Nominating Committee, the Board Executive Committee recommends to the Board of Governors acceptance of the changes to the Blue Book as presented, which include the updated responsibilities for the Registrar, the addition of the Chief Enrolment and Student Life Officer and the new Director of Equity and Community Supports position, and the expansion of responsibilities for senior administrators related to Indigenization and Reconciliation, and Equity, Diversity, Inclusion, and Accessibility.

CARRIED

MOTION (Anderson/Lahey) To revisit the gendered language in the Blue Book and to update to nongendered language throughout.

CARRIED

f) Proposed Yellow Book (Equity Policy) Review and Development Committee

The President discussed the current Yellow Book, highlighting several issues, including its outdated content, difficulty to work with, and concerns about the appeal process, which is currently handled by the Board. The Code of Conduct also presents challenges, with unclear pathways for filing and addressing complaints. The President will be seeking the Board's input on whether a full review of the Yellow Book should be undertaken, acknowledging that such a project would be substantial, significant, and likely controversial. The President also suggested that a new Equity Officer would play a key role in this revision. Further discussions took place on what should be included in the Yellow Book.

Stephanie inquired about the timeline for completion. Bill responded that there isn't a defined timeline yet, as several factors are still in motion, including the hiring of the Equity Officer. While gathering information and reviewing policies from other institutions could begin this year, it's realistic to expect that a functioning review committee may not be in place until the 2025/26 academic year.

g) Updates to the Green Book

The Vice-President explained the changes to the Green Book which updates the membership and function of the Advisory Councils of the various upper year programs.

MOTION: (McGrath/Burton): that, following the approval of the King's Faculty at their February 25, 2025, meeting, the Executive Committee recommends to the Board of Governors approval of the following revisions to pages 10, 14 and 18 of the Green Book regarding the membership and function of the Advisory Council of the King's Combined Honours Program.

4. The Advisory Council of the King's Combined Honours Programs:

A: Membership:

The Advisory Council will be composed of:

- a) The Vice-President of King's (ex officio chair);**
- b) the Directors of the three Combined Honours Programs;**
- c) three Dalhousie representatives, including the Associate Dean Academic of FOS and the Associate Dean Academic of FASS.**
- d) Appointment Procedures: the Dalhousie Faculty Representative shall be elected by FASS according to its procedures.**

B. Functions:

The Advisory Council shall:

- a) meet at least twice in the academic year, normally once each term;**
- b) receive pre-circulated reports and information from the Combined Honours Programs, including on curriculum planning, staffing, etc., prepared by Directors in consultation with their teaching staffs and in light of the strategic academic plan(s) at King's;**
- c) advise the Combined Honours Programs on matters pertaining to the reports and information received;**
- d) facilitate the exchange of information and advice between the two institutions.**

CARRIED

(2025:06) PRESIDENT'S REPORT

The President reviewed his written report, highlighting several areas where significant progress is being made, including enrolment, financials, fundraising, collaborations with African Nova Scotian and Mi'kmaw communities, experiential learning, and the Rapid Task Force collaboration between Dalhousie and King's. However, he noted that current political uncertainties could potentially impact these initiatives.

He then addressed Bill 12, explaining that Presidents met earlier that morning with Minister Brendan Maguire and Deputy Minister Tracey Barbrick. The bill is expected to pass, and it will likely lead to significant changes in the composition and structure of our Board of Governors. Our university is one of only two that does not have Board appointments made by the government, and with this change, we will become more aligned with other universities. The size of the Board is expected to shrink, as there is a view that large boards are less effective. This will involve considerable work, with a focus on ensuring consistency in by-laws and policies. There will be a defined timeline for these changes. He opened the floor for questions, but none were raised.

The President also discussed the ongoing bilateral agreement process, where university operating grants will be part of an agreement between universities and the Department of Advanced Education (DAE). These new agreements will be much more explicit about each university's responsibilities than

predecessor agreements. Under the old Memorandum of Understanding (MOU), there was a single MOU between universities and the government with shared commitments (e.g., Sexualized Violence initiatives). We have been highlighting the value of what our liberal arts university already contributes to the community, and the societal impact our graduates have after completing their studies.

(2025:07) VICE-PRESIDENT'S REPORT

The VP presented her report, highlighting key updates, including the Chair of the Task Force's report. She shared that we are close to announcing a new tenure-track hire in Journalism. Additionally, we have appointed Gabriel O'Brien as the new Director of Music. The university also received a \$25,000 SSHRC grant for HYP, and the program has already received a record 20 applicants.

She and the Dean of Students, as co-chairs of the Accessibility Advisory Committee, raised concerns about issues with the Dal Accessibility Centre that are negatively impacting our students and placing an unrealistic workload on faculty who are trying to advocate for them.

She then opened the floor for questions. The Vice-Chair asked if there were statistics available on how many HYP students go on to become King's FYP students. While she did not have the exact numbers on hand, she confirmed that the percentage is quite high.

(2025:08) KING'S STUDENTS' UNION (KSU) REPORT

Ellie Anderson, the newly elected President of the KSU, introduced herself and shared that the executive team transitioned as of March 1. She mentioned they have a great group on the new executive. She will provide a written report at the full Board meeting but offered a verbal update on their recent activities. Regarding the Dal language program cuts, she shared that the KSU has been meeting with professors to understand their needs and is also engaging with students to explore possible solutions. She then opened the floor for questions, but none were raised.

(2025:09) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE

Sephania McGrath left the room. She designated Hugh Wright to be the Acting Chair of the Board in her absence.

The Acting Chair asked the President to report. The President, in absence of a Chair of G HR & N, spoke of the report from the G HR & N Committee. He reported the following motions from the committee:

MOTION (Lahey/Wright): The Executive Committee of the Board of Governors of the University of King's College, on the recommendation of the Governance, Human Resources and Nominating Committee, recommend to the Board of Governors that Stephanie McGrath:

- a) be appointed as Chair of the Board of Governors of the University of King's College for a three-year term, commencing on July 1, 2025; and
- b) be appointed as a co opted member of the Board for a four-year term, commencing on July1, 2025.

CARRIED

The Vice-Chair returned to the room and recommenced chairing the meeting.

The President then explained that the Governance Committee has been without a Chair since September 2024. The Committee has been looking for a Chair of their committee and Secretary of the Board of Governors. They now are pleased to recommend the following.

MOTION (Lahey, Wright): The Executive Committee of the Board of Governors of the University of King's College, on the recommendation of the Governance, Human Resources and Nominating Committee, and subject to anticipated confirmation of his willingness to serve, recommends to the Board of Governors, that Peter L'Esperance:

- a) be appointed to the position of Secretary of the Board, effective immediately, to be renewed at the upcoming annual meeting of the Board; and
- b) be appointed Chair of the Governance, Human Resources and Nominating Committee, effective immediately, to be renewed with his reappointment as Secretary.

CARRIED

BREAK: The Executive Committee took a break at 1:24 p.m.

The meeting resumed at 1:38 p.m.

(2025:10) ADVANCEMENT COMMITTEE

The Chair of the Advancement Committee acknowledged that they are planning to move on all the goals and objectives mentioned in the Welcoming the Future King's Campaign Priorities document included in the meeting package. Their goal is high, and they are looking to reach this goal. Giving and donating are the most important things for the committee. She is seeking a 100% contribution rate for Board members.

She is promoting two upcoming campaign events - Toronto on March 26 and Ottawa on May 6. She is asking Board members to distribute the invitation to any Toronto and Ottawa contacts. She is asking for folks to re-engage, donate and reconnect with what we know are phenomenal people doing phenomenal work. The recent completion of the US component (the University of King's College Foundation, U.S. Inc.) allows Americans to donate and receive tax credits.

The Advancement Office has electronic files for the Future of King's campaign if anyone would like them to send along to their networks. The Chair asked if there is anything else the Board members could be doing to assist with the work of the Advancement Committee. The Committee Chair spoke about calling and texting contacts which has a higher success rate.

(2025:11) FINANCE, AUDIT AND RISK COMMITTEE

a) Shared Goals for the 2025 – 26 Budget and Beyond

The Treasurer discussed the Shared Goals document, describing it as a conceptual piece created by the President and the Bursar. The document outlines how to approach budgeting in relation to organizational goals and its impact on various departments.

He then opened the floor for questions, but none were raised.

b) Modelling of Long-Term Projections

The Treasurer then discussed the Modeling of Long-Term Projections document, addressing the question of when we will reach structural balance and how our income, revenue, and expenditures are expected to change over time.

The projection indicates that we will reach structural balance in about five years, compared to the Bursar's projection of three years. However, our expenses are currently outpacing our income, and moving forward, our expenses will increase faster than our revenue, which is not sustainable. The key

question we will face is what steps we need to take to offset these costs. Further discussions will take place in the days to come.

(2025:12) CAMPUS PLANNING COMMITTEE

Southeast Corner Project

The Bursar provided a summary of the written report in the meeting document on the Southeast Corner Project. The document was provided for information and updating only. No decisions are needed at this time.

Phase 1 is nearing completion, and the architects are finalizing documents for the Campus Planning Committee, which will then be presented to the Board for approval to move forward to Phase 2. A funding application has been submitted to the NS Student Housing Development Program, and a response is expected by the end of April.

A discussion followed.

Building Infrastructure Project Approval Process

The Chair of the CPC discussed the approval process (outlined in the meeting package), which had previously been approved by the Board. He clarified that if approval is granted, it will come from both the Board and the President.

The Vice-Chair inquired about the consultation process. The President responded that some members of the Circle had expressed dissatisfaction, and the architects are addressing these concerns. There is a meeting scheduled for tonight at the Buddy Daye Centre, where they expect around 20 people from the African Nova Scotian community.

The President also shared that an incredible event took place on Tuesday night, featuring five outstanding journalists. The event was focused on journalism and aimed to serve as a source of information for both the field of journalism and the building itself. There were intense discussions between the architects and journalists in the wake of the event.

(2025:13) BUSINESS AND UPDATES FROM OTHER COMMITTEES

There were none.

(2025:14) OTHER BUSINESS

There was none.

(2025:15) *IN CAMERA (2:02 p.m.)*

MOTION: (McGrath/Fisher) that the Board of Governors enter an *in-camera* discussion. CARRIED.

The meeting moved to an *in-camera* discussion at 2:08 p.m.

MOTION: (McGrath/Fisher) that the Board of Governors move out of the *in-camera* discussion. CARRIED.

The meeting of the Board of Governors' Executive Committee was adjourned at 3:22 p.m.

Respectfully submitted,

Stephanie McGrath