

UNIVERSITY OF KING'S COLLEGE

BOARD OF GOVERNORS MEETING MINUTES

The University of King's College Board of Governors met by hybrid meeting (Zoom/Boardroom) on Thursday, March 20, 2025, at 12:30 p.m.

Last Name	First Name	Title	Present	Regrets
ANDERSON	Ellie	(KSU Representative)	Zoom	
BAGNELL	Alexa	(Co-opted Member)	X	
BURTON	Kathryn	(Diocesan Representative)	Zoom	
CLELAND-ZARB	Pascal	(KSU Representative)	X	
CLIFT	Dr. Sarah	(Vice-President)	X	
DALY	Brian	(Faculty Representative)	Zoom	
DEANE-LITTLE	Debra	(Chancellor)		X
EDWARDS	The Most Reverend David	(Archbishop of Fredericton)		X
FERGUSON	Rhema	(Diocese of Fredericton and PEI)	Zoom	
FERNANDO	Carolle	(Co-opted Member)	X	
FISHER	Bruce	(Treasurer)	X	
FLACK	Graham	(Co-opted Member)	Zoom	
FRENCH	Nevin	(Alumni Association Representative)	Zoom – joined at 1:06	
FYFE	The Right Reverend Sandra	(Bishop of Nova Scotia and Prince Edward Island)	Zoom	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
MacLEAN	Chief Don	(Co-opted Member)		X
MacLENNAN	Dale	(Co-opted Member)	X	
MARTIN	Catherine	(Co-opted Member)		X
McGRATH	Stephanie	(Alumni Association President) (Vice-Chair)	X	
MORRIS	Dr. Kathryn	(Faculty Representative)	Zoom 2:30	
PATTILLO	Stuart	(Co-opted Member)	Zoom	
RUCK, K.C.	Douglas	(Chair)		X
STEWART	Ian	(Faculty Representative)	X 2:06 p.m.	
TAYLOR	Lisa	(Faculty Representative)	X	
THORNHILL VERMA	Jenn	(Alumni Association Representative)		X
WAUGH	Erica	(KSU Representative)	X	
WHYTOCK	Ian	(Alumni Association Representative)		X
WRIGHT	Hugh	(Diocesan Representative)	X	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	X	

Last Name	First Name	Title	Present	Regrets
HAZEL	Pamela	(Manager of Governance and University Ceremonies)	X	
L'ESPERANCE	Peter	(Incoming Board Secretary)	X	
SANDS	Bonnie	(Bursar)	X	
ULKUER	Kutay	(Enrolment and Student Life Officer)	X	
WILSON	Jeff	(Interim Dean of Students)	Zoom	

At 12:35 p.m., the Vice-Chair called the meeting to order and had everyone present introduce themselves.

(2025:01) INVOCATION

The Vice-Chair began by offering a land acknowledgment as well as recognizing the contributions of the Black Nova Scotian community. She then invited a moment of reflection and gratitude.

(2025:02) NECROLOGY

The Vice-Chair read the Necrology, after which a moment of silence was observed. Board members reflected on their memories of those named. The Vice-President spoke about Harry Critchley, a cherished former student and member of the King's community, known for his positive impact, especially within the prison justice community. She also mentioned Alexandria Wortman, a journalism and FYP student, who tragically lost her life after being struck by a drunk driver.

(2025:03) VICE-CHAIR REMARKS

The Vice-Chair welcomed Ellie Anderson, Erica Waugh, Graham Flack and Rhema Ferguson, to their first meeting of the Board.

a) Update on the VP Search Committee

The Vice-Chair provided an update on the work of the VP Search Committee. She noted that the candidate's interview is taking place tomorrow and constituencies' meetings are being held on Monday.

(2025:04) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of December 5, 2024
- b) Reports from Officers:
 - i. President
 - ii. Vice-President
 - iii. CESLO
 - iv. Advancement Director

It was noted that the titles for Bruce Fisher and Dale MacLennan were reversed in the December 5, 2024, minutes. This would be corrected.

MOTION (MacLennan/Cleland-Zarb): that the Consent Agenda be approved with an amendment to the minutes.

CARRIED**(2025:05) BUSINESS/DECISION ITEMS****a) CESLO Update on Improving Enrolment Management and Projected Enrolment and Occupancy for 2025-2026.**

The CESLO provided an overview of current enrolment trends and ongoing initiatives within his office.

To address enrolment challenges, the team has introduced several key strategies. A significant development is the implementation of a predictive model that tracks various data points across a student's journey at King's. This tool allows for early intervention and informed decision-making to influence enrolment outcomes positively. For instance, in response to a drop in applicants from Ontario, the recruitment team increased its in-province presence, deploying additional staff to support outreach efforts.

On the technology front, King's has fully integrated the Slate CRM system, the same platform used by Dalhousie. The university is now on par with Dalhousie in its use of the system, and Dalhousie has expressed interest in how King's has innovatively incorporated scholarship information directly into offer letters, linking students to major awards at the time of admission.

This system allows for more strategic engagement with prospective students and will continue to improve as more data is collected. This year marks the first use of the predictive model, and the insights gained will guide enrolment planning over the next four years.

Turning to enrolment, he referenced page 56 of his report, noting the current on-campus student population has dipped below 1,000 but remains ahead of last year's numbers. Page 54 outlines projections for the 2025 intake, focusing on students who have received offers and submitted deposits. Current indicators suggest King's is in a stable position. Regular checkpoints are planned to monitor the health of the applicant pool.

On the residence front, applications are strong, and occupancy is already ahead of last year's pace.

He then took questions from the Board members.

b) 2024-2025 Financial Update

The Bursar provided an update on the financial outlook for the 2024–2025 fiscal year. The university's financial position has improved since the last report, with the projected deficit reduced from \$1.5 million to \$1.1 million. This improvement is primarily attributed to changes in staffing.

In terms of enrollment, the fall term saw over 1,000 students enrolled. However, full-time retention rates declined during the winter term. While the number of part-time students doubled, the full-time equivalent (FTE) enrollment remains below initial projections. There were also fewer residence withdrawals this year compared to previous years.

The Bursar took questions.

c) 2025-26 Provisional Budget (PowerPoint presentation)

The Bursar presented her PowerPoint on the provisional budget for the 2025–2026 fiscal year, as included in the meeting package. She noted that the university is on a path toward financial sustainability. The 2025-2026 projection included with the 2024-2025 budget was based on lower enrollment figures; however, the 2025-2026 provisional budget reflects an anticipated increase of approximately 150 students, largely due to the efforts of the CESLO's office.

The fifth slide of the presentation provided a breakdown of the projected budget deficit by new or changes levels of service and existing services. This was followed by a slide summarizing the overall financial position. Notably, the return on investment from the \$600,000 approved last June for enrollment initiatives has been significant, generating an estimated \$1.9 million in revenue.

The administration and staff were commended for their hard work, describing the results as a “great news story.”

The Bursar was asked to outline the next steps. She explained that the fiscal year-end is approaching, and the university will soon receive Dalhousie’s financial transfer invoice. The endowment schedule is also nearing completion. While there is some concern about market volatility due to tariffs, she expressed optimism that the deficit can be further reduced with respect to departmental spending. The final budget will be presented to the Board in June for approval.

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

The Bursar presented an analysis comparing spending and staffing trends across core functional areas from 2017–18 to 2024–25. The data highlights how funds have been allocated over the past seven years, showing that revenue has grown slightly more than expenses during this period. Importantly, investments have been made in alignment with the President’s mandate and the Board’s priorities without causing a significant increase in overall expenditures. This report will continue to be updated regularly.

The President encouraged members to revisit the President’s mandate, available on our website, to better understand how the University’s spending aligns with its stated priorities. He noted that the analysis demonstrates a thoughtful allocation of resources in areas identified as strategic, and that there is a positive correlation between these investments and improvements in enrolment and retention.

e) Blue Book changes

The President provided an overview of the university’s Blue Book, which outlines the bylaws and identifies the administrative officers of the university along with a high-level summary of their responsibilities. He reviewed the proposed amendments and explained the process required to implement these changes.

MOTION: (LAHEY/McGRATH): Upon the recommendation of the Governance, Human Resources and Nominating Committee and the Board Executive Committee, the Board of Governors approves 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.

MOTION PASSED

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

The President explained that this is presented as an information item to advise the Board of the intention to establish a committee to review and update the Yellow Book. The Yellow Book, covering areas such as Equity, the Code of Conduct, and Accessibility (the latter now addressed separately through the Accessibility Plan), is outdated, confusing, and difficult to navigate. It is well overdue for a comprehensive revision to ensure that it reflects current values, practices, and policies.

The President acknowledged Acting Dean Jeff Wilson and both the current and former KSU Executives for their advocacy in pushing for this important update. The process will be substantial, as the Yellow Book

also includes terms and conditions related to staff and faculty employment. While this work will be challenging, the institution has successfully tackled similarly complex policy issues in the past.

The Board does have an equity policy and an Equity Committee, and this work would ordinarily be done through this Committee. However, the committee has not been active for several years.

He was asked about the timeline and clarified that the administrative groundwork will begin with the Acting Dean of Students, in collaboration with the KSU and its representatives. Community support personnel will be engaged from the outset. The formal committee is expected to be established in the next academic year, given the current timing.

g) Updates to the Green Book

The Vice-President proposed modest revisions to the Green Book aimed at reviving an advisory council that has been inactive since the pandemic. This council serves as a formal link between King's Upper-Year programs and the Faculty of Arts and Social Sciences at Dalhousie. The President's Task Force on Dalhousie–King's relations underscored the importance of maintaining strong communication channels to support collaboration on joint initiatives.

MOTION: (CLIFT/TAYLOR) that, following the approval of the King's Faculty at their February 25, 2025 meeting, and upon the recommendation of the Executive Committee of the Board of Governors, the Board of Governors approve 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 .

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.**

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 began by referencing the report included in the meeting materials and focused initially on the encouraging trendlines across several key areas. He emphasized that institutional success is not defined by excellence in one or two domains, but rather by achieving a consistent level of proficiency across multiple

areas. He noted that the College is currently experiencing its most significant progress in strategic enrollment growth in over 15 years. This momentum is also reflected in substantial gains in fundraising, increased diversity, and the development of meaningful partnerships with Mi'kmaw and African Nova Scotian communities. Additionally, King's is increasingly recognized as a national leader in experiential learning within the liberal arts.

The President also highlighted the ongoing work of the Dalhousie-King's Taskforce, where colleagues are actively contributing ideas for the future evolution of the partnership between the two institutions. While the current progress is provisional, it is evident that these collective efforts are contributing to a stronger and more sustainable future for the College.

Turning to legislative matters, the President discussed Bill 12, outlining its key components and the concerns it has raised across the post-secondary sector. He reported on a recent meeting held with university presidents, the Minister, and the Deputy Minister of Advanced Education. Two of the most contentious provisions, granting the Minister the authority to appoint up to 50% of a university's Board of Governors and the requirement that quorum include at least one government appointee, are under review, and updates on potential amendments are expected soon.

He explained that earlier discussions with Advanced Education suggested a two-tiered regulatory framework: one set of general policy templates for all boards and another set of regulations tailored to individual institutions. However, the current approach involves a single level of regulation specific to each university, to be developed in phases. King's is scheduled to be in the final group, with its regulations expected in the summer of 2026. While there will be opportunities for consultation, the drafting process will be led by the government.

He asked for questions.

The President concluded by noting that the government's approach increasingly reflects a command-and-control model, which may discourage collaboration and impose significant administrative burdens, particularly challenging for smaller institutions like King's.

(2025:07) VICE-PRESIDENT'S REPORT

The Vice-President highlighted Accessibility Planning as a campus priority. The current accommodations systems and processes, which we rely heavily upon from Dalhousie, are failing to adequately support students in receiving the accommodations they need to succeed academically. This system is not functioning as it should. Dalhousie has recently completed a comprehensive review of its Accessibility Centre, and the results are expected to be released soon. In the meantime, the Vice-President is working closely with the Dean of Students and the Accessibility Officer to address student needs.

There is concern about how this dysfunction may be impacting faculty workloads. The Vice-President will provide an update on this matter in June.

She also acknowledged and commended the Director of Advancement and her office for their work on the public announcement of the Roper-Hannah Chair in the History of Healthcare and Health Equity, a remarkable collaboration with Dalhousie, the Associated Medical Services Healthcare, and J. & W. Murphy Foundation.

Additionally, a comprehensive review of the School of Journalism is currently underway. The VP will present the recommendations from this review to the Board in June.

(2025:08) KSU UPDATE

Ellie Anderson, the new President of the King's Students' Union reviewed her first report to the Board of Governors. She shared the results of the March 1 elections including her election as President of the King's Students' Union, and Erica Waugh's election as the new representative to the Board of Governors.

She highlighted a recent Board/student engagement session, which provided a valuable opportunity for students to connect directly with Board members. Other recent student events included a successful Winter Society Fair in January and a Community Care Week in February, which featured workshops, a fundraiser, and the distribution of care kits to students.

She also reported on ongoing discussions with students and Adriane Abbott regarding the condition of Cochran Bay. A major concern raised by students involves the status of language programs at Dalhousie, specifically the suspension of the Russian Department.

Regarding student businesses, she reported that both the Wardroom and the Galley are supported through the student business levy. However, one levy is still being allocated to a group that is no longer active, which may require review.

There was additional discussion around the suspension of Dalhousie's language programs and its impact on King's students.

(2025:09) GOVERNANCE, HUMAN RESOURCES AND NOMINATING BUSINESS AND CHAIR'S REPORT

Stephanie McGrath, and Mr. Peter L'Esperance left the meeting.

The President then provided a summary of the work of the Governance, Human Resources and Nominating Committee and presented the following motions:

MOTIONS: (Lahey/BAGNELL). Upon the advice of the Governance, Human Resources and Nominating Committee and the Executive Committee it is recommended 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 coopted member of the Board for a four-year term, commencing on July 1, 2025.

CARRIED

MOTION: (WRIGHT/MacLennan) Upon the advice of the Governance, Human Resources and Nominating Committee and the Executive Committee, it is recommended that Peter L'Esperance:

be appointed to the position of Secretary of the Board, effective immediately, to be renewed at the upcoming annual meeting of the Board;

and be appointed Chair of the Governance, Human Resources and Nominating Committee, effective immediately, to be renewed with his reappointment as Secretary.

CARRIED

Stephanie McGrath and Peter L'Esperance rejoined the meeting

The Board took a 10-minute break at 2:39 p.m.

The meeting reconvened at 2:53 p.m.

(2025:10) ADVANCEMENT COMMITTEE

The Chair of the Advancement Committee encouraged all Board members to contribute to the campaign and shared a link for online giving.

She reported that \$3.8 million in gifts have been received since the last update. The U.S. donation link is now active. Notable contributions include a \$250,000 gift to the Library and a \$100,000 gift from George and Tia Cooper.

Board members were asked to forward invitations for the upcoming campaign events in Toronto (next week) and Ottawa (May 6) to anyone who may be interested in attending. Additional events are being planned for Calgary, Vancouver, New York, and Boston.

The campaign priorities documents have been finalized, and Board members are encouraged to share these with potential donors who may have an interest in the outlined areas.

The Annual Fund campaign ends on March 31. King's alumni engagement remains a key focus.

The Director of Advancement confirmed that invitations for the Ottawa event on May 6 will be sent out next week, including to Board members.

The Chair of the Advancement Committee noted that more people are beginning to understand the importance of giving and thanked the President for his leadership in communicating this message across various committees.

The Vice-Chair of the Board emphasized the importance of Board participation in giving. The Director of Advancement expressed appreciation to Kathryn for her leadership and dedication to the campaign.

(2025:11) FINANCE, AUDIT and RISK COMMITTEE**a) Shared Goals for the 2025-26 Budget and Beyond****b) Modelling of Long-Term Projections**

The Treasurer spoke about the Shared Goals document that was drafted by the President and the Bursar and the Long-Term Financial Projections, a modeling initiative led by the Treasurer. The shared goals document, shared for information, outlines key assumptions and strategic goals, addressing specific initiatives and how they align with broader institutional strategies. It also provides a strong connection to the College's five-year financial projections.

There were no questions.

(2025:12) CAMPUS PLANNING COMMITTEE

The President referred to the report provided in the meeting package. The students raised questions regarding room types and associated costs. The President encouraged students to continue the conversation by meeting with him, the Chair of the Campus Planning Committee, and the Director of Facilities Management for further discussion.

(2025:13) INVESTMENT COMMITTEE

Stuart Pattillo, Chair of the Investment Committee, reported that the committee is meeting tomorrow. He noted ongoing collaboration with the administration to draft a communication to the broader community, outlining how ESG values and principles are integrated into the investment strategy.

A key challenge remains the co-mingled nature of certain funds, which makes it necessary to divest from an entire fund to exclude a single company.

He also shared that the committee met with the new client relationship manager of TD Asset Management, who is fully aware of the importance of adhering to the investment policy. A second disclosure, reflecting investment holdings as of March 31, will be made available in June. While some company names may still raise concerns, efforts to align with our investment policy continue.

There were no questions

(2025:14) BUSINESS AND UPDATES FROM OTHER COMMITTEES

There were none.

(2025:15) PRESIDENT'S PERSONNEL RECOMMENDATIONS

Prof. Lisa Taylor, Dr. Sarah Clift, and Prof. Brian Daly left the room. The President explained the process at King's for approval of personnel recommendations and presented the following motion.

MOTION (Lahey/Wright): that the Board approve the appointments and reappointments as set out in the President's Personnel Recommendations.

CARRIED.

The President noted that the recommendations include Dr. Susan Dodd's promotion to full professor, which is a significant milestone, and that Lisa Taylor has been appointed as a tenured Associate Professor.

Prof. Taylor, Dr. Clift and Prof. Daly returned to the room.

(2025:16) OTHER BUSINESS

The students again raised their concerns around budget and program cuts at Dalhousie University.

(2025:17) IN CAMERA

MOTION (0): that the Board of Governors enters an in camera discussion. CARRIED.

The meeting moved to an *in camera* discussion at 3:24 p.m.

MOTION (0): that the Board of Governors move out of the in camera discussion. CARRIED.

The meeting moved out of *in camera* at 3:47 p.m.

The meeting of the Board of Governors was adjourned at 3:47 p.m.

Respectfully submitted,

Stephanie McGrath