

UNIVERSITY OF KING’S COLLEGE

**MINUTES OF THE
BOARD OF GOVERNORS**

The Board of Governors of the University of King’s College met in the Boardroom of the University on Thursday, June 22, 2017, at 1:00 p.m.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Ms. Katrina BEACH (Treasurer), Mr. Andrew BLACK, Dr. Stephen BOOS, Ms. Chère CHAPMAN, The Right Rev. Ronald CUTLER, Dr. Elizabeth EDWARDS, Mr. Tom EISENHAUER, Dr. Christopher ELSON, Ms. Dale GODSOE (Chair), Ms. Jennifer GRAY (Secretary), Professor Kim KIERANS (Vice President), Professor William LAHEY (President), Dr. Laurelle LeVERT, Ms. Mary MARTIN, Ms. Alexandra McCANN, Mr. Brennan McCracken (KSU President), Dr. Peter O’Brien (Vice President Designate), Ms. Bonnie SANDS (Bursar), Mr. Paul THOMSON, Mr. Daniel WHITTEN (KSU Representative)

Attending by teleconference: Dr. Gwendolyn DAVIES, Ms. Julia-Simone (J-S) RUTGERS (KSU Representative)

REGRETS: Ms. Jonna BREWER (Alumni Association President), Ms. Lindsay CAMERON WILSON, Mr. Bernard DOUCET, The Right Rev. David EDWARDS, Ms. Julia GREEN (Registrar), Mr. Peter JELLEY, The Hon. Kevin LYNCH, Supt. Don MacLEAN, Ms. Catherine Anne MARTIN, Professor Fred VALLANCE-JONES, Mr. Hugh WRIGHT

STAFF: Ms. Janet HATHAWAY (minutes)

(2017:13) PRAYER

The Right Rev. Cutler read the College Prayer.

(2017:14) NECROLOGY

The Secretary read the Necrology. A moment of silence was observed. Dr. Edwards, the Advancement Director, and Mr. Eisenhauer spoke about Professor Angus Johnston.

(2017:15) CONSENT AGENDA

The Chair reported that Supt. MacLean was in Ottawa being admitted to the Order of St. John as a Serving Member, a major award in Canada for police officers.

A Consent Agenda addressing the following matters was circulated:

- a) Approval of the Minutes of the Board of Governors meeting of March 23, 2017;
- b) Alumni Report;
- c) Advancement Director’s Report;
- d) Advancement Committee Report;
- e) Facilities Management Update;
- f) Conference Services Update;

- g) Information Access and Privacy (IAP) Administrator’s Annual Report 2016-2017;
- h) Equity and Accessibility Annual Reports 2016-2017:
 - i. Board Equity Committee Annual Report;
 - ii. Equity Officer Annual Report;
 - iii. Accessibility Officer Annual Report;
 - iv. Appendix 1: Action on Truth and Reconciliation Commission;
 - v. Sexual Assault Awareness, Prevention and Response Policy Committee Terms of Reference;
- i) Academic Integrity Officer’s Report
- j) Information Items:
 - i. Public Humanities at King’s;
 - ii. Report of the Library Committee on Rare Books;
 - iii. King’s Outcomes Agreement with the Department of Labour and Advanced Education;
 - iv. Report on Research Activities at the University of King’s College 2016-2017.

Board members requested that the Advancement Director’s Report and the Public Humanities at King’s Report by Harry Critchley be removed from the Consent Agenda.

MOTION: (Kierans/Black) that the Consent Agenda be approved as circulated, with the exclusion of the Advancement Director’s Report and the Public Humanities at King’s Report.
CARRIED.

Advancement Director’s Report. The Advancement Director was asked about the following:

- Rebranding of the “It Takes Courage” webpage. The Advancement Director was asked what measures will be used to ensure success of that rebrand, and how will the University know that the new website is performing better. The Advancement Director advised that the campaign around the rebranding will not begin until the next recruitment season; it will ramp up in September. She advised that “It Takes Courage” will disappear by midsummer. She indicated that measures will be built into all of the University’s initiatives around the marketing plan for the coming year. Google Analytics will be used to track visitors and where they come from.
- Developing a more robust narrative for King’s and the King’s-Dalhousie relationship. The Advancement Director advised that the Advancement Office is embarking on a research project this fall to help determine what message is most beneficial for King’s. King’s is also working with Dalhousie on message, as any message must be created in tandem with Dalhousie. The currently used description of the Dalhousie relationship is in the front of the Calendar.

Public Humanities at King’s Report. A concern was raised about the possibility of unpaid labour in respect of class internships should this program proceed. The President assured the Board that this was an issue that had to be built in to any program. Mr. Critchley has developed the program concepts with widespread consultation. It was not a presidential matter to design this program. The Vice President advised that a new program proposal would normally go to the Planning and Priorities Committee and then upwards through regular channels. Board members discussed looking for private sector involvement to ensure internships were paid. Board member also discussed the difference between “paid” and “compensated” internships.

(2017:16) PRESIDENT’S REPORT

The President delivered a summary of his Report:

- FYP enrolment is holding after three years of steep declines. That is an accomplishment, particularly in comparison to other universities with humanities programs.
- Journalism and FYP Science are both up in terms of deposits; FYP is getting its first HYP students; Journalism is working on a journalism version of HYP with a view to having a similar program in place by next summer or soon thereafter. The President hoped this program would look accessible to members of African Nova Scotian and indigenous communities.
- The President said the Mi'kmaq flag would be raised at 6:30 p.m. on July 7 as the HYP session starts. He hopes the community will gather to observe that significant event.
- The President advised that the market share for King's is up in Nova Scotia. Numbers are up in Ontario and New England.
- Retention has improved significantly, especially from first to second year. About 80% of the first year students will register in second year.
- Residency is up, and the President indicated he was confident it will increase in the coming weeks. For the year after the coming year, Dean Nick Hatt is working on a strategy to keep more upper year students in residence. That is important for educational reasons. Alumni speak about the magic from students of various years living together in College.
- The Master of Fine Arts is a tremendous success. It has 28 students this coming year, 40 as a cohort.
- The President spoke about a second year of expenditures from the reserve funds. He indicated that he believed that what the University spent the funds on last year was worthwhile. He relied on evidence from the 30 high schools where guidance counselors and principals speak of how much better the viewbook is on the King's-Dalhousie relationship, and how good King's primary recruiters are (all recent King's graduates). The President stated that a website that works with mobile devices is better than one that does not work with mobile devices. However, the President recognized the need to build more rigor into recruitment evaluation for next year and implement that in real time. The President advised that he is looking for approval to spend, but are not saying the University will have to spend an amount. The plan will include goals and measurable metrics.
- With respect to fundraising, the President advised that fund-raising last year raised \$1.185 million. That includes the annual giving of \$260,000. Only certain kinds of donations go into the operating budget. Others go into endowments to protect the principal. In the coming year, fund-raising will take more of his time. The Advancement Committee decided to launch a major gifts campaign instead of a capital campaign to limit administrative overhead. A provisional theme for this campaign is "The Next One Hundred Years in Halifax" because in a few years it will be the first hundred-year anniversary in a decade of hundred-year anniversaries. The priorities are renovation of the Tri-Bays; scholarships and bursaries; the Journalism School reconfigured space coming out of Campus Planning; academic programming, such as Public Humanities; funded chairs to honour and recognize the University's talented faculty; and moving operating dollars into another source of funds.
- On fund-raising, there is another recommended expenditure from the reserve funds. Fund-raising to renovate residences is not an easy thing to do. King's needs to have a robust plan to renovate the Tri-Bays that becomes a robust foundation for a fund-raising plan and discussions about how renovation of the Tri-Bays will make them a richer part of the educational experience at King's. There are also practical things to consider: do them all at once, or one at a time, which means the University will lose two residence two years in a row.
- King's also needs to do a comprehensive accessibility audit of the campus. A recent *Watch* article shows this is not just an abstract issue. It is a serious barrier to some students in obtaining an education. If King's is serious about having a diverse community, the University needs to be ambitious about this.

With respect to the budget, the President reported the following:

- It is hard to be enthusiastic about a budget that has a deficit and raises tuition fees, but the President felt that this was a solid budget that moved the University in the right direction. The deficit has not grown, yet the budget includes quite a bit of new spending.
- King's is proceeding on the energy efficiency and water conservation project. That is the right thing to do for the environment.
- The University is dealing with hopefully the end of the deferred maintenance projects.
- The University has set aside from the reserve funds money to implement an enhanced voluntary retirement program. This is primarily for faculty renewal and it could help us on the operating budget in the short term.
- The budget development process requires a lot of remaining work. This year, the Finance Committee played a strategic role earlier in the year and provided direction. The analysis was put in front of the Finance Committee so they could make an informed choice based on that analysis. The Budget Advisory Committee (BAC) has played a more robust and strategic role in the process. They brought rigor to the process, sending the Bursar back to provide better explanations and more information. In future, BAC will be provided more time to do their work. A community forum was held on the budget. It was at an inconvenient time. The President advised that in the coming year, there would be more forums starting in the fall term. They will be scheduled to accommodate as many people as possible. To the extent the budget contains issues within the jurisdiction of Faculty committees, the Vice President has taken those issues to the Faculty forum.
- The President stated that he hoped that the dialogue on the cost of tuition at King's would continue. He advised that he is actively looking for options and opportunities that will help students make their education more affordable.
- The President indicated that he believed enrolment will improve, but not at the rate King's needs for financial stability in the long term. Higher student occupancy in residences is required. Favourable outcomes in discussions with Dalhousie is also required. Opportunity to move some faculty costs into vacant chairs or into chairs that will receive funding is needed. King's must also focus on what it can do to continue to build its enrolment.

The President also reported on the exchange of correspondence in the meeting package between himself and Dr. Tillotson and Professor Toughill regarding the pension adjustment that was made last year. That correspondence shows that there is serious work to do in repairing relationships and systems here at the University. He noted that his proposed mandate letter ends with improving collegiality at King's. The President noted that for those who come from beyond King's, King's is not only a university but is also a college, not just in the name. He indicated that his frame of reference is the three years spent at an Oxford college. There is no board of governors at an Oxford college – the faculty run the college. They have to be respected and understood to run the college. Therefore, the role of faculty at a college goes beyond what it is at a university. On the other hand, this is also a university. The difference with respect to Oxford is that the colleges are part of a university that is run by a board of governors.

Board members discussed the following issues following the President's Report:

- Increasing occupancy in residences and efforts to both renovate and modernize residences and make them more affordable for students.
- Fundraising and “teasing” out the question with big donors as to what they are interested in giving funds for. The Advancement Director noted that there is money put aside for a feasibility study for a capital campaign, but it could be used to do this type of research.

(2017:17) BUSINESS/DECISION ITEMS

a) Financial Statements for 2016-2017

i. Audited financial statements 2016-2017

The Treasurer noted that she was pleased to report that the University has a clean audit opinion from the auditor. They are not qualifying their opinion. They did however add a liquidity risk note to the financial statements. She referred to Note 15(d) (p.16) of the financial statements. To give context about a “going concern”, as an entity, King’s is a going concern and has provided assurance to the auditor that it will continue for twelve months post audit report date and into the future.

The Treasurer noted that the pension transfer has been a sensitive issue. Last year, King’s had a liability of \$3.2 million on its books in relation to the pension plan. With the transfer, that liability is gone. She applauded everyone who had a part in making the transfer happen as it will strengthen the University’s balance sheet and it transfers the risk of a defined benefit pension plan to the province.

ii. Management discussion & analysis (MD&A)

The Bursar reviewed at a high level the management discussion and analysis (MD&A) document.

- Regarding the Statement of Operations, the deficit increased over the prior year by \$800,000 due to the decline in enrolment. In relation to both enrolment and residence, the tables in the MD&A document show that headcount was down over last year, there were 38 fewer beds occupied in residence and there were fewer meal plans sold (coinciding with the reduction in beds). Offsetting these negative variances was a decrease in the Dalhousie financial transfer (the cost to teach King’s students at Dal) of \$300,000 on the expense side. Coinciding with the sale of fewer meal plans, the cost of food was less, saving \$200,000. The Bursar noted that the University had to accrue the outgoing Vice President’s administrative leave, which would explain the larger variance in the President’s Office over the prior year.
- The Bursar reviewed the Statement of Financial Position, noting that fixed assets improved due to capital projects on campus including renovations to the Wardroom, North Pole Bay, the A&A Building and Cochran Bay. The market value of investments also improved due to favourable market conditions this year.

MOTION: (Beach/Eisenhauer) that the Board approve the Financial Statements as presented for year ended March 31, 2017. **CARRIED.**

b) Tuition, ancillary & auxiliary fee increases for 2017-2018

i. Dalhousie/King’s fee comparison

The Bursar compared the student fees charged by King’s to the student fees charged by Dalhousie based on information from the Maritime Provinces Higher Education Council website. King’s and Acadia are the only two schools with fees in excess of \$1,000 per year. King’s charges \$1,169 per year, but keeps only \$422 while Dalhousie gets \$482 and the KSU gets \$265. The Bursar pointed out that it is not evident from the MPHEC website that King’s keeps only 36% of the fees. The fees transferred to Dalhousie allow King’s students to access Dalhousie facilities.

Board members discussed KSU fees and reporting by the KSU.

The Bursar advised that she wants to reduce the differential between King's and Dalhousie student fees. She noted only one proposed student fee increase for next year – an increase in the MFA mentor fee by 1.5%, a cost of living increase, which is a flow-through to the mentors from the students which King's does not benefit from.

ii. Proposed fee increases 2017-2018

The Bursar reported that the contract for food services on campus had been awarded to Chartwells. Meal plan prices will be held at the same prices as last year, with the addition of a new meal plan – an all-day 5-day dining option to replace the current 19 meal plan. The Freedom Plan will become a 7-day all day dining plan and will include \$150 dining dollars that can be used at the Dalhousie student union. The 14 and 10 meal plan options will continue and all meal plans will have a dining dollars component. The Bursar advised that the KSU President had a question about the 19-meal plan, so the University will see what the uptake is on the new 5-day plan and consider changes next year. The Chartwells contract is to be signed June 23 and begins on July 1.

The Bursar advised no price increase is being proposed for residence rooms for 2017-18 in light of the fact that King's rooms are at the high end of the scale when compared to rooms of similar age and condition.

The technology fee was suspended for two years and the Bursar is proposing suspending this fee for a further third year. Discussion ensued amongst some Board members as to the utility of the technology fee and whether it should be eliminated altogether.

The Bursar proposed that tuition for undergraduate and graduate programmes and the international differential increase by the 3% government imposed cap. The Board entered into a discussion on the tuition fee increase proposal. Several Board members noted the negative impact of a tuition increase on both prospective and current students. The Chair noted that it was important to have a continuing dialogue on tuition and fees to understand their value. The bottom line is always to keep the College open.

Board members noted that King's is moving to awarding many more bursaries up front. The Vice President advised that 90% of students get some form of bursary. However, not many applications were received for in-course scholarships.

MOTION: (Lahey/McCracken) that the Board of Governors eliminate the technology fee.
CARRIED.

MOTION: (Beach/LeVert) that the Board of Governors increase tuition fees for 2017-2018 by 3%.
PASSED, with three opposed.

c) 2017-2018 operating budget

i. 2017-2018 operating budget and schedules

Regarding the expenditure out of the reserve funds to be spent for recruitment and retention, the Bursar said that last year, the Board approved \$300,000 out of the fund but only \$192,000 of that was spent, so \$100,000 is being requested to be carried over to 2017-18 in addition to a further \$190,000 expenditure for a total of \$290,000.

The Bursar directed Board members to Schedule 1 (p.33), which reconciles last year's budget deficit to this year's. She commented on what had changed:

- Last year's budget deficit was just under \$1.6 million.
- This year, the food service provider contract will be invoiced differently, on a commission basis rather than a profit and loss basis. King's will flow the meal plan revenue from students to Chartwells and will in turn receive a commission cheque from Chartwells. Chartwells will not invoice King's for the cost of the food as was done by Sodexo.
- Enrolment has a significant impact on the budget. King's is expecting a slightly higher FYP class this year, but enrolment overall is down because of the decline in the past three years' FYP classes which is reflected in lower upper year enrolment; however, the retention from first year into second year is expected to be higher over previous years due to increased retention efforts.
- There is higher occupancy in residence than the prior year budget with 201 beds. As of the Board Meeting date, the Dean of Students, Nick Hatt, is expecting 204 beds this fall.
- Regarding expenses, the Dalhousie financial transfer is going down, which is based on 2016-2017 enrolment (one year prior).
- The Bursar noted that she had found further reductions in all departments of \$400,000.
- She advised that Radical Bay was closed last year because it was not habitable, and the upgrades are progressing well.
- Scholarships went up slightly due in part to new athletic awards in an attempt to get more athletes on campus.
- The Bursar referred to the \$200,000 at the bottom of the schedule - internally restricted pension funds. In the past, the University used these funds to draw down the employer pension contribution rate to 10%. The PSSP employer rate will no longer be that high, so the Bursar proposes using those funds to bring down the deficit next year.

The Chair noted two resolutions were needed before the budget motion.

ii. Resolution re: use of invested operating funds (reserve funds)

Concerns were raised by Board members that these expenses could be annual expenses, not one-off, and whether this was an appropriate use of funds. The Treasurer advised that BAC has gone through a review of these items and accountabilities will be put in place.

MOTION: (Beach/Lahey) that the Board of Governors hereby approves the expenditure of up to \$290,000 from the invested operating funds (reserve funds) to address the critical enrolment situation at King's. This amount includes the \$100,000 of unexpended funds approved from the reserve funds for use in enrolment activities by the Board on June 23, 2016.

These funds are to be used for the following recruitment related activities:

Reputational research (\$50,000); photography and video (\$40,000); social media (\$10,000); familiarization tours (\$65,000); a strategy for increasing the alumni's role in and contribution to recruitment (\$40,000); temporary recruitment staffing (\$25,000); pilot writing tutor program in FYP (\$25,000); advertising (\$17,500) and swag (\$17,500).

PASSED, with three opposed and one abstention.

MOTION: (Eisenhauer/Lahey) that the Board hereby approves the expenditure of up to \$300,000

from the invested operating funds (reserve funds). These funds will enable King's to plan and ready itself for a residence renovation to be completed in 2018-2019 or a later year in accordance with the Campus Master Plan. In order to proceed with a residence renovation in 2018-2019, planning will need to occur in 2017-2018. Planning costs might include consulting fees, building plans, design fees, scope of work and tender packages.

These funds will also enable King's to determine the work necessary to satisfy the accessibility requirements stemming from the recently passed *Accessibility Act*. An accessibility audit will need to be conducted and an accessibility plan created.

PASSED, with three opposed.

iii. Resolution re: use of internally restricted pension funds

The Treasurer explained that some years ago, the University was given a pension holiday. King's made its payments even though it didn't have to, but it set them aside to help in the future. The Treasurer noted that the intention was to relieve the College of the burden of the pension. The Treasurer said those funds were set aside and will sit there for perpetuity unless a decision is made as to what to do with them.

Board members asked why they would sit in perpetuity. The Treasurer said the purpose they were set aside for no longer exists due to the transfer of the pension plan to the PSSP.

MOTION: (Beach/Black) that the Board of Governors hereby approves the allocation of the balance of the internally restricted pension funds (estimated to be \$200,000) to reduce the operating fund budget deficit for fiscal year 2017-2018. **PASSED**, with three contrary and one abstention.

iv. Resolution to approve the 2017-2018 operating budget

Several Board members advised that they were unable to vote for the budget with across the board tuition increases.

MOTION: (Lahey/Beach) that the Board of Governors hereby approves the University of King's College operating budget for the 2017-2018 fiscal year, as presented. **PASSED**, with three opposed and one abstention.

(2017:18) CHAIR'S REPORT

The Chair noted that her report included the President's mandate letter, which she asked the President discuss.

The President reported that he had circulated a draft of a mandate letter last December and received feedback from it. He also circulated the mandate letter at a Faculty meeting and received feedback from Faculty. He summarized the nature of the feedback he got, which said the mandate was not specific enough, so the mandate has been rewritten to be more specific. The President thanked Dr. Boos and Supt. MacLean for their assistance on the rewriting of the mandate letter. He noted a small amendment at the top of page two to reference "mental health services".

MOTION: (Kierans/Black) that the Board approve the President's mandate. **CARRIED**.

(2017:19) KING'S STUDENTS' UNION REPORT

The King's Students' Union representatives gave the KSU Report.

- Chartwells was announced as the winner of the procurement process months ago. The KSU expressed concerns about the two businesses that the KSU funds: the Wardroom and the Galley, and that the KSU was hoping that Sodexo employees would be kept on by Chartwells and offered equitable or increased wages. The KSU was happy to receive communication from the Bursar that the University committed to uphold student demands.
- Mr. Whitten said that the Provincial election held May 30 was challenging for students because so many would not be in the province. The points the KSU focused on during this campaign included NSCC funding, an increased level of funding from government, conversion of student loans to grants, survivor-centric sexual violence policies, international student differential fees that are approaching \$10,000, and the fact that those students cannot access medical insurance when they first arrive. The KSU also campaigned on youth employment, elimination of the inexperienced minimum wage. Nova Scotia is the only province that does not have set election dates, so students are prevented from participating in some elections.
- Ms. Rutgers said students have been on the Sexual Assault Awareness, Prevention and Response Policy Committee, drafting a sexual violence policy for King's, which they have been working on since March. She wanted to highlight the work of Rebecca Stuckey of South House, which has been very helpful. Ms. Rutgers said the University had been reluctant to add Ms. Stuckey to the Committee as a community member, and she is still only non-voting. Consultations have been going well.
- The KSU President said he and two other delegates had traveled to Ottawa for the Canadian Federation of Students' National General Meeting earlier in June.
- Ms. Rutgers reported that the KSU organized several Grad Week events, including a final Sodexo breakfast with Tater Tots and mimosas in the Wardroom, final lectures by Dr. Edwards and Dr. Brandes, a barbecue in the Quad, and a grads-only final Wardroom night. Ms. Rutgers thanked everyone who helped with the events.
- Mr. Whitten said he hoped all Board members who were from out of town were staying in King's Conference Services accommodations. The Bursar noted that there were no rooms available on campus during the July long weekend.

In response a question from a Board Member about access to health insurance for international students, the KSU President indicated that international students could not access provincial medical services insurance until after 13 months in the province. They have the option of purchasing private insurance, but that is costly.

(2017:20) REGISTRAR'S REPORT

The Vice President gave the report from the Registrar, noting it was a wonderful Encaenia this year. King's showed its intellectual prowess by getting 12 University medals.

Students have been hired again for social media and peer mentor initiatives.

The Vice President advised that the University is expecting about 197 students to enroll in FYP this fall. Residence occupancy has gone up and is now at 204 beds. Dean Nick Hatt expects more to come in over the summer. The Bursar advised that 263 beds are available.

(2017:21) VICE PRESIDENT'S REPORT

The Vice President reported that there is a Sexual Assault Committee meeting on Monday, June 26, and they hope to have a draft policy to go over and be ready by fall. They have been working by consensus and are progressing well. The policy should come to the Board meeting for approval, but time must be taken to make sure the policy works for King's.

The Vice President thanked everyone for their support and said she believes there will be a smooth transition to incoming Vice President Peter O'Brien. The President commented that this was the Vice President's last meeting as a member of the Board. "Her contributions to every aspect of the job have been extraordinary, and she's working right up to the final day. She is getting things done in the final days of her mandate. It has been a pleasure working with her." The Board acknowledged her contributions.

(2017:22) BURSAR'S REPORT

a) Investment Committee Report

The Bursar advised that the Investment Committee's annual report was written by Chair Peter Conrod. King's no longer manages the pension portfolio because it has been transferred to the Nova Scotia Public Service Superannuation Plan.

The University was not satisfied with the performance of one of its two investment managers, so terminated the relationship with that one and is now looking for a replacement. In the meantime the entire endowment fund has been transferred to the other manager.

The Bursar reported that the University had a good year on its investments, earning 12.81% last year.

King's is no longer in discussions with Dalhousie with respect to an agreement for them to manage King's endowment fund.

b) Food Service Contract Update

The Bursar met with Chartwells to discuss the University's expectations. She said recommended changes to the contract were accepted with little conflict, and she is encouraged by the food services outlook. There will be a food service advisory committee established in September which will have several students on it.

The Chair thanked the Bursar for her work.

(2017:23) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT

Mr. Black gave the Governance, Human Resources and Nominating Committee report. The Committee is looking for nominations to fill three vacancies in September. They want particular skill areas: finance, fundraising and communications. He asked members to contact Pamela Hazel or him with suggestions of names.

The Governance Committee, a subcommittee of the Governance, Human Resources and Nominating Committee, is looking at Board performance and evaluation and requesting feedback on the operations of the Board. The Secretary prepared a discussion paper to guide how the Board will measure performance. This will be an internal exercise under the leadership of the Secretary.

Mr. Black proposed a minor amendment to the terms of reference of the Honorary Degree Committee having to do with the Public Orator attending the Honorary Degree Committee meeting as a non-voting member because the Orator is often asked to speak about honorary degree candidates.

Dr. Peter O'Brien left the room as the motion related to him.

MOTION: (Black/Gray) that the Terms of Reference of the Honorary Degrees Committee, as outlined in the Blue Book, be amended to add the Public Orator as an *ex officio*, non-voting member of the Committee. **CARRIED.**

Dr. O'Brien returned to the meeting.

Mr. Black noted that while there had been generally positive feedback on the Community Session, and although it was a good exercise, they will not continue it next year.

(2017:24) PRESIDENT'S PERSONNEL RECOMMENDATIONS

The President tabled his list of personnel recommendations.

MOTION: (Lahey/Kierans) that the Board of Governors approve the appointments and reappointments on the President's Personnel Recommendations list. **CARRIED.**

The Board offered congratulations to Dr. Elson on his promotion to full Professor.

MOTION: (McCracken/Whitten) that the Board of Governors enter an *in camera* discussion. **CARRIED.**

The meeting moved to in camera discussion.

MOTION: (Gray/McCracken) that the Board of Governors move out of the *in camera* discussion. **CARRIED.**

(2017:25) OTHER BUSINESS

There being no other business, the meeting moved to an in camera session.

(2017:26) IN CAMERA DISCUSSION

MOTION: (Eisenhauer/Black) that the Board of Governors enter an *in camera* discussion. **CARRIED.**

The meeting moved to in camera discussion.

MOTION: (McCracken/Black) that the Board of Governors move out of the *in camera* discussion. **CARRIED.**

MOTION: (Boos/Eisenhauer) that the meeting be adjourned. **CARRIED.**

The meeting of the Board of Governors was adjourned at 4:15 p.m.

Respectfully submitted,

Dale Godsoe, Chair

Jennifer Gray, Secretary