



University of King's College

June 12, 2017

Prof. William Lahey
President and Vice-Chancellor
University of King's College
6350 Coburg Road
Halifax NS B3H 2A1

Dear President Lahey,

This letter outlines your mandate as approved by the Board of Governors at its meeting of June 22, 2017. The multi-year mandate identifies priorities the Board expects you to be advancing on an ongoing basis, within the scope of your role of President and your opportunity as President to achieve or ensure progress towards relevant outcomes. In addition to the overriding responsibility to the College's educational mission, the following priorities are identified as being for the short or the longer term. The Board recognizes work on short term priorities will be ongoing during your term and that longer term priorities can only be addressed if work towards them is ongoing throughout your term.

Advancing and Enhancing the College's Educational Mission

The College's academic mission and the overall quality of a King's education will continue to be the primary focus of all your activities as President. For example, you are expected to be knowledgeable of the College's academic programmes, to support their quality and responsible development, working with the Vice-President on academic matters. You will be expected to continue to contribute directly to the King's experience by supporting and taking an active interest in the events, activities, societies, organizations and programs that are important to students, faculty, staff and alumni at King's. You will be expected to know and to be known by students, faculty and staff and to be directly interested in their personal, educational and professional progress and wellbeing.

You will be expected to carry out your responsibilities with the benefit of broad and inclusive dialogue with members of the College community, including through the committees of Faculty and the committees of the Board. You will have regular meetings and discussions with the representatives of the KSU and work with the KSU to engage students more broadly in consultations on matters of concern to King's students and the College. In your personal interaction with students, faculty, staff and alumni on matters of university governance and administration, you are expected to foster dialogue and engagement and to be consultative, open, transparent and accountable.

Your focus on the College's educational mission should result in:

- Improved support for excellent teaching;
- The hiring and retention of excellent teachers and, more generally, in faculty renewal;
- Optimal utilization of the College's teaching resources;
- The effective governance of the College's academic programmes;
- Increased academic support to students in areas such as writing, study methods and research;
- Improved access to services, including mental health services, for students;
- Effective implementation of a new policy and programs to prevent and respond to sexual assault;
- Improvements in the accessibility of the King's campus to people living with disabilities;
- Improvements in food services;
- Improvements in the condition of residences and their conduciveness to the College's educational mission;
- Improved support for day students and stronger connections between day students and campus life;
- Improved sustainability of King's athletics programs;
- Strengthened connections between students and alumni;
- Increased value to students from what they pay to study at King's; and
- Improvements in other aspects of the King's educational experience across the spectrum of activities, programs, societies and organizations that define and are encompassed within that experience.

Shorter Term Priorities

You will be expected to achieve or make substantial progress towards achieving the following priorities in the next 3-4 years.

- College finances - securing and stabilizing the College's financial future while protecting and enhancing, to every extent possible, the college's educational mission, by:
 - Leading a multi-year budget development process that allows the College to achieve and maintain a balanced budget within 3 to 4 years;
 - Improving awareness and understanding of the College's financial situation and the realistic options for improving it;
 - Stabilizing and increasing enrolment;
 - Undertaking evidence-based and measured expansion in academic programming, recognizing that this is generally dependent on approval by Dalhousie;
 - Taking other measures to increase revenues, including through increased occupancy of residences, conference services, summer programming and non-academic initiatives;
 - Working with other Nova Scotia universities to advocate for defensible increases in provincial funding for universities;
 - Negotiating changes to the King's – Dalhousie Financial Transfer Agreement to ensure it fairly represents and allocates the revenues received and the costs incurred by each university in the education of the students of both universities; and
 - Taking measures to reduce or control expenditures as needed to achieve a sustainably balanced budget.

- Enrolment - stabilizing and increasing enrolment and establishing the conditions for future enrolment levels that serve the college's academic mission and its financial stability, by;
 - Overseeing the development and implementation of a directional but flexible multi-year enrolment strategy, encompassing recruitment and retention, that specifies realistic year-to-year recruitment and retention improvement targets;
 - Overseeing the development and implementation of rolling yearly enrolment management plans, including measures on recruitment and retention to achieve targets as specified in the enrolment strategy;
 - Ensuring that increasing diversity is a priority within the enrolment strategy and plans, recognizing that significant increases in diversity cannot be achieved solely by enrolment-specific activities;
 - Ensuring the potential alumni contribution to recruitment and retention is incorporated into the enrolment strategy and annual enrolment management plans; and
 - Ensuring that marketing components of recruitment plans are built on a vision of and for the College that is shared and supported internally (and with Dalhousie) and effective in recruiting students for whom King's is the right educational choice.

- Human resources management – maintaining and improving the quality of King's as a workplace that is (a) collegial and supportive of professional development and fulfillment and (b) committed to the health, safety and wellness of faculty and staff and all members of the College community.

- Alumni engagement – achieve measurable improvements in the level of alumni engagement with the University, particularly in the areas of recruitment, student mentorship, career guidance and development, fundraising and the University's profile and visibility.

- Fundraising - develop and implement a major gifts campaign that will fund:
 - Scholarships and bursaries;
 - Campus renovations in accordance with the Campus Master Plan and applicable legislation, including renovation and refurbishment of Chapel, Middle and Radical Bays, the construction of accessible residence accommodations in Alexandra Hall and consolidated and modernized space for the School of Journalism;
 - Other fundraising priorities as identified in consultation with faculty, students, alumni, donors and through the Advancement Committee.

- College administration –
 - Advancing the ongoing work to develop and implement policies and standardized procedures in core business functions and to strengthen and standardize administrative structures and procedures more generally;
 - Ensuring the maintenance, functionality, adequacy, affordability, sustainability and reliability of College infrastructure and systems, including information management systems, website, buildings, security systems, etc.; and

- Generally, instituting business system improvements and efficiencies to ensure the College obtains optimal value from the resources it dedicates to administrative activities.
- Collegial governance - improve and strengthen governance relationships among all elements of the College community, including between the Board of Governors and the administration of the College and the rest of the College community, in accordance with and fulfillment of the commitment to collegiality that is a core principle of governance and administration at King's.

Longer Term Priorities

In addition to the priorities listed above, you will be expected to be working towards building the conditions for success on longer term objectives, as laid out below and as adjusted in the annual review of your mandate and your performance. These objectives will be further specified in the years to come. They can however be expected to include priorities in areas such as:

- Expanding services and supports for students available at King's and the access to King's students of services and supports available to them at Dalhousie;
- Improving the accessibility of King's for students who face barriers to attending King's, including financial barriers;
- Supporting faculty in their professional development and their work to be excellent teachers and productive scholars in ways that advance the College's educational mission;
- Advancing and managing faculty renewal;
- Professional training for staff;
- Securing the long-term sustainability of the College's finances;
- Maintaining optimal enrolment levels;
- Increasing the diversity of the College community; and
- Achieving longer-term fundraising objectives in areas such as scholarships and bursaries, renovation of campus buildings and in other priority areas.

Along with the entire Board, I look forward to working with you as you move forward with this mandate in collaboration with the entire King's community.

Yours truly,



Dale Godsoe, Chair
Board of Governors

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