

**UNIVERSITY OF KING'S COLLEGE**  
**BOARD OF GOVERNORS**  
**MEETING MINUTES**

The Board of Governors of the University of King's College met in the Boardroom of the University on Friday, March 23, 2018, at 12:30 p.m.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Ms. Katrina BEACH (Treasurer), Mr. Andrew BLACK, Dr. Stephen BOOS, The Right Rev. Ronald CUTLER, Dr. Susan DODD, Mr. Tom EISENHAUER, Dr. Dorota GLOWACKA, Ms. Dale GODSOE (Chair), Ms. Jennifer GRAY (Secretary), Ms. Julie GREEN (Registrar), Professor William LAHEY (President), Dr. Laurelle LeVERT, Ms. Catherine MARTIN, Mr. Brennan McCracken (outgoing KSU President), Dr. Peter O'BRIEN (Vice-President), Mr. Chris PEARSE (KSU Representative), Mr. Douglas RUCK, Ms. Julia-Simone RUTGERS (KSU Representative), Ms. Bonnie SANDS (Bursar), Mr. Paul THOMSON, Mr. Hugh WRIGHT (Vice-Chair), Ms. Lianne XIAO (incoming KSU President)

Attending by teleconference: Ms. Jen LAURETTE (Alumni Association President), Ms. Stephanie McGRATH, Dr. Gwen DAVIES

REGRETS: Dr. Michael BENNETT (UKCTA Representative), Ms. Lindsay CAMERON WILSON, Ms. Chère CHAPMAN, Mr. Bernard DOUCET, The Rt. Rev. David EDWARDS, The Hon. Kevin LYNCH (Chancellor), Supt. Don MacLEAN, Ms. Alexandra McCANN, Prof. Fred VALLANCE-JONES

STAFF: Ms. Janet HATHAWAY (minutes)

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The Chair called the meeting to order at 12:34 p.m.

The Chair introduced Mr. Douglas Ruck, an incoming co-opted Board member.

The Chair introduced the incoming King's Students' Union President, Ms. Lianne Xiao, and newly elected KSU representative, Chris Pearse.

**(2018:01)      PRAYER**

The Rt. Rev. Ron Cutler read the College prayer.

**(2018:02)      NECROLOGY**

The Secretary read the Necrology. A moment of silence was observed. The Chair spoke of a memorial event for Professor Michael Cobden that she had attended.

**(2018:03)      CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a)      Approval of Minutes;
- b)      Advancement Director's Report;
- c)      Registrar's Report;

- d) Campus Planning Committee Report;
- e) Investment Committee Report.

**MOTION:** (Eisenhauer/Beach) that the Consent Agenda be approved as circulated. **CARRIED.**

The Chair indicated that as the President was delayed, all business decisions and the President's report were to be moved to later in the meeting to be discussed after the President arrived from the airport.

**MOTION:** (Gray/O'Brien) that the Agenda be approved as amended. **CARRIED.**

**(2018:04) KING'S STUDENTS' UNION REPORT**

The outgoing KSU President highlighted the written report circulated in the package. He noted that elections had been held and he gave the names of the new KSU Executive members: President Lianne Xiao, Student Life Vice-President Michael Greenlaw, Financial Vice-President Marie Dolcetti Koros, External Vice-President Isabelle Reynolds, Communications Vice President Izzy Ortner, and Board of Governors Representatives Chris Pearce and Julia-Simone Rutgers. The outgoing KSU President indicated his term is over and he was at today's Board meeting to help orient the incoming KSU officers.

The outgoing KSU President distributed a document entitled, *Making the Right Choices* to Board members: students' recommendations for the University's 2018-2019 budget. The document contained recommendations for reducing tuition and fees, particularly in the School of Journalism; supporting and funding the upcoming sexual violence policy; funding free menstrual health products on campus; and improving the budgeting process to include more student consultation and input.

Mr. Andrew BLACK arrived at 12:45 p.m.

The outgoing KSU President mentioned the Sexual Violence Awareness, Prevention and Response Policy (the Policy) funding implementation plan and noted that from the KSU's perspective, it needs to be supported by the budget and resources. The outgoing KSU President noted that students are looking for a full time person to give them as much access as possible.

Dr. Susan DODD arrived at 12:51 p.m.

The Vice-President noted that it is the intent of Administration to provide adequate funding in the budget in the June meeting. In response to Board member's questions about the model of the office to be provided, the Vice-President reported that as part of the consultation, he has been looking into appropriate models for King's campus. The Policy's bottom-up approach ensures the University has focus on victim-centrism and trauma. The challenge is that this leaves the University, as ultimately responsible for the Policy, to work out how the Policy interacts with other policies on campus and staffing. Those questions need to be addressed.

Board members noted that when the Sexual Harassment Committee was a stand-alone committee as part of the Equity Committee, King's did have a sexual harassment advisor years ago who was part time and not located on campus. Board members commented on experiences at other Atlantic Canadian universities, including the University of New Brunswick's practice. Discussion ensued as to how the position/resource might interact with the campus as a whole.

**(2018:05) REGISTRAR'S REPORT**

- a) **RECRUITMENT AND RETENTION FOR 2018-2019**

The Registrar's gave her report. The numbers for fall 2018 in the March report are more positive than in the February report.

The Registrar has seen a shift from Ontario to more Nova Scotia applicants, which is concerning because it is easier for Nova Scotia students to get their grades to King's and apply, so that pool may not actually be larger for those intending to come to King's. The Enrolment Committee is consulting with students in developing plans for next year.

Board members asked about the increase in students applying from British Columbia and if special efforts were being made there. The Registrar indicated that the University is working to grow that market and has focussed on BC and Alberta this year.

**(2018:06)      VICE PRESIDENT'S REPORT**

The Vice-President gave his report, beginning with the Pink Book (Regulations Governing Faculty-Administrative Relationships and Regulations Concerning Appointments, Promotion and Tenure). The Vice-President conveyed his gratitude on behalf of the University to the faculty members who have served diligently over the years in drafting the Pink Book. He singled out Professor Simon Kow in the most recent round.

The Vice-President reported he has had two other items he focussed on this term: a search in the Diocese of Nova Scotia and Prince Edward Island has been ongoing to find a person to serve as Priest-in-Charge of King's College Chapel, Diocesan University Chaplain for the Diocese of Nova Scotia and Prince Edward Island, and Christian (Anglican) Chaplain at Dalhousie University (three positions combined). On April 3 and 4, two short-listed candidates will be welcomed to campus to interact with the community at Choral Evensongs.

President William LAHEY arrived at 1:09 p.m.

The Vice-President noted his second big project is the Dean of Students. The outgoing Dean of Students, Nick Hatt, is continuing to serve on the Chaplain Advisory Committee. That Committee has worked under similar timelines. Candidates will appear next Monday through Wednesday (March 26 to 28) on campus and there will be opportunities for College constituent groups to meet them.

The Vice-President also reported the following:

- The Vice-President noted the service of the outgoing University Librarian and reported that Janet Hathaway has been appointed as Interim University Librarian for the period of April 1, 2018, through June 30, 2019.
- The hybridization of the Carnegie Professorships, which are joint appointments in the Faculty of Arts and Social Sciences going back to a long-standing agreement between Dalhousie and King's by which an endowment has paid for a portion of salaries in the home department in the Faculty of Arts and Social Sciences. The Dean of FASS and the Vice-President, the Bursar, the FASS financial officer, and HOST members have been going through various ways of configuring this relationship in a way that would be mutually beneficial and might bring salary relief. It is an active conversation.
- The Vice-President invited further questions about the Sexual Violence Awareness, Prevention and Response Policy. Board Members asked about the following:
  - The status of the Policy draft. The Vice-President noted that the current draft was under revision and should be presented at the June Board meeting.
  - Did the University have residual authority to continue with action and investigation even if a victim did not want to proceed? The Vice-President noted that was addressed and

- that in cases of risk to others, that investigation can continue without consultation.
- Conflict of interest. Board members noted that the provision on conflict of interest in the current draft could be broader.
- Further discussion ensued about the experience at other universities in Atlantic Canada, in particular, University of New Brunswick and St. Thomas University.
- The Public Humanities project. The Vice President has been working with Dr. Jerry Bannister of Dalhousie's History Department in connection with another certificate program on Heritage Studies. They are developing a program to take to FASS for approval

The President noted that he was in Ottawa last night with Chancellor Lynch and many parents of current and recent Ottawa students and graduates. The University had made a funding application to the Bank of Montreal for public humanities – two components: a certificate program and a public humanities fellowship – a funded opportunity for a summer job. The Bank of Montreal is providing King's with \$150,000, more than the University requested.

The Chair congratulated Janet Hathaway for her continued service.

**(2018:07)      BURSAR'S REPORT**

**a)      2017-2018 FINANCIAL UPDATE**

The Bursar gave a quick financial update on the fiscal year, which ends next week: the deficit has gone down to \$900,000. Certain things contributed to this: better winter retention than expected when a number of full time students became part time in winter, rather than leaving King's altogether. Second, as debt was not secured until November (as opposed to August); there was \$242,000 less spending this year for debt servicing costs. As well, more beds were occupied this year.

**(2018:08)      GOVERNANCE, HUMAN RESOURCE AND NOMINATING COMMITTEE**

The Secretary presented the Governance, Human Resources and Nominating Committee report. She noted there was one vacancy in the co-opted category and introduced Douglas Ruck. She advised that Mr. Ruck's biography has been circulated, that he attended King's and has had a long history with King's, including previous service on the Board of Governors. The Chair added that Mr. Ruck received the Alumni Award this year.

Mr. Ruck left the Boardroom at 1:32 p.m. while the motion was put forward.

**MOTION:**      (Gray/Black) that the Board of Governors approve the appointment of Douglas Ruck as a co-opted member of the Board for a period of four years effective March 23, 2018.  
**CARRIED.**

The Secretary spoke of the current Chair's service to King's and advised that Mr. Ruck has agreed to take on the Chair's role after the current Chair steps down at the end of June. The legislation requires the Chair to come from among the Board's members, which is the reason for Mr. Ruck's appointment at this meeting. Mr. Ruck will be appointed Chair at this meeting to be effective July 1 to allow for the transition of knowledge between him and the current Chair.

**MOTION:**      (Gray/Thomson) that the Board of Governors appoint Douglas Ruck as the Chair of the Board of Governors of the University of King's College effective July 1, 2018.

In discussion, the President noted that Hugh Wright has been Vice-Chair for a number of years, and it was the intention that the Vice-Chair would become the Chair. However, Hugh's role as CEO of McInnes

Cooper keeps him busy full time, so the University looked for someone who has the attributes as well as the time to be the Chair. The President noted that the current Chair has been available to do many things to help him manage the Board. Doug Ruck has both the attributes and availability to be Chair of the Board. He recently retired and is looking for new and different ways to contribute, and King's is high on his list of priorities. He is eminently qualified, with a legal background that gives certain professional advantages. Part of his work has been facilitating discussion of issues. His knowledge of King's includes service on this Board, so he has the internal background.

Catherine MARTIN arrived at 1:35 p.m.

**CARRIED.**

When Mr. Ruck rejoined the meeting at 1:38 p.m., Board members welcomed him to the Board.

The Secretary then discussed the Board evaluation process. The Governance Committee explored the process that had been done some time ago. A draft process is being finalized now to be circulated by electronic survey. Individual evaluations will be submitted on an anonymous basis to her and then aggregated for reporting to the Board.

**(2018:09)      BUSINESS/DECISION ITEMS**

**a)      PROVISIONAL 2018-2019 OPERATING BUDGET WITH PROJECTIONS FOR 2019-2020 AND 2020-2021 AND ASSUMPTIONS**

The Bursar presented the preliminary draft budget for 2018-2019 and projections for an additional two years. She noted that the assumption for FYP enrolment was 190 students. For every 10 students added to this, the financial situation would improve by \$100,000. The numbers with respect to Dalhousie will become more firm at the end of March. No reserve funds are factored into this draft.

The Bursar noted that this budget has a 3% tuition increase across the board. The cost of the meal plan will go up by the Nova Scotia CPI of 1.7%, and the number of days meals are served increases, so the meal plan goes up 3.1%.

Board members asked if there were a reason to anticipate a 3% increase in government funding in future years. The President indicated that that was a safe assumption and noted that every 1% is about \$60,000 to King's.

Board members noted that King's students are paying the highest Journalism tuition fees in Canada.

Board members asked about the cost of residence rooms. The Treasurer indicated that residence costs are compared to other universities having residences of similar age and condition, not to the apartment market. This will be the second year in a row that the University will be holding residence fees flat.

The Bursar noted that ancillary fees are high because King's students have the benefit of using Dalhousie's facilities as well as Dalhousie's library and gym. Going forward, she will have a footnote showing that King's students have the advantage of using Dalhousie facilities. The Bursar also pointed to the \$180 fee being added in the fall, which is for the new Dalhousie fitness facilities to which King's students will have access. This arrangement was established in 2013.

Board members inquired as to whether the Dalhousie fees can be renegotiated. The Bursar noted that she was not sure it would be possible because Dalhousie relied on these fees when they built the facility.

Board members commented on the relative expense of residence at King's. The Bursar noted the number

of Dons has not declined with enrolment and can lead to better retention. Board members commented on the value of the Don system.

Discussion ensued about the content of the King's portion of the ancillary fee and Board members noted that while the ancillary fees are a concern, this must be considered in the context of the overall financial challenges faced by the University.

**b) RESOLUTION FOR ESTABLISHMENT OF THE GENERAL FUND AND BICENTENNIAL FUND (INTERNALLY RESTRICTED FUNDS)**

The President noted that the Bursar identified two funds that were endowed funds, the Bicentennial Fund and the General Fund, where money was placed that was not specified for a particular purpose. The auditor encouraged King's to look at how these funds were characterized. A legal opinion was sought and it was determined that these funds were not, in fact, endowed funds, but internally restricted funds.

The President noted that the funds total \$9.1 million. The University's first intention is to honour the intention for which the funds were raised. Everything would need to come to the Board prior to use of any funds.

The Treasurer noted that these funds were never legally endowed; they are internally restricted. Principal cannot be used without a Board motion, but it can be used.

A discussion ensued on the implications of the motion.

The Vice-Chair noted that origin of these funds is rather obscure. The Bicentennial Fund was simply placed in the endowment funds, so its use was more restricted than what was originally intended. It could be used for Library operations and maintenance. There was no suggestion that when people put in the money it would all be held in perpetuity and only the income would be used. The University is now looking to make more expansive use of it. The General Fund source is unknown. The Vice-Chair noted that as a donor, he has no expectation of these funds being held in perpetuity.

**MOTION:** (Beach/Lahey) Whereas it has been determined that funds managed as part of the General Fund and the Bicentennial Fund until now managed as endowed funds are not endowed funds and that these funds should be recognized and managed as internally restricted Funds.

Be it resolved that the Board hereby approves and recognizes two internally restricted funds, as follows:

The Bicentennial Fund is hereby recognized as an internally restricted operating fund. The Fund will be accounted for separately and the Bicentennial Fund will be managed for the purposes for which it was established, namely:

- Library operations including maintenance and repair;
- Bursaries and scholarships;
- Programs; and
- Faculty support

The General Fund is hereby recognized as an internally restricted operating fund. The Fund will be accounted for separately and the General Fund will be managed for the purposes of funding expenditures and special initiatives as determined by the Board of Governors to be important for the University's continuing viability, including as necessary to honor the intentions of donors to benefit the University's ongoing well-being

and mission. **CARRIED: one contrary, one abstention.**

KSU Representative Julia-Simone Rutgers arrived at 2:21 p.m.

**c) INCREASING FINANCIAL AWARDS OFFERED TO ELIGIBLE PROSPECTIVE STUDENTS**

The President noted that the University is at a critical stage in recruitment of the incoming class. There are encouraging numbers that indicate King's might have numbers in the range of 200 to 210 first year students. The stretch goal for this year is 220. The University is on a three to four-year recovery plan, the fundamental part of which is increasing enrolment.

The numbers soften through April and May, which is how King's ended up at 190 students last fall. The students who have been given offers are in the process of choosing whether to go to King's or somewhere else. This issue has been discussed at the Budget Advisory Committee, which recommends King's proceeds to increase financial awards to prospective students. It has also been discussed by the Senior Administrators team. The Registrar has discussed it at the Enrolment Committee.

No decision has been made as to where monies would come from, but the thought is that it will come from the two internally restricted funds noted under item (b).

The Registrar referred Board members to her report giving financial background and outlining the various options.

After discussion, the Chair noted that it is not the Board's role to get into operations, but to approve the concept of this as an extra recruitment drive.

The Registrar noted that, it would be prudent to take extra action to shore up the applicants the University has in its pool. Timing is also important, as there is experience that doing this award system late in May is ineffective, as money is given to people who were coming anyway and additional students are not secured.

Board members expressed various concerns about the process. The President emphasized that this is a pilot project and that the University may wish to change some elements in future and keep some elements, depending on the effectiveness of the proposed approach.

**MOTION:** (Lahey/Eisenhauer) that the Board of Governors give its approval for the execution of this plan as a pilot project, with funding to be determined as part of the budget approval process. **CARRIED: two contrary.**

**d) INVESTMENT COMMITTEE MEMBERSHIP**

The Bursar sought Board approval for two new members for the Investment Committee. She and Peter Conrod, the Investment Committee Chair, recommended Permjot Valia and David Ross.

**MOTION:** (Eisenhauer/Wright) that Permjot Valia and David Ross be appointed to the Investment Committee. **CARRIED.**

**e) APPROVAL OF AMENDMENTS TO THE PINK BOOK**

The Vice-President noted he had already discussed the Pink Book in his report earlier in the meeting. The President noted that there were no changes to the terms and conditions of employment.

**MOTION:** (O'Brien/Davies) that the Board of Governors approve the amended Pink Book as circulated. **CARRIED.**

**(2018:10) PRESIDENT'S REPORT**

The President gave updates on items in his Report.

- In relation to the visit to King's and Dalhousie of Dr. Ron Bond, a third-party advisor, everyone was impressed by Dr. Bond, who was well prepared, including reading the minutes of King's Board, which made it clear King's had been taking a measured and responsible approach to this issue.
- The President provided updates on various facilities initiatives, including a redesign of the Journalism School space within the Arts & Administration building and Alexandra Hall accessibility issues. Both are going back for further work on conceptual designs.
- There is a new relationship between the University and the Youth Art Connection (YAC), funded by the Province, which supports young artists to help them have viable careers in the arts. Many of the young artists come from modest means. Many of them are coming to King's to perform and King's students go to YA's hub in north end Halifax.
- The President reported on the launch of the historical inquiry into slavery and King's College. The launch has gone very well, thanks to Doug Ruck, Don MacLean, Dorota Glowacka, Sylvia Hamilton, Adriane Abbott, and Elizabeth MacDonald in Advancement. Board members noted the positive discussions about this initiative.
- "Up Basketball" is looking university partner and the President has indicated that King's would be interested in being that partner. Athletics Director Neil Hooper is enthusiastic. There was a meeting last weekend.
- There are three external funding opportunities that fully fund this summer's HYP:
  - Professors Clift and Penny received a SSHRC grant this year;
  - a grant from the Nova Scotia Office of Immigration (this year's HYP theme is migration); and
  - from the Nova Scotia Department of Labour and Advanced Education to provide bursaries and scholarships for young people who want to participate, especially those from immigrant families.

Board members noted that almost everything the President had mentioned speaks to community initiatives but that these appear to be *ad hoc*. King's is making a concerted effort in the community, but maybe perhaps it could be made part of the University's mandate or branding as the university that reaches out and interacts with the community. The President expressed his support for that idea.

**(2018:11) PRESIDENT'S PERSONNEL RECOMMENDATIONS**

The President tabled his list of Presidential Personnel Recommendations.

**Appointments, Reappointments:**

- Dr. Mark Burke appointed to teach a half credit (HSTC3415.03 Brewing Civilization: The History, Culture and Science of Beer) in the summer term of the 2018-2019 academic year, in the History of Science and Technology Contemporary Program.
- Dr. Christopher Cohoon appointed to teach a half credit (CTMP4411.03 Phenomenology and the Environment) in the fall term of the 2018-2019 academic year in the Contemporary Studies Program.
- Dr. Laura Penny appointed to a tenure-track position as Assistant Professor in the Contemporary Studies Program effective July 1, 2018.



- Professor David Swick appointed to a tenure-track position as Assistant Professor in the School of Journalism effective July 1, 2018.
- Dr. Jannette Vusich reappointed to a two-year limited term contract at the level of Assistant Professor in the Early Modern Studies Program, July 1, 2018 to June 30, 2020.

**For information:**

- Ms. Janet Hathaway appointed Interim University Librarian & Archivist April 1, 2018 to June 30, 2019.
- Mr. Chauncey Kennedy appointed Interim Dean of Students February 14 to June 30, 2018.

**MOTION:** (Lahey/Dodd) that the Board of Governors ratify the appointments of Dr. Mark Burke, Dr. Christopher Cohoon, Dr. Laura Penny, Professor David Swick, and Dr. Jannette Vusich. **CARRIED.**

The President noted that there is something distinctive about Dr. Clift's situation that needs to be clarified.

**MOTION:** (Lahey/Davies) that the Board of Governors approve the appointment of Dr. Sarah Clift, subject to the resolution of any outstanding issues as determined by the President. **CARRIED.**

The President said he looked forward to seeing Board members in the Wardroom after the meeting.

**(2018:12)      OTHER BUSINESS**

There was no further business.

**(2018:13)      IN CAMERA DISCUSSION**

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

The meeting moved to an *in camera* discussion.

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

The meeting of the Board of Governors of the University of King's College adjourned at 3:24 p.m.

Respectfully submitted,

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Dale Godsoe, Chair

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Jennifer Gray, Secretary