

**UNIVERSITY OF KING'S COLLEGE**

**MINUTES OF THE BOARD OF GOVERNORS**

The University of King's College Board of Governors met in the University Boardroom on Thursday, March 28, 2019, at 12:40 P.M.

PRESENT: Ms. Katrina BEACH (Treasurer), Ms. Lindsay CAMERON WILSON (Alumni Association Representative), Mx. Levi CLARKSON (KSU President), Ms. Rosalie COURAGE (Co-opted Member), Dr. Susan Dodd (Faculty Representative), Mr. Tom EISENHAUER (Co-opted Member), Dr. Chris ELSON (Faculty Representative), Dr. Dorota GLOWACKA (Faculty Representative), Mx. Jennifer GRAY (Secretary), Professor William LAHEY (President), Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island), Supt. Don MacLEAN (Co-opted Member), Ms. Catherine MARTIN (Co-opted Member), Professor Sue NEWHOOK (Faculty Representative), Professor Peter O'BRIEN (Vice-President), Ms. Izzy ORTNER (King's Students' Union Representative), Mr. Douglas RUCK (Chair), Ms. Adrianna VANOS (King's Students' Union Representative), Mr. Hugh WRIGHT (Vice-Chair) (Diocese of Fredericton)

Attending by teleconference: Dr. Gwendolyn DAVIES (Diocese of Fredericton), Ms. Jennifer LAURETTE (Alumni Association President), Ms. Alex McCANN (Co-opted Member), Mr. Ben KATES (Alumni Association Representative)

REGRETS: The Most Rev. Ronald CUTLER (Diocese of Nova Scotia and Prince Edward Island), Mr. Bernard DOUCET (Co-opted Member), The Right Reverend David Edwards (Diocese of Fredericton), Ms. Stephanie McGRATH (Co-opted Member)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director), Ms. Julie GREEN (Registrar), Ms. Bonnie SANDS (Bursar)

STAFF: Mx. Janet HATHAWAY (minutes)

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The Chair called the meeting to order at 12:41 p.m.

**(2019:01) PRAYER**

The Vice-President read the College Prayer.

**(2019:02) NECROLOGY**

The Secretary read the Necrology. A moment of silence was observed. The Chair spoke of the tragic shootings in places of worship around the world in the past months, asking Board members to remember those who have been lost.

**(2019:03) CONSENT AGENDA**

The Chair invited the newly elected King's Students' Union (KSU) Executive members to introduce themselves. The Board welcomed KSU President Levi Clarkson and KSU Board of Governors' Representatives Izzy Ortner and Adrianna Vanos.

The Chair advised that the Chair's Report would be deferred.

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes
- b) Facilities Management Update
- c) Advancement Office Report
- d) Advancement Committee Report
- e) Investment Committee Report

**MOTION:** (Maclean/Elson) that Consent Agenda be approved. **CARRIED.**

At 12:48 p.m., Dr. Dodd arrived.

At 12:49 p.m., Mr. Wright arrived.

**(2019:04) BUSINESS ITEMS**

**A) EXPENDITURE REDUCTION, CONTROL AND REALLOCATION PLAN**

The President noted that the proposed plan was written in the form of a motion as his mandate was to table a motion in March.

He reported that this memo has been discussed and endorsed at the Budget Advisory Committee and the Finance, Audit and Risk Committee, and discussed -- although not necessarily endorsed -- at a meeting of Faculty.

The President noted that that this was a different plan because of the increase in government funding of \$2.2 million that came through in December. However, the President cautioned that the University must be careful that it does not find itself in the same position in five or six years. King's must be careful to keep the balance of revenue and expenditures. The reductions proposed are proportionate to the structural deficit risk facing the University now.

The President noted that the other elements of the plan are about institutionalizing the focus on the expenditure level in every department and in all aspects of governance and management of the University.

He advised that the renaming of the plan was intentional because the University is now in a place where it does not have to be focussed on expenditure reduction in every budget, as the University has been in the past. King's can consider how to reallocate its funds so it can enrich some activities and add new activities to what the University offers to its students. Some increases are made possible by moving money around in the budget.

The President thanked everyone who had contributed to the plan to date and that he was grateful for the work of the Bursar and other members of the University.

The Treasurer noted that every department contributed to the \$250,000 in expenditure reductions. Every part of the organization did their part to help contribute to the sustainability of the University.

Board members noted the connection between the increased provincial funding and the stewardship the President has shown over the University's funds. The President noted that there were many contributing influences on the Province increasing its grant to King's. The Province came to the view that King's had

done everything it could be expected to do in light of the magnitude of the deficit. It was important that the Board last June approved expenditures out of the internally restricted funds towards increasing enrolment. That sent a message to the Province that King's was not asking for a bailout but was making an investment in its own future. King's was also focused on things the Province cares about, such as experiential learning and the scholarly inquiry into slavery. Those factors created a positive environment for investment by the Province.

The President stated that the progress the University was making financially was not as an end in itself. King's is making progress on conditions that make faculty renewal possible and make the College more diverse.

At 1:07 p.m., Ms. Martin arrived.

**MOTION:** (Beach/Eisenhauer) that the Board of Governors approve the following 10-point plan as the ongoing Expenditure Reduction, Control and Reallocation Plan of the University of King's College:

1. The Plan shall be known as the Expenditure Reduction, Control and Reallocation Plan (instead of as the Expenditure Reduction Plan as originally mandated by the Board at its meeting of June 21, 2018).
2. Two Hundred and fifty-thousand dollars (\$250,000) in permanent expenditure reductions (in addition to the roughly \$1,000,000 in permanent expenditure reductions implemented in previous years) are to be implemented in the College's operating budget for 2019-2020.
3. Making further expenditure reduction, as determined to be necessary given the College's evolving financial situation, will be a continuing part of the budget development process for 2020-2021 and subsequent fiscal years.
4. Opportunities for further expenditure reduction (or avoidance) will consistently be fully considered in staffing decisions and in the management of human resources more broadly. Recent examples include:
  - a. The decision not to refill a communications position that became vacant in the
    - i. Advancement Office;
  - b. The decision to eliminate the position of Manager in the Facilities Department;
  - c. The due diligence that was conducted by the President and the Bursar on the
    - i. alternatives to replacing the Director of Facilities when the Director of Facilities gave notice that he was leaving King's; and
  - d. The direction which the President has given to the Bursar and the Human Resources Officer to suspend consideration of applications for salary reclassifications.
5. Making progress (or lack of progress) on expenditure reduction, control and reallocation as determined to be necessary given the College's evolving financial situation, will be one of the factors to be considered in giving or withholding approval to proposals to increase the budgets of departments or academic programs or the overall expenditures of the College.
6. Subject to a determination of what is in the best interest of the College from an overall financial perspective, priority will be given in the use of budget surpluses (if any) to debt reduction or retirement where it will accelerate the reduction of operating revenues allocated to debt servicing and/or the retirement of debt and/or the reduction or avoidance of interest payments.

7. Within the context of continuing to increase the total funds available for scholarships and bursaries, priority will be given to reducing the proportion of student financial assistance (scholarships and bursaries) that is funded from the College's operating budget while increasing the proportion of student financial assistance that is funded by donors and/or investment income.
8. Creating fully or partly funded chairs (or professorships) that advance the College's academic mission for existing or new members of faculty will be a continuing budgetary and fundraising priority.
9. Maximizing the value obtained from the association with Dalhousie, specifically from the payments which the College makes to Dalhousie for courses taken at Dalhousie by King's students and for the student services available to King's students at or through Dalhousie, will be a continuing priority in the governance and administration of the College and in the management of the College's relationship with Dalhousie.
10. Consideration will continue to be given to how non-endowed internally restricted funds, and the income generated from them, can best be deployed to enable the College's sustainability, such as by considering how these funds, or some of them, could be used to reduce the percentage of student financial assistance that is financed by the operating budget or to enable the creation of funded chairs.

**CARRIED.**

**B) PROPOSALS FOR INCREASES IN SPENDING IN 2019-2020 AND IN 2020-2021, 2021-2022 AND 2022-2023**

The President then moved into areas proposed for increases in spending either in 2019-2020 or in the provisional budgets that will follow.

The President noted that there had been many discussions with the University community on what needed greater attention. All these items proposed for increased spending were in his mandate that the President was given in 2016, including sexualized violence, faculty renewal, and diversity. The President added that the Board in *in camera* sessions has talked about the manageability of the Vice-President's role and how to do it, in particular, providing additional support. Drs. Penney and Clift spoke of their desire and enthusiasm for continuing to head Humanities for Young People but desiring to have some of the administrative work shared.

There are areas that were not initially identified and were not listed in the original memo: restoration of faculty salaries to the Y value if there had not been a one-year salary freeze and putting more money aside to deal with deferred maintenance from an operating budget point of view. The Bursar advised that the proposal is to put another \$100,000 in the deferred maintenance budget.

The President indicated that on the equity proposal, \$50,000 is purposely unallocated, to provide concrete material support to the conversations about diversity. King's is discussing a space on campus for racialized students. Renovating that space is an example of a possible use for these funds.

Board members asked about accessibility. The President indicated fundraising is being done to make Alexandra Hall more accessible.

The Bursar and the President spoke of the need for specified maintenance to the TriBays and Alexandra Hall.

Board members expressed concerns as to who would have control over the funds proposed for equity and whether that could be the Equity Committee. The President advised that management of budget accounts is not normally given to bodies like the Equity Committee. However, he was confident that money will not be used without consultation with the Equity Committee.

Board members noted that the proposal for a Y value change was a positive move in terms of collegial life. Board members noted the need to have a better understanding of Y values. The President indicated he would prepare something.

### **C) JOURNALISM TUITION AND FEES**

The President recommended to the Board that there be no increase in Journalism tuition in the coming year and the Journalism course fee be eliminated permanently. He noted that the average undergraduate tuition at other journalism institutions is \$34,000, while King's is \$41,000. It is plausible that this is an impediment to students choosing King's rather than the other institutions. The President indicated that the University needs to look into whether that is a contributing variable in enrolment in Journalism.

Board members asked whether a motion was required at this time. The President noted there might be some value in telling current and incoming students about the fee removal.

**MOTION:** (Wright/Newhook) that the 2010-2020 Journalism tuition rate be held at the 2018-2019 rate (i.e., 0% tuition increase) in combination with the elimination of the Journalism course fee. The 2020-2021 Journalism tuition rate will be set taking into consideration the recommendations of the special Journalism tuition sub-committee. **CARRIED.**

### **D) PROVISIONAL OPERATING BUDGET FOR 2019-2020 WITH PROJECTIONS FOR 2020-2021 THROUGH 2022-23 AND ASSUMPTIONS**

The Bursar presented the budget for 2019-2020, advising it was a provisional budget that reflects potential future spending. She noted that Journalism tuition was held flat for the next four years. Freezing Journalism tuition and removing the Journalism course fee has a \$95,000 impact on the 2019-2020 budget, a cumulative impact that increases as years pass and other tuition increases 3% per year.

The Bursar noted that the only areas of additional spending not reflected in the draft budget were the discussions on parity and deferred maintenance, which will be added in.

The Sexualized Violence Prevention and Response Officer is itemized separately. Equity and Diversity spending and the assistant to the Vice-President are contained in the provisional budget, as well as the impact of adding additional faculty members in future years. The budget reflects 2.5 faculty members coming out and four coming in.

There are modest surpluses for each year until the fourth, which has a deficit.

The headcount table shows King's-registered students in all programs over the four years, which are included as assumptions over future years. May 15 is a key date when deposits are made, so assumptions will be updated on that date.

The Bursar noted that Dalhousie is recommending a large increase in their international differential fee for their incoming cohort in 2019. She indicated that King's can choose to follow Dalhousie or not. She advised that King's has 42 international students and 10 FYP students who are international.

Board members asked if King's is still waiting for the Memorandum of Understanding (MOU) with the Province for 2019-2024 to be finalized. The President replied that the provincial budget has increased money for the universities by 1%. The Province seems to be assuming increases over the subsequent years will be 1%, but there is no signed agreement.

Board members asked about timing of possible resolution of the Dalhousie allotment discussions. The President reported that discussions are ongoing. He indicated he was confident that King's would get to a new arrangement with Dalhousie and it will be better because it will reflect today's situation instead of the previous five decades. It will also reflect King's and Dalhousie doing something together that will be mutually advantageous.

Board members discussed options with the international student differential. The Registrar noted that King's offers scholarships, bursaries, and a travel bursary for international students. She indicated that this would be a prudent way to proceed that allows the University some flexibility.

Board members noted that the budget appears to have a \$180,000 decrease in scholarships and bursaries. The Bursar advised that last year there was a one-time increase to encourage students to accept offers.

Board members discussed supports for international students.

The Chair noted that he anticipated talking about expenditures for at least two years' time, so this is an extraordinary turn-around. He thanked the President for his efforts.

## **(2019:05)      PRESIDENT'S REPORT**

The President referred to his written report and highlighted the following:

- Regarding provincial funding, the President noted that this was a major benefit.
- The President noted some frustration with the lack of attention the greater world has shown to the Debra Deane Little and Robert Little Academic Scholarships for Varsity Athletes, which he felt was transformational. The President advised that this was likely the biggest gift in the history of King's. Over four years, there will be 56 students who play sports who will have received 56 substantial scholarships every year. The President noted that the Deane-Little family has provided these scholarships out of gratitude for the work of Neil Hooper and his approach to athletics and King's. The President emphasized that this gift is a result of Mr. Hooper's efforts. The Advancement Director noted that the scholarships are not an endowed gift; that money is given annually and is pledged for five years and potentially in perpetuity. If scholarships are not paid out, funds will be added to the bursary fund for students. The President noted that was his personal objective to make King's affordable for everyone who wants to come here.
- The President advised that King's has re-established the Prince Scholarships and noted the newly established Ralph Wright Memorial Scholarships.
- The President gave an update on the TriBays renovation project. King's will be starting to restore the TriBays over two summers: external work this summer and internal work next summer. That

gives more time to make a major gifts effort specifically on the TriBays and Cochran Bay. The President noted that his objective was to do this without any debt. The outstanding item to finalize this approach is appointment of a general contractor for the project.

At 2:23 p.m., Dr. Glowacka left the meeting.

- On the MOU, the view among presidents is that there is a growing disconnect between the expectations the MOU imposes on universities and the financial obligations of universities.
- The President noted the 25<sup>th</sup> anniversary of the Contemporary Studies Program is being celebrated over the next few days.

Board members asked whether the Province had considered making the TriBays renovation an infrastructure project. The President replied that just before the budget, King's was notified that \$3.6 million was being made available to universities for deferred maintenance, which would be about \$80,000 for King's. He advised that this amount was not proportional to what the MOU contemplates for infrastructure.

Board members discussed publicizing the scholarships more widely.

Board members noted the efforts of the President in securing an increase in the provincial grant.

#### **(2019:06) KING'S STUDENTS' UNION REPORT**

The KSU President gave highlights from their report:

- The new KSU Executive members are President Levi Clarkson; Communications Vice President Isabella MacKay; External Vice President Hope Moon; Financial Vice President Nick Harris; Student Life Vice President Patsy Ginou; and Izzy Ortner and Adrianna Vanos, Board of Governors representatives.
- On January 23, the outgoing KSU Executive attended the Alex Fountain Memorial Lecture to hear Anne Carson speak. Voting for next year's speaker is taking place now.
- KSU Executive members attended an information session on session on the Ontario Student Grant Program cuts. KSU condemns the Students' Choice Initiative that eliminated this student grant program and reduced grants.
- Grad Week preparations are in progress, with nominations for Valedictorian, Honorary Grad Class President, and the Grad class Gift.
- The KSU President, along with some members of King's Sexualized Violence Policy Committee, attended a meeting on February 8 with Collette Roberts, the Sexual Violence Prevention Coordinator for the Province. Students advocated a Province-wide dedicated Sexual Assault Support Resource Fund accessible to students, campus groups, and universities; legislation to mandate stand-alone sexual assault policies at post-secondary institutions that are driven by student input; and the striking of a new Province-wide committee that includes representation from marginalized communities disproportionately affected by sexualized violence.

- On March 21, students from each FYP tutorial and from the Racialized Students Collective and KSU Student Life Vice-President Patsy Ginou were to meet with faculty members and the FYP Directors to discuss issues pertaining to the lack of diversity in the FYP curriculum.
- ALT FYP events during the winter semester to address the lack of diversity in FYP enrolment and curriculum included an Anti-Capitalist Board Game Night, a Racial Justice and Effective Allyship workshop, an Exploring Intersectionality workshop, and a workshop on “What To Do About The Climate Crisis”.

At 2:40 pm, the Chair called for a 10-minute break.

Professor Newhook and Dr. Elson left the meeting.

At 2:49 p.m., the meeting resumed.

**(2019:07) VICE-PRESIDENT’S REPORT**

The Vice-President reviewed highlights from his written report. He stressed that the priority has been implementation of the Sexualized Violence Awareness, Prevention and Response Policy.

The Vice-President reported that as chair of the Enrolment Management, Scholarships, and Bursary Committees, he has been heavily involved with consultation with the Registrar, the President and the Advancement Director on a new scholarship programme. He has also chaired the Diversity Discussion Group. Some of the focus of that discussion has turned to ways King’s might actually improve outreach to the Mi’Kmaq community.

Among other activities, the Vice-President reported on his recruitment visiting through the winter term and teaching responsibilities. He was involved heavily in the expenditure control and reduction plan and participated in two special meetings of Faculty and with program directors in shaping that document.

**(2019:08) BURSAR’S REPORT**

**A) 2018-2019 FINANCIAL UPDATE**

The Bursar gave a financial update for fiscal 2018-2019, which ends on March 31. She noted that the improvement as a result of the receipt of the \$2.2 million operating grant will result in a surplus of \$600,000 to \$700,000. She also noted improved upper-year retention and residence occupancy.

**(2019:09) REGISTRAR’S REPORT AND MARCH RECRUITMENT UPDATE**

The Registrar reported that March is extremely busy for her office, both for new students coming in September and registration for next year for current students. They have processed 159 students in two weeks and are getting admissions letters and financial awards out. They have sent bursary information to all students telling how they can apply to access those funds.

The Registrar advised that she was working with a consulting firm on a review of recruitment and admissions and is looking forward to their results.

King’s hosted the Association of Registrars of Universities and Colleges of Canada (ARUCC) last week. The Registrar noted that it was helpful to get a sense of the issues that are most prevalent in the sector,



which are instability in funding from the government sector and increasing fees across the country. It was an opportunity to get insight on what goes on across the country.

The Registrar reported that her office identified 5% reductions in its budget for next year.

She noted her office was working closely with Neil Hooper to help identify students who will be eligible for the athletic scholarships.

The Registrar noted that the number of students was looking positive. King's had the largest spring Open House ever last Friday, and a number of very committed and engaged students are looking to come next year. May 15 is the deadline for deposits. When that date is reached, her office will know what the numbers for next year will be.

Retention numbers are also looking strong, as are Ontario numbers in recruitment, which had declined in the previous academic year. King's is seeing a flattening in Nova Scotia numbers, but that is being seen across the board. She was not sure why.

Board members inquired as to whether Athletics Director Neil Hooper participates directly in recruitment. The Registrar advised that Mr. Hooper and his coaches recruit very heavily. Her office staff members attend events with him to help spread information about scholarships for athletics.

Board members noted the jump in applications from New England. The Registrar advised that King's has been working hard in that market, but the impact of the increase in fees for international students is unknown.

**(2019:10)      PRESIDENT'S PERSONNEL RECOMMENDATIONS**

The President spoke to the proposed personnel recommendations as circulated.

**MOTION:**      (Lahey/MacLean) that the Board of Governors approve the following appointments and request for a half sabbatical as circulated. **CARRIED.**

At 3:09 p.m., Ms. Cameron Wilson left the meeting.

**(2019:11)      OTHER BUSINESS**

The Chair called for other business, but there was none.

**(2019:12)      IN CAMERA DISCUSSION**

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

The meeting moved to an *in camera* discussion at 3:10 p.m.

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

The meeting of the Board of Governors as adjourned at 3:34 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray