

UNIVERSITY OF KING'S COLLEGE
BOARD OF GOVERNORS MEETING MINUTES

The University of King's College Board of Governors met in the University Boardroom on Thursday, December 5, 2019, at 12:30 P.M.

PRESENT: Mx. Levi CLARKSON (King's Students' Union President); Ms. Rosalie COURAGE (Co-opted Member); The Most Rev. Ronald CUTLER (Diocese of Nova Scotia and Prince Edward Island); Dr. Gwendolyn DAVIES (Vice-Chair); Dr. Chris ELSON (Faculty Representative); Mx. Jennifer GRAY (Secretary); Professor William LAHEY (President); Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island); Professor Susan NEWHOOK (Faculty Representative); Professor Peter O'BRIEN (Vice-President); Ms. Izzy ORTNER (King's Students' Union Representative); Ms. Adrianna VANOS (King's Students' Union Representative); Mr. Hugh WRIGHT (Diocese of Fredericton)

Attending by teleconference: Mr. Ben KATES (Alumni Association Representative); Ms. Julie GREEN (Registrar); Jennifer LAURETTE (Alumni Association Representative); Ms. Alex McCANN (Co-Opted Member); Ms. Stephanie McGRATH (Co-opted Member) Mr. Stuart PATTILLO (Alumni Association Representative)

Regrets: Ms. Katrina BEACH (Treasurer); Dr. Daniel BRANDES (Faculty Representative); Mr. Bernard DOUCET (Co-opted Member) Dr. Susan DODD (Faculty Representative); The Right Reverend David EDWARDS, Bishop of Fredericton (Diocese of Fredericton); Mr. Tom EISENHAUER (Co-opted Member); Supt. Don MacLEAN (Co-opted Member); Ms. Catherine MARTIN (Co-opted Member); Ms. Alex McCANN (Co-Opted Member); Mr. Douglas RUCK (Chair); Mr. Paul THOMSON (Alumni Association President)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director); Ms. Katie MERWIN (Dean of Students); Ms. Bonnie SANDS (Bursar)

STAFF: Mx. Janet HATHAWAY (minutes)

Dr. Gwen Davies, the Vice-Chair, chaired the meeting in the absence of Chair Doug Ruck. The Vice-Chair called the meeting to order at 12:34 p.m.

(2019:40) PRAYER

The Most Rev. Ronald Cutler read the College Prayer.

(2019:41) NECROLOGY

The Secretary read the Necrology. A moment of silence was observed.

(2019:42) CONSENT AGENDA

The Chair advised that the KSU President wanted to make an adjustment to the minutes of the previous meeting.

A Board member proposed an amendment to the minutes from the last meeting.

MOTION: (Chapman/Vanos) that the minutes of the Board of Governors' meeting of October 3, 2019, be amended by adding the following paragraph to the President's Report on page 7: "King's Students Union Board members pointed out that in this MOU signed by the Minister of Labour and Advanced Education, Labi Kousoulis, and the Chair of CONSUP, Professor William Lahey, tuition fees remain completely deregulated for out-of-province students, international students, graduate students and professional students, meaning they can be raised by any amount year over year. Provincial funding for universities remains stagnant at 1%, which is not enough to cover CPI increases and is therefore actually a cut to post-secondary education funding in this province." **CARRIED.**

The Chair referred to the Consent Agenda addressing the following matters:

- a) Approval of Minutes
- b) Advancement Office Report
- c) Advancement Committee Report
- d) Bursar's Report

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

(2019:43) BUSINESS ITEMS

a) 2019-2020 FINANCIAL UPDATE

At 12:42 p.m., Alex McCann joined the meeting by teleconference.

The Bursar advised that the surplus is now \$438,000 because enrolment has decreased by five students. However, more meal plans were sold than expected, so the University will receive the maximum commission from Chartwells. The Bursar noted that \$20,000 related to the program external reviews had been removed from the first quarter but had been restored to pay for the recruitment costs of new faculty members.

b) RESTORATION OF CHAPEL, MIDDLE AND RADICAL BAYS

The President introduced Ian Wagschal, the Director of Facilities Management.

The President reminded the members that the Board approved launching this project 12 months ago. The design is essentially the same as it was then. The University did not proceed then because it had not made the progress in fundraising for the project that was hoped, so there was a higher risk than that the project would not be funded by donated dollars. The situation is different this year. The University already has \$2 million in donated dollars, and surpluses to contribute.

At 12:47 p.m., Hugh Wright arrived.

The President advised that he also did not want to put the new Director of Facilities into managing this project immediately upon starting the job. Finally, King's had gone to the market for the external portion of the project but had not received the type of bids that gave confidence the project would be properly managed. The University now fully understands the risks that would be involved, which gives confidence these risks can be managed. King's wants to proceed this year, but will not proceed unless there is confidence King's can manage the project on time and within budget.

The Director of Facilities Management gave a presentation on the Tri-Bay Renovation Project, highlighting the following.

- Improvement of the residences will improve the conduciveness of the University's academic mission – which is taken from the President's mandate.
- The project will involve upgrading residence rooms, ventilation and other systems. The Tri-Bays are three separate buildings, each of which forms its own separate community of rooms that open onto a central staircase. Most dorms in Canada open onto a corridor. Students get a double room but it is not the conventional room. That is unique and the University plans to retain that in this renovation.
- The first major change is adding a common room. That is a kitchen and living room, a place where students can congregate and make a meal. It is conducive to each of these bays being a family and this is the family room.
- The new design removes the closets and uses wardrobe furniture for the same function to make equal space for each room.
- Regarding the washrooms, all eight people on the floor use one shower and one washroom now. In the new plan, one bedroom is removed, so the washroom has two water closets and two showers with vestibules.
- The project will replace steam with hot water heat that will provide energy savings. There will also be an exhaust system in the washrooms, renewed plumbing, work on the dormers. Energy savings are an environmental issue.

Board members asked if the washrooms were co-ed. The Facilities Director said they were.

The Facilities Director spoke of the budget, schedule and risk relating to the Tri-Bays Project. The schedule is for completion in August 2020. The work needs to be done in four months, starting as soon as students leave after the term ends this coming spring.

The Facilities Director discussed risks associated with this project. The primary risk is schedule – the residence has to be ready for students arriving in September. There will be surprises in this building. It is a 1928 building by Andrew Cobb, who was known for his innovation, so he did things a little differently.

The University will be looking for more than the lowest price on this project. The Facilities Director advised that King's will use best value procurement: in addition to cost, the University is asking the contractor to provide a plan on how they will handle risk. King's may not award the contract to the lowest bidder but to the contractor who gives best value for the money.

The Facilities Director noted that the second possibility is the more likely risk: the Tri-Bays will be ready but won't be complete - things like the heat not working, curtains missing. King's must be sure the building is completed in August, which means the construction end date must be in July to give time to get into the building to work out bugs. There can be no early student arrivals.

In respect of cost, the \$3.2 million figure was supplied by professional estimate. It reflects an ideal construction environment – but that amount is the low end because contractors will realize this is an unconventional building and will price in risks and problems. It is important to find issues now, so King's is doing a hazmat survey, scanning floors and walls to see what is inside them, and has done destructive

testing. The floor has clay tiles inside slabs. The contractor needs to be aware of that going in because it affects pricing.

The Facilities Director advised that King's will allow alternates - for the contractor to find alternate suppliers or mechanisms.

Board members asked if the contractor had a say in the furnishings. The Facilities Director advised that they will provide a range of choices. Furnishings will be similar to North Pole Bay.

Board members asked where Facilities would move. The Facilities Director advised that Facilities has shop space and will move into that. If there is a need for separate space, Facilities might have a site trailer in the parking lot.

The President advised that there are two important summer programs, HYP and the MFA summer residency. It is impossible to eliminate all disruption, but the University will be working strenuously to reduce disruption.

i) Approval of motion approving design and construction plan

MOTION: (Wright/Courage) that the Board hereby approves the design of renovations to the Tri-Bay (Chapel Bay, Middle Bay and Radical Bay) residence building as presented to the Board by the Director of Facilities Management. CARRIED.

ii) Approval of motion granting authority to enter into a construction contract

MOTION: (Cutler/Wright) Be it resolved that the Board hereby authorizes King's administration to enter into a construction contract for the renovation of the Tri-Bay residence building in an amount not exceeding \$5 million. CARRIED.

iii) Approval of motions on financing

MOTION: (Wright/Gray) Be it resolved that the Board hereby authorizes the use of the operating cash surplus from fiscal year 2018-19 in the amount of \$625,000 and the operating cash surplus for fiscal year 2019-20, currently forecasted to be approximately \$400,000, to partially finance the renovation of the Tri-Bay residence building. Pending their use, these operating cash surpluses will be transferred into the internally restricted fund in the March 31, 2020 audited financial statements. CARRIED.

The President explained there would be further discussion with the Board on the fourth motion. The use of the internally restricted funds would be on terms applicable to a commercial loan, so the University would repay with interest any money used this way.

MOTION: (LeVert/Lahey) Be it also resolved that the Board hereby approves the transfer from internally restricted funds to the College's operating account the funds necessary to finance the Tri-Bay residence building renovation financing shortfall should one exist at terms as agreed upon at the time. CARRIED.

c) MAJOR GIFTS CAMPAIGN

i) Approval of Campaign architecture, elements and process

ii) Approval of proposed staffing and financing

The President advised that there has been a lot of coordinated work between the Advancement Committee, the Finance, Audit and Risk Committee, and various people in administration. Relating to the major gifts campaign, the President noted that immediately launching a major gifts campaign was not a good idea when he first took the job because he needed time to get to know the university that he would be trying to raise money for and to establish himself in the community. That decision to delay the major gifts campaign was communicated to the Board. Now in the fourth year of a five-year term, the President indicated he has reached the point where he can speak authentically and accurately on behalf of the University to the people from whom we are asking money. A major gifts campaign is long overdue for the University. It escalates gifts to the university and has ancillary benefits, such as profile that can increase enrolment and could set up a foundation for future.

Another important thing is the University is now in a balanced budget situation, which is reassuring to donors. It would have been more difficult two years ago when King's had a \$2.2 million deficit. Donors want to fund new initiatives and additional assets and capacity, not debt.

The economy has been very good for a while. It would be advantageous to get a major gifts campaign started when the economy is still good.

At 1:20 p.m., Mr. Stuart Pattillo joined the meeting by teleconference.

The President reported that at the Executive meeting, two issues were identified: students want more opportunity to have input on this. The KSU President and he are in communication on what processes might be used. The other was how Faculty should be engaged on a major gifts campaign in particular, on academic issues that fall under the campaign. There have been formal conversations with Faculty about ensuring faculty engagement is addressed. This same presentation will be made to Faculty at their December 10 meeting. One discussion will be what process will be used to enable Faculty to know how the University is being represented during the course of the campaign and to have input.

The Director of Advancement delivered her presentation, "Outline and Elements of a Campaign for King's".

The Advancement Director reported that King's has raised \$5.1 million from 2011-2016 in connection with the President's Lodge, the Pit, the Wardroom, and the Sobeys Family Scholarships.

The Campus Masterplan was received in March 2016. President Lahey's mandate letter called for him to launch a campaign. He wrote a document called "The Next Century" campaign that was shared throughout the community for feedback. The President held lunches to discuss it. It was also discussed at Dalhousie FASS, and with students of the day in 2018 as part of the budget package presentation. The Advancement Director noted that they will go back to students to ensure this still resonates with them. A wish list was generated of \$40 million worth of large and small items. The Advancement Office looked through the prospect list to determine what the analysis would be - that King's could probably raise \$10-15 million. Last summer, the University hired consultant Floyd Dykeman to work with the Advancement Office to develop a campaign. He agreed with the assessment that under \$15 million was accurate.

The narrative and timing: the 100th anniversary of the Windsor fire and what happened next in the decade that followed would be a natural launching date because it was a decade of change - a decade of elevated giving.

The quiet phase launched in February would be to develop materials, visit donors, issue communications around the early campaign messaging to establish the need and tell the stories. The *Tidings* magazine

coming out in February will have stories about the residences. The formal announcement will not happen until 50-60% of the goal has been pledged.

In the end, it is donors who decide what is of interest to them. King's needs to be nimble to avoid many half-funded projects. Things not in the \$15 million bucket still come along with King's in donor visits. This is also seen as relationship-building because the people who give have usually given gifts before - planting seeds for what is coming up. In discussing the restoration of the Bays, King's would also discuss the renovation of Alexandra Hall for accessibility reasons. A lot of funding will be done through private donations and foundations, but conversations will be continued with government sources.

The Advancement Director described the focus of the \$15 million in fundraising: three buckets of \$5 million: the buildings of Kings; \$5 million for the King's student experience – scholarships, bursaries, financial assistance and \$5 million for King's academic mission – the core of everything must centre around students.

The buildings are the easiest. Cochran Bay, accessibility of Alex Hall, the Journalism School, refurbishment of Prince Hall, sound systems for Alumni Hall so movies can be shown, and for Prince Hall. Smaller projects would improve functionality and beautify the campus; art around the College, improve the Quad; better space for the SVPRO office and the Equity Officer, racialized students, mental health counselling.

In respect of the student experience – King's has brought back the Prince Scholarship and created an endowment for one (it is offered every four years); one that is a flow-through – it would be good to have one of these on offer at a minimum; funding for Public Humanities fellowships and administration for that; and funding to eliminate or reduce financial barriers. King's is trying to transfer current scholarships from current funding to endowment.

Concerning the academic mission – either chairs or professorships depending on priorities agreed through faculty – talk of engineering or medical humanities; Indigenous journalism – could be a permanent or visiting position; Humanities for Young People (HYP) funding; the Reporting in Mi'kmaq'i Journalism course – it would be ideal to have longer term funding for that course; concurrent priorities; long term funding for the Florence and Berlin courses, and assistance for students who need it to participate; Indigenisation – Eskasoni funding for the Berlin course; funding for visiting artists and writers in residence.

The priorities are urgency on the Tri-Bays project. There is \$1.9 million to go.

The Advancement Director showed a slide depicting a campaign pyramid. She advised that for every gift, one needs three or four prospects. This gives an idea of the scale of what it will take to raise \$15 million. Board engagement will be critical to identify prospects. King's has a list of potential donors with capacity to help. Some have a history of giving, others have an affinity for the University, and administration needs introductions to them.

Board members asked about raising money for professorships versus chairs: what is the difference between the two? The Advancement Director advised that a chair has a larger research component around it so there would be more time to do that. The amount of revenue from \$4 million to \$2 million would be the difference between a research chair and teaching chair.

Board members asked if there was an idea of where potential donors were geographically. The Advancement Director advised that they are primarily in Canada but across the country, and some are in the United States.

Board members asked about various building priorities.

The President advised that the University should expect to spend \$1.5 million to raise \$15 million. The resources King's brings to bear on this campaign are not Advancement office resources. King's is recommending that the University fund this campaign not from operating expenses but from the campaign itself, which is a frequently taken approach.

MOTION: (Courage/LeVert) that the Board approves financing of a major gifts campaign with a goal of \$15,000,000 out of donated dollars, on the understanding campaign costs are expected to be approximately \$1,500,000 and on the basis of administration's estimate that campaign costs over the first three years of the campaign will be \$720,000. CARRIED.

d) REPORT FROM BUDGET ADVISORY COMMITTEE SUB-COMMITTEE ON JOURNALISM TUITION

The Vice-President noted that circumstances that prompted the formation of the Advisory Committee were observations that Journalism tuition was high and also because Journalism enrolment had declined in recent years. The Subcommittee was formed to examine tuition to see if it had a measurable impact on Journalism enrolment. The Subcommittee met over the past summer to discuss the Bachelor of Journalism Honours program, the Bachelor of Journalism one-year program, and the Master of Journalism program. The Subcommittee was chaired by the Registrar.

The Committee considered the following:

- enrolment data;
- market research informed by the Academica group survey;
- the alumni survey;
- comparator programs across the country;
- scenarios for reducing tuition considering institutional costs against potential savings for students; and
- bursary data and government funding rates.

The Vice-President thanked the Bursar and Registrar and their offices for compiling the data. The Subcommittee discovered that Journalism graduates are faring well in the job market. Alumni outcomes showed that for half of them, the positions they gained two years after graduation were somewhat related to their major at King's, but Journalism alumni said their positions were closely related. Tuition comparisons with other institutions show that for undergraduate Journalism King's outpaces its competitors.

The Subcommittee looked at comparator institutions and found the differences between Journalism and arts tuitions were in the same range. The cost of program delivery justified the tuition levels, given the funding received. The Subcommittee, when looking at scenarios for reducing tuition, determined that Journalism students were more likely to have loans. Bin weights showed Journalism measured on same level as science education for government funding purposes.

The Subcommittee looked at market research. The recommendations that came out of this were that Journalism tuition be capped at an increase of 1% in each of 2020-21 and 2021-22, and additional bursary funds should be made available to Journalism students. The provincial government allows a maximum 3% increase in undergraduate Nova Scotia tuition, but the Subcommittee settled on 1% in order to alleviate the impact on students but also to project a better enrolment rate. The study did not reveal a clear connection between enrolment rates and tuition rates, but the perception is strong, that is why the two-year timeframe is proposed so we can measure at the end of it if there is a measurable effect.

The Subcommittee also noted subsidiary areas of interest – a comparatively low retention rate in the Journalism program, but many losses from the Journalism program are retained at King's because students transfer. The Subcommittee also noted the swiftly changing job market and identified potential for additional fundraising for student financial awards.

In response to questions from Board members about retention, the Registrar noted that King's loses students in our program, not from King's. The University is retaining students as King's-Dalhousie students but they are choosing after their first year to do other programs. It may be due to compelling experiences in the FYP program, but that is anecdotal – there is not strong research on that. It would be wise to have another group look into retention in Journalism.

Board members asked how many students left Journalism last year for other upper level programs after their first year. The Registrar advised the retention rate was 70% in a class of 35 students. Board members encouraged further analysis on this issue.

MOTION: (O'Brien/Gray) that Journalism tuition be capped at an increase of 1% in each of 2020-2021 and 2021-2022 and additional bursary funds will be made available to Journalism students. CARRIED.

At 2:14 p.m., the Chair called for a break.

At 2:25 p.m., the meeting resumed.

The Vice-Chair moved the following item forward on the agenda in case the meeting lost its quorum.

(2019:44) PRESIDENT'S PERSONNEL RECOMMENDATIONS

The President referred to his document listing appointments and reappointments that was circulated separately from the meeting package.

MOTION: (Lahey/O'Brien) that the Board of Governors approve the list of appointments and reappointments as provided. CARRIED.

(2019:45) PRESIDENT'S REPORT

The President spoke of the following items in addition to his written report.

- King's had two students interviewed for Rhodes Scholarships and the University has a Rhodes Scholar. Both Isabelle Roach and Caleb Sher are wonderful representatives of the University. The President noted the work of the Vice-President and Pamela Hazel, who did a lot of work in this regard. The University always has exceptional students coming forward. This year there were at least two other students he wanted to recommend, but was not permitted to. The Rhodes Scholarship is emblematic of the quality of the experience the students acquire here at King's and at Dalhousie. Isabelle is very much a King's and Dal student, and Dal has been gracious in letting King's take the lead in claiming her.
- In Monday's Globe and Mail, there was a poignant article about Board member Cathy Martin, whose family was displaced by the Halifax Explosion. Cathy is often at the College, participating in events. Most recently, Duncan McCue, a recent graduate, did a two-day event on reporting on Indigenous communities. Cathy presided over the opening of that event.

- The President noted that he was doing more travelling in relation to fundraising, which means I cannot participate in as many events on campus as he used to, such as the Maritimes dinner last night.
- The President noted the FYP News and acknowledged Board member Susan Dodd, who leads the charge, this time assisted by Dr. Christopher Snook and Laya Nickerson and Lisa Gregory.
- The Haliburton Society Frivols was held in in the Lodge. The Lahey Family Christmas tree came down with a thud yesterday, but Facilities helped get it back up for the holiday reception this evening.

Board members observed that the President indicated he had attended an award ceremony at Government House for the Lieutenant Governor's Award for Excellence in Public Administration, but didn't mention that he were there because he were receiving the award himself. There was a round of applause from Board members.

(2019:46) KING'S STUDENTS' UNION REPORT

The KSU President reviewed their written report. KSU held its fall elections and welcomed a new group of KSU councillors. The KSU Executive organized councillor training to make sure the new councillors are aware of their responsibilities.

KSU did a lot of work relating to the Federal election, with advance polling places on campus, a leaders' debate viewing party, a results watch party in the Wardroom, and a next-day election results debriefing session.

In terms of the Presidential Advisory Committee on Implementation of the Sexualized Violence Prevention and Response Policy (SVPIAC), the KSU President was part of the hiring process for the new Student Liaison position. The SVPIAC also participated in trauma-informed anti-oppression training. In other projects relating to sexualized violence, they participated in the Waves of Change Bystander Facilitator Training, which will be coming to King's in the new year. They also submitted an application for funding for a workshop series focussed on consent culture. The Canadian Federation of Students has received funding for a consent culture forum, so King's students will have an opportunity to participate.

At the KSU fall general meeting, a new bylaw was passed that allows funding for resource centres such as the Racialized Students' Collective and other closed spaces on campus. KSU bylaws do not allow funding for student societies that are not open to all students.

Jordan Roberts, the Sexualized Violence Prevention and Response Officer, has led training sessions. Frank Hempel from South House led Anti-Oppression Training that was attended by people from outside the Halifax community.

The CUBE intramural sport program is no longer active, but students can submit proposals to receive funding to run programming related to healthy active living on campus.

KSU has issued a statement in response to events that occurred at Mount Saint Vincent University, in which posters were put up around that campus saying, "[i]t's okay to be white."

The KSU President noted that such acts are overt displays of white supremacy, as they seek to question the reality of systemic oppression with their implications of white victimhood. Such acts have connections to alt-right and fascist movements. The KSU strongly condemn acts of white supremacy and slogans and

rhetoric which seek to undermine the lived experience and systemic oppression of historically marginalized groups and individuals.

The KSU President travelled to Toronto to participate in the CFS national general meeting. KSU submitted three motions related to the CFS's policies on sexualized violence and gender issues, which passed.

On November 28, KSU's External Vice-President, on behalf of the KSU Executive, delivered a letter to the President, Vice-President, and Dean of Students, urging them to condemn the actions of the Dalhousie administration in relation to allowing Laura-Lynn Taylor Thompson to speak on the Dalhousie campus. The KSU President noted that Thompson consistently and publicly professes transphobic and homophobic rhetoric and giving her the platform to speak implicitly endorses/legitimizes her hateful views. As the campuses are inextricably linked, any threat to student safety at Dalhousie also affects student safety at King's. As outlined in our letter, the KSU is demanding that administration speak out by issuing a public statement on this matter.

KSU continues to have council meetings, executive committees, student meetings, government meetings, and university committee meetings. Students are outside studying very hard.

Board members asked about the changed bylaw's criteria for resource centres. The KSU President noted that the bylaw change came out of a discussion of the Racialized Students' Collective. The Collective did not apply for funding as a KSU society because a society needs to be open to anyone. At any general meeting, it was determined that a resource centre can apply with the criteria that they are representing a historically marginalized community.

(2019:47) VICE-PRESIDENT'S REPORT

The Vice-President reviewed highlights from his written report.

He advised that he had been working hard with the Planning and Priorities Committee this fall. It is focussed on the new faculty hiring process that came out of the Board approval of the new faculty position.

The Vice-President noted that he hoped to advise of the new staff support position for the Vice-President's office and HYP soon.

The Vice-President travelled in October and November and caught the beginning and end of the lecture tour in Vancouver and Toronto. He noted positive conversations with parents and families on the tour.

Some items were not noted in the Vice-President's written report. The President mentioned the Rhodes Scholarship, which was a gratifying process to be involved with. King's posted the regional process for selection of the Loran Scholarships last weekend. KSU Representative Adriana Vanos is one of five have on campus. As with the Rhodes, King's enjoys a disproportionate number of Loran Scholars as compared to other universities across the country.

Board members observed that most of the Loran Scholars are also members of the KSU leadership.

(2019:48) REGISTRAR'S REPORT

The Registrar reported that applications for admission to the fall 2020 entering class opened on October 15. She reported that she was in possession of the December 1 numbers and the good news is that the University is up over this time last year by six applications, which puts King's on target for a class of 220 next fall. King's had 111 applications from Ontario this year, up from 98 at the same date last year and from the all-

time low of 61 in 2017. This speaks well of the University coming together to meet the enrolment challenges. Having a full time recruitment officer in Ontario has made a big difference.

The new University of Calgary Law School connection and recent Rhodes Scholar are all wonderful opportunities to raise the profile of King's. The Registrar encouraged Board members to speak of their King's experiences to many people during the holiday season.

The Registrar reported that Bonnie Crocker, Senior Consultant with Academica, was on campus in late November to present a draft of her final report summarizing the suite of studies they were contracted to complete for King's. The Chair, President, Vice-President, student, faculty, key Dalhousie colleagues and staff representatives were invited to iterations of the overview presentation. On the second day, specific findings and facilitated conversations were held on arts and humanities enrolment, programs and recruitment; the reputational study and its implications for our marketing and communications efforts; Journalism programs and recruitment; and admissions practices.

The Registrar noted that King's received some good advice that its needs to reflect on as the University develops a multi-year enrolment program that will require consultation with the entire community. King's has implemented the insights into what it is doing this year, particularly front-loading the recruitment efforts. King's is in a very challenging market with many competitors with large recruitment and marketing budgets. Additional investment in recruiting will be required, but the University is starting to see improvements from our approach.

Board members asked if the Registrar would be releasing a summary of the Academica briefing. The Registrar said once the final report is received from Academica, the King's community will have an opportunity to respond to it. The final report will arrive by the end of this month.

In response to questions from Board members about social media, the Advancement Director advised that King's was boosting social media. Academica found this generation is very concerned about outcomes. King's has profiled many of the alumni. Advancement and the Registrar's Office are working on a state of continuous improvement in terms of storytelling, marketing, and video.

The Registrar noted that in respect of concerns about outcomes, it is important to communicate about scholarship winners.

(2019:49) OTHER BUSINESS

There was no further business.

The Vice-Chair reminded members of the reception in the President's Lodge from 5:30 to 7:30 p.m. this evening.

(2019:50) IN CAMERA

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

The meeting moved to an *in camera* discussion at 3:06 p.m.

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

The meeting of the Board of Governors was adjourned at 3:26 p.m.

Respectfully submitted,

Gwen Davies

Jennifer Gray