

UNIVERSITY OF KING'S COLLEGE
BOARD OF GOVERNORS MEETING MINUTES

Due to government-mandated restrictions related to the COVID-19 coronavirus, the University of King's College Board of Governors met by Zoom teleconference on Thursday, June 18, 2020, at 12:37 p.m.

PRESENT: Ms. Katrina BEACH (Treasurer); Dr. Daniel BRANDES (Faculty Representative); 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); Ms. Debra DEANE-LITTLE (Chancellor); Dr. Susan DODD (Faculty Representative); Mr. Tom EISENHAUER (Co-opted Member); Dr. Christopher ELSON (Faculty Representative); Mx. Jennifer GRAY (Secretary); Mr. Ben KATES (Alumni Association Representative); Professor William LAHEY (President); Ms. Jennifer LAURETTE (Alumni Association Representative); Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island); Ms. Catherine MARTIN (Co-opted Member); Ms. Stephanie McGRATH (Co-opted Member); Professor Susan NEWHOOK (Faculty Representative); Dr. Peter O'BRIEN (Vice-President); Mr. Stuart PATTILLO (Alumni Association Representative); Mr. Rylan PEMBROKE (King's Students' Union Representative); Ms. Aideen REYNOLDS (King's Students' Union Representative); Ms. Naomi ROSENFELD (Diocese of Nova Scotia and Prince Edward Island); and Mr. Douglas RUCK, Q.C. (Chair).

REGRETS: Mr. Bernard DOUCET (Co-opted Member); The Right Reverend David EDWARDS, Bishop of Fredericton (Diocese of Fredericton); Ms. Alex McCANN (Co-Opted Member); Supt. Don MacLEAN (Co-opted Member); Mr. Paul THOMSON (Alumni Association President); Mr. Hugh WRIGHT (Diocese of Fredericton)

GUESTS: Mx. Mason CARTER (KSU Vice-President Student Life); Ms. Isabella MacKAY (KSU Vice-President Communications); Ms. Hope MOON (KSU Vice-President External); Mr. Ian WAGSCHAL (Facilities Director)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director); Dr. Michael BENNETT (UKCTA Observer); Ms. Julie GREEN (Registrar); Ms. Katie MERWIN (Dean of Students); Ms. Bonnie SANDS (Bursar)

STAFF: Mx. Janet HATHAWAY (minutes)

At 12:37 p.m., the Chair called the meeting to order.

(2020:06) PRAYER

The Most Rev. Cutler read the College Prayer.

(2020:07) NECROLOGY

The Chair read the Necrology.

The Chair noted that there have been a number of other losses since the Board last met, including those who lost their lives in Colchester County, a number of Black lives that have been lost in the U.S. and recent losses of several family members of Board members.

A moment of silence was observed.

(2020:08) EQUITY OFFICER

The Chair introduced Ms. Tanisi Pooran, the Equity Officer who started work at King's in April.

Ms. Pooran advised she has been at King's for almost three months and has found King's to be a welcoming environment. She does equity work in workplaces and antiracism work as a facilitator. She noted that there had been some progressive work at King's in the past few years. Ms. Pooran indicated she has been doing program development, figuring ways to be adaptive in online environment and has been working closely with the Equity Committee and faculty departments, the President, the Vice-President, and Dean of Students in helping to create online content and resources for students, staff and faculty. She noted her community connections at Dalhousie and in Halifax. She also described efforts to prepare workshops to offer to the King's and Dalhousie community to support antiracism and decolonization efforts and equity and inaccessibility issues that may arise from the new online world of teaching during the fall semester (in collaboration with Jordan Roberts, the Sexualized Violence Prevention and Response Officer).

Board members asked Ms. Pooran how the Board could best support her in her role. Ms. Pooran responded that the Board can attend workshops and advise her of Board members' work in areas of equity so she can determine how best to support. The Chair urged her to ask him or any member of the Board if they could assist in areas of equity, diversity and inclusion.

(2020:09) CHAIR'S REMARKS

The Chair indicated he had heard from many Board members in response to his email sent this morning about the length of Board meetings. The virtual world has demonstrated that it is difficult to sit in front of a monitor for hours and he will take it as an agreement that the Board should try to shorten its meetings.

The Chair noted that Board policy has always been to have closed meetings, but that minutes would be posted online along with the agenda. Yesterday, the Chair received a request from *The Watch* asking for access to meetings as an observer, which he denied in accordance with that policy. The Chair reported that he will have the Governance Committee look into the issue and come back to the Board with recommendations about how access by the public will function as King's moves forward.

The Chair noted that this was the last meeting for a number of Board members. The Chair thanked Ben Kates and Christopher Elson. The Chair noted that it was also the last meeting for Reverend Ron Cutler, Diocesan Bishop, who is retiring. The Chair thanked Reverend Cutler for his loyalty to King's. The Chair advised the departing members that they will receive a small token of appreciation from the University.

The Chair noted that a great deal has transpired since early March. At that time, the world was at the beginning of the COVID-19 pandemic. The racial tensions in America have affected Canada and around the globe. Some institutions have reacted well, others slowly. At this stage, King's now begins to chart a path forward in this new environment. Everyone needs to stand together as changes are being made.

The Chair asked the KSU President to deliver a presentation.

(2020:10) ANTI-BLACK RACISM PRESENTATION

The KSU President introduced KSU Executive members Hope Moon and Mason Carter. They noted that a week ago, the KSU sent out two letters of demands to the senior administration. These demands were formed by experiences of students at King's. They advised that in last week's Board Executive meeting, there were great discussions, but there were also gaps.

At 1 p.m., the Secretary arrived.

KSU representatives spoke about the KSU's demands that King's develop an action plan for anti-Black racism, which must be a sustainable long-term plan. There is also a need for reparations to Black community groups. The KSU indicated that they had made a donation of \$100 and asked the University to similarly contribute. The KSU called on the University to create more bursaries to help Black students to attend King's and for further anti-racism training in the classroom. Many Black alumni have brought up incidents in the classroom, including in the Journalism School. KSU representatives noted that it is important that King's acknowledge this harm is happening and develop a plan to respond.

Board members thanked the KSU for the presentation and asked what the KSU sees as a priority in terms of action. KSU representatives noted the need to prioritize and address ongoing racism in the classroom.

Board members asked the President about his report to the Board Executive on June 11, which showed a clear intention to do better. The President noted that the issues that were raised have to be addressed at other levels of the College. This is a time and context when every board must ask itself what it can do to eradicate racism. The President noted his appreciation of the tone in which the documents were spoken to today – it is very constructive.

The President reminded the Board that the Board made advancing equity, diversity and inclusion a top priority for the President and therefore for the University. Last year, at the June Board meeting, the Board restructured the President's mandate to put even greater emphasis on equity, diversity and inclusion and gave the President the responsibility to identify what is being done. That review is advanced and has been assisted by Ms. Pooran. It will go to the Equity Committee and be discussed and considered there. The major issue identified in the report will be that King's needs an action plan - a strategy - to make sure actions are visible and coherent. A tremendous amount of effort is being made across the University - by students, by racialized students, by the administration, by faculty. Right now, it is a long list of actions. Efforts will be more effective if those actions are brought together as a comprehensive plan of action.

The President noted his strong agreement with more identified bursaries for Black students and advised that there are more than described by the KSU in its document. He indicated his agreement with supporting organizations in the Black community and in the Mi'kmaq community.

With respect to the Black community, King's Historical Inquiry into Slavery has led to a series of very forward-looking and optimistic conversations with groups in the Black community that have discussed reparations. The President advised that his takeaway is that what Black organizations want is partnership, which is more than attracting Black students to King's, but also King's making a contribution to building capacity in the Black community. The Journalism Noir project was very much about creating awareness of journalism and teaching skills to Black students in junior high and high school. That is the sort of collaboration he has been hearing that the Black community wants. Similarly, the Mi'kmaq community wants reconciliation - helping to build capacity in the Mi'kmaq community that helps them achieve what they want to achieve in their own community. The Eskasoni project was to have given journalism skills to students in the Mi'kmaq community.

In reference to the classroom efforts, the President noted that the faculty is doing a lot of training, having conversations, some of it around the great work Isabel Reynolds did on anti-oppression training. The President indicated he was encouraged by that work.

The President noted that in respect of a particular incident noted in the KSU's presentation, the individual in the School of Journalism now realizes their mistake, is fully aware that it is something they should not have done and is committed to not doing it again. That faculty member has since reached out to the student who raised the issue and having seen the email exchange between the professor and the student, which is full of mutual respect, the President indicated he was satisfied the matter was resolved.

Board members asked about the findings in the President's report to date. The President advised that there is an incredible volume of activity that has taken place in the past four years of great depth and weight. There is a tremendous amount of effort taking place. It is time to pull all this work together into an overarching framework – a plan of action, a strategy – to increase the visibility of that work.

Board members discussed with KSU representatives the different forms of training, including anti-oppression training.

The Chair emphasized the importance of this work and thanked the KSU Executive for bringing this forward.

(2020:11) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of March 26, 2020
- b) Alumni Report
- c) Advancement Director's Report
- d) Advancement Committee Report
- e) Campus Planning Committee Report
- f) Investment Committee Report
- g) Registrar's Report
- h) Bursar's Report
- i) Dates for Meetings of the Board of Governors and Board Executive Committee for 2020-2021

Board members asked what the cost would be and what work would be required to become a signatory to the UN Principles for Responsible Investment. Mr. Eisenhower, as Chair of the Investment Committee noted that it is a nontrivial endeavour and there is cost involved in it. He noted that King's may be able to get the benefits of following the Principles generally, without the cost and administration involved.

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

(2020:12) BUSINESS/DECISION ITEMS

The Treasurer introduced the financial statements and noted that the Bursar and her team did an exceptional job this year. King's met with KPMG auditors and this is the cleanest audit the University has had. There were no internal control issues, which is important when everyone is working at home. The auditors want to know that working from home has not jeopardized internal controls. The auditors also commended the Bursar and her team. The auditor's opinion is clean. The Treasurer noted that that is where the Board wants the University to be.

a) 2019-2020 Financial Statements

i. Draft Audited Financial Statements 2019-2020

The Bursar noted that Jackie Digout, the Director of Finance, single-handedly managed the audit this year while the Bursar was focused on the budget.

The Bursar showed the statement of operations and noted that while it looks like King's has a deficit of \$303,689 for the year - that is just at a point in time. There is a \$1.165 million negative adjustment related to the market value of investments. The surplus this year was actually \$861,000 once that adjustment is excluded. The unrestricted operating fund had a "surplus" of \$1.434 million as compared to \$1.135 million in the previous year.

At year-end, University investments were valued at market value. Due to market declines caused by the pandemic, there was a \$2.2 million reduction.

Under liabilities, the Bursar noted that she negotiated with Royal Bank to defer principal payments on long term debt to assist us with cash flow through the next year.

On the internally restricted operating fund, the book value is over \$10,000,000.

ii. Management Discussion and Analysis (MD&A)

The Bursar noted that the Management Discussion & Analysis is a narrative that explains the year-over-year changes in the financial statements. King's budgeted a cash surplus of \$155,000. \$874,000 was the actual cash surplus.

iv. Resolution to Approve 2019-2020 Audited Financial Statements

The Bursar mentioned certain notes in the audited financial statements:

- A commitment noted that the University has committed to \$5,000,000 for the Tri-Bay restoration
- A risk management note that relates to the COVID-19 pandemic
- A subsequent event note that talks about the financing obtained from RBC on the bridge financing for the Tri-Bays and that the University has increased its operating line of credit limit

MOTION: (Beach/Davies) that the Board of Governors hereby approves the University of King's College audited financial statements for the year ending March 31, 2020. CARRIED.

iii. Accountability Report Framework for Investing Internally Restricted Funds

The Bursar provided an Accountability Report to the Board on the use of the internally restricted funds previously approved by the Board.

b) 2020-2021 Enrolment and Residence Occupancy

The Registrar referred to the enrolment scenarios in the Board meeting package. She noted that the best-case enrolment scenario is a total headcount of 889, a small surplus budget, and first-year class of 225 with a FYP class of 195. The middle-case scenario is a total headcount of 739, a deficit of \$1,700,000, a first-year class of 175 with a FYP class of 147. The worst-case scenario is a total headcount 467, a deficit of \$4,000,000, a first-year class of 159 with a FYP class of 132.

The Registrar reported that these scenarios were developed as a way to mitigate the risk. The University has worked to engage the applicant pool. On Monday, June 15, registration opened for the first-year cohort, and King's is 15% above where the University was at this time last year. King's has a robust continued engagement plan for students over the summer, so the University is on track to fall in line with the middle case scenario for enrolment. There was an uptick in academic advising over the last week as students are looking forward to the fall semester. King's is close to hitting the provisional budget numbers enrolment-wise.

The Dean of Students spoke to the residence scenario and noted that much has changed since last week, when this was presented to the Executive, and even during this meeting. The University was working through a number of scenarios for residence, ranging from residence being closed, to 106 students in residence, to a middle number of 52 students. There is now a plan to move forward with residence operations reduced only by 50%. King's is likely to see a higher number of withdrawals due to the level of uncertainty. The University will continue to adapt, with the goal to be flexible and meet students' needs in

the best way. Some of the bathroom ratios are due to being able to care for students if they get sick. There has been work about building community for students who do not live in residence, and training for residence staff. The Dean of Students noted that she was excited about the possibility of having so many students on campus and is planning to send a communication to students and their parents shortly.

Board members expressed happiness at the increase of the possible number of students on campus and asked about safety plans.

The Chair agreed with the Dean of Students' comments about the positive development that groups of 10 can gather.

c) 2020-2021 Operating Budget

i. Tuition, Ancillary & Auxiliary Fee Increases for 2020-2021

The Bursar reported that she and the President consulted with the KSU Executive on this in February. She summarized all the proposed changes in the budget:

Tuition and International Differential

- Arts and Science tuition rates: 3% increase (approved by the Dalhousie Board of Governors in May 2020)
- Journalism tuition rates (4-year BJH, 1-year BJ, MJ): 1% increase (approved Dec. 5, 2019)
- Master of Fine Arts (MFA): 2% increase (3% increase since inception)
- International differential (approved by the Dalhousie Board of Governors in April 2019)
 - New students (Fall 2019 or later): 3% increase plus \$1,473 (16% overall) (\$13,077)
 - Existing students (earlier than Fall 2019): 3% increase (\$10,089)

Ancillary and Auxiliary Fees

- College fee: 0% increase (flat since 2016-17); due to pandemic, will assess later if will be charged
- Administration fee: 0% increase (flat since 2016-17)
- Facility renewal fee: 0% increase (flat since 2016-17)
 - Combined fee – King's portion and Dalhousie portion (currently 50% of Dalhousie's fee)
 - Conversations ongoing with Dalhousie regarding modest reduction to the 50% fee
 - Dalhousie facility renewal fee - 0% increase (approved by Dalhousie Board of Governors in May 2020)
- Athletic fee: will not be charged in 2020-21 due to anticipated closure of gym
 - Combined fee: King's portion and Dalhousie portion (currently 2/3 of Dalplex fee)
 - Conversations ongoing with Dalhousie regarding a modest reduction to the 2/3 fee
 - Dalplex fee: 0% increase, waived for fall (approved by the Dalhousie Board of Governors in May 2020), winter unknown
- FYP course fee: 0% increase (flat since 2016-17)
- MFA mentor fee: 2% increase (estimated CPI increase)
- Residence room rates: 0% increase (flat since 2016-17)
- Meal plan fees: 1.86% increase (CPI increase of 2.2% + minimum wage impact of 0.6%, offset by 2 fewer board days in residence – 217 versus 219)
- Dalhousie fees charged directly to King's students:
 - Dalhousie health service fee (all semesters): 0% increase (approved by the Dalhousie Board of Governors in May 2020)
 - Dalhousie fitness facility renewal fee: 0% increase, waived for fall (approved by the Dalhousie Board of Governors in May 2020), winter unknown
 - Bus pass (i.e., UPass) fee: 1.5% increase (based on contract with Halifax Transit)

Board members noted that in the current context, it was important to see that the University will be holding many of these fees flat or are not charging fees. However in respect of tuition increases, several Board members noted the lack of a similar experience that students will have this year and the barriers that high tuition will present to students from diverse backgrounds.

ii. 2020-2021 Operating Budget PowerPoint Presentation

The Bursar referred to the budget as "unlike any other". There was a considerable amount of uncertainty around fall enrolment and residence occupancy – traditional enrolment projection models are not useful during a pandemic. There is the impact of public health directives, travel restrictions, and online teaching. If there is a significant drop in enrolment, it will put King's back into financial distress, despite the recent increase in the grant and return to stability.

The Bursar noted the cascading impact – a reduction in enrolment in the coming year will undoubtedly have a multi-year impact. She indicated the University is expecting a significant decline in revenues and unique increases in costs. Revenue from residences will be reduced under all realistic scenarios. The budget includes a 52-bed occupancy, whereas the University is now hoping for a 102-bed occupancy. The pre-COVID-19 budget presented to the Board Executive in March had a modest surplus of \$55,000.

The Bursar discussed the COVID-19 impacts. Some could be characterized as "positive": deferral of principal repayments on debt; expecting some reductions in spending due to travel; salaries and benefits savings based on postponement of faculty hires and summer employment. Some were negative budget adjustments: the enrolment impact on tuition and fees, residence impact, and COVID-19 Emergency Response Fund.

The University expects \$3,228,000 unfavourable change in revenue in the following areas:

- Tuition and fees: 17% decrease
- Residence fees: 81% decrease
- Investment income impacted by market turmoil: 8% decrease
- Conference services: 98% decrease because conferences could not be held on campus due to physical distancing

The University expects an expense variance that is \$730,000 favorable:

- Allotment to Dalhousie: 4% decrease
- Facilities management: 6% decrease
- Athletics: 15% decrease
- Conference services: 70% decrease
- Debt repayment: 77% decrease
- Reserve funds approved in budget: 76% reduction
- Use of prior year surplus to reduce deficit: increase of \$231,000 (new)

The Bursar described the COVID-19 emergency response fund of \$500,000 to cover:

- Academic planning to reconfigure the curriculum, hardware, audio-visual expenditures
- General campus safety, PPE, additional sanitation costs
- Residence: minor renovations for safety measures, PPE for students
- Recruitment: online marketing to make prospective students aware of the unique advantages of King's

Unallocated anticipated reductions in spending: \$721,000:

- The gym may be closed
- Ability to travel may be restricted
- Varsity sports may be cancelled
- Casual employment may be reduced if facilities are closed

The impact on future years in having a low FYP class this coming year will lead to projected operating deficits from 2020-2021 to 2023-2024.

Board members asked about the timing of release of the Budget to the public. The Bursar noted that it would be posted the day following approval by the Board.

iii. 2020-2021 Operating Budget and Schedules

iv. Resolutions Regarding 2020-2021 Operating Budget

MOTION: (Lahey/Beach) that the Board of Governors hereby approves the proposed tuition and student fee increases for 2020-2021 as presented.

In discussion, the President commented that the budget comes to the Board through the Bursar, but ultimately, it is the President who is accountable. He noted his struggle with recommending an increase in tuition. However, he indicated that the Board must think very carefully about keeping Arts and Science tuition equal to Dalhousie's. These programs are essentially Dalhousie programs. King's is relying on Dalhousie and collaborating with Dalhousie. To not have King's tuition at the same level as Dalhousie would be interpreted as an adverse move by King's because of the opportunity for students to enrol at King's instead of at Dalhousie.

Board members spoke of challenges faced by students in respect of tuition increases, in particular, international students and their well-being.

CARRIED, with three contrary.

MOTION: (Beach/Rosenfeld) that the Board hereby approves the University of King's College operating budget for the 2020-2021 fiscal year. CARRIED.

The Treasurer thanked the Bursar, the senior leadership team and the students for raising issues.

At 2:56 p.m., Mr. Eisenhower left the meeting.

After discussion on timing at 3:00 p.m., the Chair called for a 10-minute break.

At 3:11 p.m., the meeting resumed.

e) Report from the Vice-President Renewal Committee

The President advised that he was chair of the committee that asked the community whether they were in favour of extending the term of Peter O'Brien as Vice-President. He noted that they were unable to prevail on Dr. O'Brien to express interest in a longer reappointment. The limited input received by the committee was positive. The President reported that Dr. O'Brien is highly respected for his listening skills, his patience, his endurance, his advice on all kinds of matters. Dr. O'Brien has enabled and coordinated an exceptional level of collaboration among academic programs and academic leaders and the administration and offices of the University.

MOTION: (Lahey/Davies) that the term of the Vice-President, Dr. Peter O'Brien, be extended by one year, from July 1, 2020, to June 30, 2021. CARRIED.

(2020:13) PRESIDENT'S PERSONNEL RECOMMENDATIONS

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

MOTION: (Lahey/Courage) that the Board of Governors approve the appointments and reappointments as provided. CARRIED

At 3:17 p.m., the Vice-President rejoined the meeting.

The President noted that two sabbaticals have been requested to be deferred.

MOTION: (Lahey/Beach) that the requests for sabbatical deferrals as provided be approved by the Board. CARRIED.

The President noted that Dr. Sylvia Hamilton will retire at the end of the month. He acknowledged Sylvia's contributions to students and her importance to the African Nova Scotia community in this Province and beyond. The President proposed a motion of gratitude, of recognition, and best wishes from the Board.

MOTION: (Lahey/Newhook) that the Board of Governors express its gratitude, recognition and best wishes to Dr. Sylvia Hamilton on her retirement from teaching at the University of King's College. CARRIED.

The President advised that Ms. Joanna Sheridan, a mid-2000s alumna, has been appointed Assistant to the Vice-President and Academic Projects Coordinator, effective July 6, 2020.

d) Establishment of a Second Enhanced Voluntary Retirement Program (EVRP)

The Bursar reviewed the background of the first Enhanced Voluntary Retirement Program that was established in March 2017. At that time, 10 faculty members qualified. The objectives were faculty renewal and diversification. There was a two-year time frame for eligibility. Three faculty members signed up and all three chose a 50% two-year post-retirement contract. \$72,000 was spent on the first program, so there was \$428,000 remaining from the first program.

The University is proposing a second EVRP. In five years, there will be 22 faculty members eligible for retirement. The proposed timeframe is five years. The anticipated cost of this program, assuming 30% of the eligible faculty members take it up, could be \$300,000. If all signed up, the cost could be \$1,000,000. This was discussed with Faculty in March, at the Finance, Audit and Risk Committee (FAR) in February and June and also at the March and June Executive meeting of the Board. FAR recommended seeking advice on how to structure the program, so McInnes Cooper was consulted. The recommended course of action was as described in the meeting package. The \$428,000 remaining would allow for eight or nine faculty members retire.

MOTION: (Beach/Courage) that the Board hereby grants approval for the University of King's College to proceed with the development of a second Enhanced Voluntary Retirement Program (EVRP) along the lines described in the accompanying documentation.

Be it further resolved that the Board approves the use of the funds remaining from the first EVRP program to finance a second EVRP program.

CARRIED.

f) Response to Studies by Academica on Recruitment

The Registrar presented "Academica Findings: Results and Implementation". After the Board approved investment in the Academica work, studies began in November 2019 and ran until January 2020. Consultations in the community were disrupted by COVID-19, but they were able to continue to consult with faculty and the senior leadership team.

The key findings from Academica were the following:

- FYP: The most common impression of the Foundation Year Program was that it is a remedial program designed to prepare students for university-level courses. Guidance counsellors say students focus on the brand name and status of an institution rather than “fit”. Eyes are on the “prize” rather than the journey - students are focused on what institution will get them a good job where they can be successful and make money. Parents seem to put pressure on students; they are receiving messaging around success from parents.
- In terms of the reputational study: King’s is not particularly well known in the GTA, but Dalhousie is also not known for humanities, which is expected.
- Concerning the University of King’s College and Dalhousie University partnership, for around half of respondents overall, knowing about the Dalhousie partnership made King’s more appealing. The most appealing benefits of the Dalhousie partnership were that students receive a joint degree as well as the ability to take classes at Dalhousie.
- The most important recommendation is that King's needs to get better at telling a compelling King’s story, using proof stories from Alumni, current students, and faculty. It is worth highlighting that in response to COVID-19 over the past few months, the University has stayed close to this recommendation.

The Registrar presented the improved messaging: "Exceptional Beginnings. Exceptional Futures". That is the thesis statement that King's is working on improving in all communications. The University has also made substantial improvements to scholarships and bursaries and ease of access to them.

Board members asked about the costs of the studies and how much of the advice is general marketing advice and how much of it is specific to King’s and its students. The Registrar advised the cost was about \$100,000 for the studies. With respect to the nature of the advice, the Registrar noted that the advice is very specific to King’s. It consisted of data collection, interviews with guidance counsellors, prospective students and parents, a survey of applicant pool, and interviews within the community.

The Advancement Director noted that the studies also included Alumni and Alumni outcomes, and questions to external groups like guidance counsellors were specific to King's.

Board members asked if the one-year Bachelor of Journalism program was part of the study. The Registrar said it was not. On hearing that it was not, it was noted that it should be.

Board members asked about the availability of race-based data. It would be useful to have race-based data to see how Black alumni were doing.

Concern was expressed about the impression that FYP is a remedial program.

g) University Safety Policy

At 3:45 p.m., Ian Wagschal, Safety Coordinator and Director of Facilities Management, joined the meeting to speak about the development of the draft University Safety Policy, mandated by the Nova Scotia *Occupational Health and Safety Act*.

He advised that any institution with more than five employees must have a safety policy that answers three questions:

- the reasons for the employer's commitment to health and safety;
- a commitment to cooperate with employees; and
- the safety responsibilities of the employer, supervisors, and other employees.

The Chair noted that the last time the Board discussed this was pre-COVID-19. Mr. Wagschal advised that there are currently 23 safety plans for COVID-19.

MOTION: (Chapman/Gray) that the Board of Governors approve the University Safety Policy as tabled. CARRIED.

h) Amendments to the Privacy Statement

The Bursar presented the University of King's College Privacy Statement. King's is a public body subject to the provisions of the Nova Scotia *Freedom of Information and Protection of Privacy Act* (FOIPOP) and *Personal Information International Disclosure Protection Act* (PIIDPA). The Bursar advised that in 2013, Vice-President Kim Kierans worked with privacy lawyer David Fraser at McInnes Cooper to develop a privacy policy. The document has been updated to remove redundancies and to add paragraph 12, which relates to Dalhousie. Dalhousie is the IT provider for King's and by virtue of that; they have access to information of King's members. King's and Dalhousie have joint programs, so access to information is shared.

MOTION: (Davies/Lahey) that the Privacy policy amendments be accepted. CARRIED

(2020:14) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE CHAIR'S REPORT

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee (GHRNC), presented the GHRNC report.

Key appointments in the past year included:

Board and Officer Appointments

- Dr. Gwen Davies was approved as Vice-Chair
- In addition to normal faculty and student membership renewal on the Board, Ms. Naomi Rosenfeld was approved by the Bishop of Nova Scotia as the Diocesan representative for Nova Scotia and appointed to the GHRNC.

Committee Chairs

- Ms. Rosalie Courage was appointed as Chair of the Advancement Committee
- Mr. Hugh Wright was appointed as Chair of the Campus Planning Committee
- Mr. Tom Eisenhauer replaced Mr. Peter Conrod as Chair of the Investment Committee
- Dr. Dorota Glowacka will be reappointed as Chair of the Equity Committee

Executive Committee

- Following discussion with the Chair, it was determined that the Executive would benefit from further participation from Committee Chairs. Mr. Hugh Wright (Chair of Campus Planning) and Ms. Rosalie Courage (Chair of Advancement) were thereafter appointed.

The Secretary noted that several vacant positions remain on Committees and replacements for these and potential Board departures will be investigated over the summer, in particular, for FAR.

At present, nominations continue to occur through “word of mouth” and individual community outreach. It is recognized that other methods, such as advertisement, may be required to fill future Committee and Board positions.

The Secretary then presented the Annual Meeting Resolutions

Confirmation of Committees of the Board and Chairs (where required)

MOTION: (Gray/Chapman) that:

a) until the next Annual Meeting of the Board, the following Committees are confirmed:

- (i) Equity**
- (ii) Honorary Degrees**
- (iii) Advancement**
- (iv) Board of Appeal and Discipline**
- (v) Executive**
- (vi) Campus Planning**
- (vii) Finance, Audit and Risk**
- (viii) Governance Human Resource and Nominating**
- (ix) Investment**

b) the following are confirmed or appointed (as applicable) as Chairs of the following Committees:

- (i) Dorota Glowacka (Equity)**
- (ii) Rosalie Courage (Advancement)**
- (iii) Katrina Beach (Finance, Audit and Risk)**
- (iv) Hugh Wright (Campus Planning)**

c) finally, the membership of each of:

- (i) the Executive Committee;**
- (ii) the Finance, Audit and Risk Committee; and**
- (iii) the Campus Planning Committee**
- (iv) (attached) are hereby confirmed or appointed (as applicable) until the next Annual Meeting of the Board.**

CARRIED.

Appointment of Officers

MOTION: (Chapman/Brandes) that Katrina Beach is appointed as Treasurer of the Board until the next Annual Meeting of the Board and that Jennifer Gray is appointed as Secretary of the Board and of the Executive Committee until the next Annual Meeting of the Board. **CARRIED.**

Board Appointments/Renewals

MOTION: (Gray/Lahey) Be it resolved that the term of Don MacLean as a Co-opted Member of the Board is hereby renewed for a period of four years and that the term of Catherine Martin as a Co-opted Member of the Board is hereby renewed for a period of four years. **CARRIED.**

(2020:15) KING’S STUDENTS’ UNION REPORT

The KSU President reported on some aspects of their report, noting the tremendous workload of the KSU Executive:

- The KSU supported the Canadian Federation of Students Nova Scotia as they lobby the Provincial and Federal governments for increased funding to the post-secondary education sector. CFS-NS is part of an alliance of students as well as faculty and staff associations/unions, who have aligned themselves during the COVID-19 pandemic to advocate for the following demands: (i) reduce tuition fees and increase bursaries for the 2020-2021 academic year; (ii) no involuntary layoffs in the higher-education sector; and (iii) no cuts to programs and services.
- The KSU is asking that King's require its investment managers to divest all coal and oil investments by 2025. At the Executive Committee meeting, there was a motion to refer this to the Investment Committee.

Board members thanked the KSU President for their report.

(2020:16) VICE-PRESIDENT'S REPORT

The Vice-President advised he had circulated a written report. He noted his gratitude to faculty for trying to sort out the unknowns of online teaching. King's has seen some wonderful collaboration. The Vice-President singled out Susan Dodd, as the Interim Director of FYP, for her outstanding work for trying to move that program online.

In respect of student employment opportunities, the Vice-President highlighted the allocation for student employment in the COVID-19 fund for jobs having been lost on campus and in the wider world. The Vice-President thanked the Treasurer's colleagues at Grant Thornton for assisting in identifying grant opportunities. Eighteen virtual summer positions for full time employment that fall within work-experience internship categories have been established. The University has been able to shape those into positions that are meaningful to help with curriculum and administrative needs and archival positions that can all be done online. The University has been able to identify seven Alumni partnering organizations to provide fellowships for Public Humanities and the University has extended support to the KSU Executive to continue their important work over the summer and also to Orientation Week coordinators.

The Vice-President reported that the Sexualized Violence Policy Implementation and Advisory Committee has continued to work on its policy review.

The Vice-President provided background on his new assistant, Joanna Sheridan, and welcomed her to the University. She is presently in a position of outreach to high school students in the area of mathematics. She is a King's alumna in the Contemporary Studies Program and history in the mid-2000s.

Board members asked how many of the student positions had been filled. The Vice-President indicated all but three or four.

(2020:17) PRESIDENT'S REPORT

The President noted on behalf of the senior administrative team how useful special meetings of the Executive have been during this time.

The President highlighted several items from his report:

- One of the outcomes of the pandemic has been a fundamental rejuvenation of the relationship with Dalhousie. It is clear that Dr. Sani is anxious to restore Dalhousie's brand as a humanities university and to work with King's to achieve that.

- The MFA residency finished a week ago and was completely online. There have been nothing but rave reviews from the students (although they are a different demographic) from how the program was delivered online.
- The President reported on his role as president of CONSUP, which is meeting two or three times a week. The President also spoke of his involvement with Universities Canada, which works with the Federal government. Those two roles have given him a good line of sight with how other universities are handling this situation, which has increased his appreciation for what King's has been, and continues to, accomplish.

The Registrar noted how extensive King's collaboration with Dalhousie has been at all levels, from the Registrars' offices and academic.

Board members asked if there was an update on discussions of various funding scenarios with government. The President reported that it remains to be seen when it goes to the political level, but there has been good progress at the civil service level. Various mechanisms are being discussed to provide support as and when it is needed. The Province sees universities as islands of economic stability. There is deep appreciation on the part of senior public officials of the stability created by universities. However, the demands on government right now are extraordinary at a time when provincial revenues have plummeted.

(2020:18) OTHER BUSINESS

a) Access of the Public to the Annual Meeting

The Chair noted that the matter of public access to the Annual Meeting will be referred to the Governance Committee for recommendation.

(2020:19) IN CAMERA

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

The meeting moved to an *in camera* discussion at 4:24 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 was adjourned at 4:41 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray