

UNIVERSITY OF KING'S COLLEGE
MINUTES OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF GOVERNORS

The Executive Committee of the University of King's College Board of Governors met at the Delmore "Buddy" Daye Learning Institute (DBDLI), 5450 Cornwallis Street, Halifax, on Thursday, September 19 2019 at 1:00 p.m.

PRESENT: Ms. Katrina BEACH (Treasurer), Dr. Gwendolyn DAVIES, Mx. Jennifer GRAY (Secretary), Professor William LAHEY (President), Professor Peter O'BRIEN (Vice-President), Mr. Douglas RUCK (Chair), Mr. Paul THOMSON (Alumni Representative), Mr. Hugh WRIGHT (Vice-Chair)

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

By teleconference: Mx. Levi CLARKSON (KSU President)

REGRETS: Dr. Sue DODD (Faculty Representative)

STAFF: Mx. Janet HATHAWAY (minutes)

In advance of the meeting, the Executive Committee members were given an informative tour of the DBDLI and provided background on the organization and its work by Sylvia Parris-Drummond, DBDLI Chief Executive Officer.

At 1:00 p.m., the Chair called the meeting to order.

(2019:23) PRAYER

The Vice-President read the College Prayer.

(2019:24) NECROLOGY

The Secretary read the Necrology. A moment of silence was observed. Board members spoke of John Alward.

(2019:25) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of June 13, 2019
- b) Alumni Report
- c) Advancement Director's Report
- d) Advancement Committee Report
- e) Facilities Management Update
- f) Conference Services Update

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

(2019:26) BUSINESS ITEMS

a) 2019-2020 ENROLMENT AND OCCUPANCY UPDATES

The Registrar reported on enrolment: the total headcount is now 904 students. There were 907 last year at this time. King's is increasing its upper year retention rate even though the FYP class is smaller. There is an overall 5% increase in the total number of first year students. The University is starting to see recovery in Ontario.

The Bursar noted that the residence occupancy maximum is 260. The budget included 240 students on move in day but the actual number was 253. Withdrawals to date bring that down to 248 [*subsequently corrected by the Bursar post-meeting to 248*], which is on par with fall withdrawals in the budget.

The Registrar reported that the FYP class this year started at 202 but there was a higher than usual withdrawal rate from FYP: many of those students stayed at King's but become undeclared students. The Registrar advised upon questioning from Board members that usually five to eight students drop FYP. There are now 194 FYP students; the hope was to have 196.

Board members asked about the change in Ontario tuition. The Registrar advised that a 10% reduction in Ontario tuition rates was of concern, so her office was proactive in having more bursaries available to offset that increase.

Board members asked why students had dropped out of FYP at the start of this term. The Registrar noted it was for a variety of reasons. Board members noted that student anxiety has been observed to be higher than usual this year, which has manifested itself in withdrawals from the FYP (but not from King's). The FYP Director and Associate Director are investigating further to see what supports can be provided. The Registrar noted that the hurricane was also a contributing factor to anxiety around campus.

The President noted that the size of the FYP class is important, but so is the size of the total student population, and King's is over 900. The other number to keep in mind is the total number of students, including graduate students in the Master of Fine Arts and Master of Journalism programs. There is better retention overall.

The Registrar noted that other metrics that might be helpful are: (i) that students who self-identified as belonging to an under represented group has increased from 59 to 76 this year; and (ii) that while a 2% growth in retention rate is sustainable, King's has had a 10% growth in retention rate.

Board members asked when the enrolment number was fixed. The Registrar advised that yesterday, September 18, was the last day to add/drop classes and was also tuition due day. Board members asked if the University was on track, or ahead, or behind with regard to multi-year projections. The President advised that he would feel much more confident if the FYP class had been above 200. However, this does not preclude the University from having a much more significant increase in future. The prediction is based on FYP, which opens a potential conversation about the right metrics to be focussing on. The Bursar advised that the overall head count is higher than budgeted.

b) CHANGES TO RECRUITMENT PLAN

The Registrar referred to her report in the meeting package. She advised that the University increased the conversion rate from the number who applied to the number who actually came to King's, so King's needs to increase the number who apply.

The Registrar pointed to actions being taken in that regard. The President is on the Board of EduNova, which gives King's better access to information about how the programs of EduNova can help King's with international recruitment efforts. The University had stepped back from international recruitment over the past few years, with the exception of New England, because of the expense in recruiting there. EduNova is a good approach because King's is able to be specific and targeted.

The Registrar reported that she and the Advancement Director worked together in tailoring messages. The University plans to increase recruitment collaboration with Dalhousie. King's is also working more on enhanced advertising and a digital media strategy. The University is working with a media buyer who will help target markets and reach students in those markets. There have been thousands of additional visits to the website, which is a positive sign.

King's has started posting webinars and will do a lecture tour and in-person events in certain markets. The in-person connection makes a huge difference. The Registrar advised that some success has arisen through sustaining connections with key schools, and King's has expanded out from those schools into more geographic areas. The University has also made changes in tour programs – when her office can get students on campus, there is a better chance they will attend. Campus tours are also student-led.

Availability of scholarships and bursaries is a key message and it helps in the conversion stage. Credibility and recognition, the association with the University of Calgary Law School, and the Maclean's university issue editorial and advertising will help. The Scholarly Inquiry into King's Connection to Slavery has brought recognition, as has the hiring of the Sexualized Violence Prevention and Response Officer (SVPRO). All of these items are embedded in recruitment messaging.

Board members asked if in relation to diversity, whether there is a specific strategy to go and target various populations. The President advised that Armbrae Academy holds a program for high school students from across the city, which is hosted at King's. Last year, there were 45-50 students. This year, the theme is "truth in untold stories" and slavery will be an example. Lawrence Hill will be the keynote speaker. The University will be reaching out to teachers of African Canadian history to bring students to campus for that event.

The Advancement Director reported that she is talking to School of Journalism Director Tim Currie about a community gift of \$10,000 from Global News to King's to work with the re-established black journalists association.

The President noted that he and Athletics Director Neil Hooper have been working with UP Basketball, a program for junior high school age youth, many of whom are African Nova Scotian. The program, which uses King's gym, has a mentoring component and the organizers would like to add a tutoring component to it.

The President also advised there is a new journalism course that the University hopes to get funding for from an outside organization that will take King's students out into the Mi'kmaw community for a month.

c) ALIGNMENT OF RESPONSIBILITIES FOR MARKETING BETWEEN REGISTRAR'S OFFICE AND ADVANCEMENT

The Registrar referred to the meeting package and noted that in 2014, there had been a restructuring when the marketing component was moved from the Registrar's Office to the Advancement Office. Process improvements are required. The additional position in Advancement has improved the storytelling of success stories on social media and messaging across mediums. The storytelling component of recruitment will remain in Advancement, but if a poster is needed to promote an open house, that will remain in the Registrar's Office. The increased focus on digital media – King's can put more digital marketing in focus areas more quickly – has evolved competency in that side of direct communication in the Registrar's Office.

The Advancement Director advised that one of the major catalysts was the extra funding provided in the marketing budget that has allowed the hiring of a digital marketing firm to help with storytelling. This is a new structure that is already proving to be much better than in years past, and which should be more effective. Digital media platforms have exploded – some are up 700%.

The Registrar noted that Maclean's gave the University a favourable rate for a full page ad and an editorial in the Maclean's ranking issue. The Maclean's issue is dated November but will be on stands October 3. The Registrar noted this will help King's, as the issue appears at the start of the recruiting season.

The Registrar also advised that there will be a blue bus driving around the province with the King's logo and Blue Devils on it. There will be a happy hour in the gym on September 27 and the Blue Devils bus is scheduled to roll into the Quad at that time.

Board members responded favourably to King's social media activity.

d) 2019-2020 FINANCIAL UPDATE

The Bursar noted that the financial update provided to the Finance, Audit and Risk (FAR) Committee meeting was prepared in early September while enrolment was still fluctuating. The forecast being presented today reflects an updated headcount figure of 904, down from the 921 figure provided to FAR. This results in a surplus of \$479,000 rather than \$630,000 which is \$324,000 higher than budget. All other variances are insignificant with the exception of salaries and benefits which are lower than budget primarily due to the timing of hires which do not represent permanent savings.

e) DALHOUSIE FINANCIAL AGREEMENT PROPOSAL SUMMARY

The Bursar reported that King's received a proposal from Dalhousie on August 1, which she summarized.

At 2:02 p.m., the KSU President joined the meeting by teleconference.

MOTION: (Wright/Beach) that the Board of Governors' Executive Committee move into an *in camera* discussion on the Dalhousie proposal. **CARRIED.**

The meeting moved to an *in camera* discussion.

MOTION: (Wright/Beach) that the Board of Governors' Executive Committee move out of the *in camera* discussion. **CARRIED.**

f) **AMENDMENT TO RESOLUTION – “THREE-YEAR FRAMEWORK FOR INVESTING INTERNALLY RESTRICTED FUNDS TO ACCOMPLISH STRATEGIC OBJECTIVES”**

The Bursar noted that in March the Board approved an amendment to this resolution to remove the timeframe specified for spending on scholarships, bursaries and awards from the internally restricted funds to allow for the offering of renewable scholarships over multiple years. Instead of spending a specified amount of money each year over a three-year period, the Board instead authorized the overall spending amount without regard for timeframe. This amendment is to apply the same methodology to the other components of the June 21, 2018 resolution, to remove the timeframe but authorize the overall amount of spending.

The amending resolution would read as follows:

Be it resolved that the resolution of the Board adopted on June 21, 2018, as stated above, be amended as follows:

- *From the Reserve Fund, the Bicentennial Fund or from a combination of the two funds, up to \$250,000 in additional spending on student employment;*
- *From the Reserve Fund, up to \$300,000 in additional spending on recruitment-related activities of the Registrar’s Office and communications and marketing activities tied to recruitment of the Advancement Office; and*
- *From the Reserve Fund, the Bicentennial Fund or from a combination of the two funds, up to \$500,000 to establish or support initiatives including but not limited to an academic enrichment fund, the Humanities for Young People Program, Public Humanities, a journalism camp for high school students, a choral music camp for high school students and a staff development fund.*
- *The Bursar will provide an accountability report annually to the Board of Governors at the June meeting showing actual expenditures made under this resolution in the most recent fiscal year as well as total spending to date under this resolution to the end of the fiscal year.*

MOTION: (Beach/Gray) that the Executive Committee recommend that the Board approve this amendment. **CARRIED.**

(2019:27) CHAIR’S REPORT

The Chair delivered a brief report in which he stated his appreciation for the Executive Committee attending at DBDLI for this meeting. He thanked the President for his work, who in turn thanked the “team”.

At 2:15 p.m., the Treasurer left the room.

(2019:28) PRESIDENT’S REPORT

The President advised that in the next 12 months King’s will accomplish the following:

- The University will have hired two new faculty members with the objective of increasing diversity at the University.

- The University will have a Public Humanities certificate program.
- The University will have a stand-alone part-time Equity Officer to complement our stand-alone SVPRO.
- A major gifts campaign will have been launched.
- King's will have restored Chapel, Middle and Radical Bays residences.
- The University will have a new MOU with Dalhousie.
- There will be progress on activity related to recruiting more international students.
- The University will have implemented some of the measures in the draft Human Resources Management Framework that was circulated, and in doing that, will have a higher level of staff and employee engagement in King's as a place to work.
- Diversity and inclusion will have had significant success in many initiatives in increasing diversity and inclusion on a sustained basis.

At 2:20 p.m., the Treasurer rejoined the meeting.

Board members noted that the MOU with the Council of Nova Scotia University Presidents (CONSUP) does not regulate international student fees. The President noted that King's would probably set international fees that synchronize with Dalhousie's because of the difficulty of doing anything else.

The President advised that he has been advocating for more government money for King's and for Nova Scotia universities in general.

(2019:29) KING'S STUDENTS' UNION REPORT

The King's Students' Union President gave the KSU report.

- They noted the hiring of Jordan Roberts as the University's first SVPRO and said they have been discussing ways to make the Sexualized Violence Policy and her position accessible to students, what students' concerns around sexualized violence are, and the ways that the SVPRO and the KSU can collaborate.
- KSU participated in Canadian Federation of Students Campus QT events in partnership with CFS over the summer as alternative Pride programming.
- KSU has hired a new Hospitality Coordinator.
- KSU held a barbecue for MFA students in August and arranged for the Galley and Wardroom to be open while they were on campus.

- KSU's Student Life Vice-President and President spoke about the KSU at Residence don training, and the President spoke to the new University recruiters about KSU's services to students.
- KSU's Orientation Week coordinators Sabby Somji, Sam Delaney, and Meg Smith worked with the KSU President and Student Life VP during the summer to organize RetrO-Week. Events included Stargazing in the Quad, harm reduction workshop with South House, Gym 101, Dal campus tour, Society Fair, movie night in the quad, and crafts in the yurt.
- KSU had an Introduction to Activism Tea Party where they handed out a zine with student activist terminology.
- The KSU President attended Matriculation and shook the hands of incoming students who had signed the Matricula.
- The External Vice-President and the CFS National Deputy Chairperson hosted a Fight the Fees meeting on September 18, the day tuition was due, giving students information about tuition fees in Nova Scotia and at King's, and information on how to access the DSU food bank and other supports, as well as how to apply for a bursary at King's.
- The KSU has seen the President's draft of the Equity Officer's job description, which will go to the Equity Committee for review as well as to the Equity Officer Search Committee, which will follow the same member structure as the Sexualized Violence Policy Implementation Committee and include the KSU President and three student representatives.
- During the federal election, advanced polling stations will be on campus in the Wilson Common Room from October 5-9 so students can vote.

At 2:30 p.m., the Vice-Chair left the meeting.

(2019:30) VICE-PRESIDENT'S REPORT

The Vice-President reported that many of his projects had intersected with the President's. He noted the hiring of the SVPRO and the enthusiasm across campus for this appointment. It was done in record time. King's had a high volume of applications. His reported provided links to Jordan Roberts' presence in local media as the SVPRO. She has been doing great work on campus and raising the profile of the position. She will appear at the Board meeting in October.

(2019:31) REGISTRAR'S REPORT

The Registrar's Office has had 190 in-person visits from students at the start of this term, up from 100 students during the same time period a year ago.

The Registrar's Office was renovated this summer, and during the renovations, some of her staff members were temporarily housed in the Library.

(2019:32) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee (GHRNC), discussed her report that had been sent out in the meeting package. She advised that Mr. Wright is vacating the position of Vice-Chair after this meeting and there was a nomination for the position.

At 2:36 p.m., Dr. Davies left the meeting.

MOTION: (Gray/Thompson) that the Executive Committee recommend to the Board that Dr. Gwendolyn Davies become Vice-Chair of the University of King's College Board of Governors. **CARRIED.**

At 2:38 p.m., Dr. Davies rejoined the meeting.

The Secretary said she would bring forward the Diocese of Nova Scotia vacancy at a later date.

The Secretary advised that Ms. Rosalie Courage would be appointed Chair of the Advancement Committee and Mr. Hugh Wright would be appointed Chair of the Campus Planning Committee and she welcomed interest in or suggestions for Executive Committee representation (two Board positions).

The Secretary thanked Ms. Pamela Hazel in the President's Office, for the amount of work Ms. Hazel did during the past summer to consolidate the governance documents.

MOTION: (Gray/Beach) moved that the Executive Committee recommend to the Board that Ms. Rosalie Courage be appointed Chair of the Advancement Committee and Mr. Hugh Wright be appointed Chair of the Campus Planning Committee. **CARRIED.**

The Secretary noted another item in her report related to deletion of s. 8(3) of the By-laws. The final item is the renewal of the President's appointment, and the plan and schedule would be discussed *in camera*.

(2019:33) OTHER BUSINESS

No other business was noted.

(2019:34) IN CAMERA

MOTION: (Gray/Davies) that the Board of Governors' Executive Committee enter an *in camera* discussion. **CARRIED.**

The meeting moved to an *in camera* discussion.

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

MOTION: (Ruck/Gray) that the Board of Governors' Executive Committee bring effect to the inflationary adjustment agreed to by the Board *in camera* at the Board's June 2019 meeting. **CARRIED.**

The meeting of the Board of Governors' Executive Committee was adjourned at 3:40 p.m.

Respectfully submitted,

Doug Ruck

Jennifer Gray