

## **2020 – MINUTES AND SUMMARY OF MOTIONS**

### **(2020:37) PRAYER**

### **(2020:38) NECROLOGY**

### **(2020:39) OPENING REMARKS – CHAIR**

### **(2020:40) CONSENT AGENDA**

*MOTION: (Clarkson/O'Brien) that the Consent Agenda be approved. CARRIED.*

### **(2020:41) BUSINESS/DECISION ITEMS**

#### **a) 2020-2021 FINANCIAL UPDATE**

#### **b) LIBRARY STAIRS MEMO WITH AMENDED RESOLUTION REGARDING USE OF BICENTENNIAL FUND**

*MOTION: (Beach/Davies) Whereas the resolution adopted by the Board on March 26, 2020, with respect to the use of the Bicentennial Fund for the renewal of the Library podium and stairs, reads as follows:*

*Be it resolved that the Board hereby authorizes up to \$144,000 to be expended from the Bicentennial Fund to finance the renewal of the library podium and stairs.*

*Be it resolved that the resolution of the Board adopted on March 26, 2020, as stated above, be amended as follows:*

*Be it resolved that the Board hereby authorizes up to \$211,000 to be expended from the Bicentennial Fund to finance the renewal of the library podium and stairs.*

*CARRIED.*

#### **c) RESOLUTION TO APPROVE FINANCING OF 2020-2021 OPERATING FUND CASH DEFICIT**

*MOTION: (Davies/Wright) Be it resolved that the Board hereby approves the transfer from the internally restricted funds to the University's operating account the funds necessary to finance the 2020-21 operating fund cash deficit (currently projected to be \$768,000).*

*CARRIED.*

#### **d) MEMO FROM THE PRESIDENT TO THE CHAIR OF THE FINANCE AUDIT AND RISK COMMITTEE REGARDING CURIE WAIVER AND INFORMED CONSENT FORMS**

#### **e) ENROLMENT UPDATE**

#### **f) REPORT ON RETURN OF STUDENTS**

#### **g) DELIVERY OF ACADEMIC PROGRAM FOR 2020-2021**

#### **h) OVERVIEW OF COVID-19 SAFETY PLANS**

#### **i) PRESIDENT'S REVIEW OF EQUITY, DIVERSITY AND INCLUSION (EDI)**

### **(2020:42) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE CHAIR'S REPORT**

*MOTION (Gray/Clarkson) motion to recommend to the Board to approve the changes proposed to the Investment Committee terms of reference as presented. CARRIED.*

*MOTION (Gray/Courage) that the Board approve the appointment of Supt. Don McLean to the Board of Discipline and Appeal.*

*CARRIED.*

### **(2020:43) PRESIDENT'S REPORT**

### **(2020:44) KING'S STUDENTS' UNION (KSU) REPORT**

### **(2020:45) VICE-RESIDENT'S REPORT**

### **(2020:46) OTHER BUSINESS**

### **(2020:47) IN CAMERA**

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

*CARRIED.*

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

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

The Executive Committee of the University of King's College Board of Governors met by Zoom teleconference on Thursday, September 17, 2020, at 12:08 p.m.

ATTENDING: Ms. Katrina BEACH (Treasurer), Mx. Levi CLARKSON (Student Representative), Ms. Rosalie COURAGE (Board of Governors Representative), Dr. Gwendolyn DAVIES (Vice Chair), Dr. Susan DODD (Faculty Representative), Mx. Jennifer GRAY (Secretary), Professor William LAHEY (President and Vice-Chancellor), Dr. Peter O'BRIEN (Vice-President), Mr. Douglas RUCK (Chair), Mr. Hugh WRIGHT (Diocesan Representative)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director), Ms. Julie GREEN (Registrar), Ms. Katie MERWIN (Dean of Students), and Ms. Bonnie SANDS (Bursar), Mr. Ian WAGSCHAL (Facilities Director)

REGRETS: Mr. Paul THOMSON (Alumni Representative)

STAFF: Mx. Janet HATHAWAY (minutes)

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At 12:03 p.m., the Chair called the meeting to order.

**(2020:37) PRAYER**

The Vice-President read the College Prayer.

**(2020:38) NECROLOGY**

The Chair read the Necrology list. A moment of silence was observed.

At 12:08 p.m., the Dean of Students joined the meeting.

**(2020:39) OPENING REMARKS – CHAIR**

The Chair indicated that since the last meeting in June, a great deal has changed but much has remained the same. The Chair noted that the Board and Committees will likely continue to meet virtually for some time to come.

**(2020:40) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of June 11, 2020
- b) Alumni Report
- c) Advancement Director's Report
- d) Advancement Committee Report
- e) Investment Committee Report
- f) Registrar's Report

g) Facilities Management Priority Projects Report and Tri-Bay Financial Resolutions Update

**MOTION: (Clarkson/O'Brien) that the Consent Agenda be approved. CARRIED.**

**(2020:41) BUSINESS/DECISION ITEMS**

**a) 2020-2021 FINANCIAL UPDATE**

The Bursar presented the 2020-2021 Q1 financial update. She reported the deficit is almost \$1,000,000 lower than budgeted for, which is primarily explained by enrolment, which is higher than budgeted in August, although the number of withdrawals is not certain yet. The budget also initially included 52 beds in residence but is now up to 107, which increases revenue.

The biggest expenses are the COVID-19 Emergency Response Fund, which was budgeted at \$500,000 but has now been increased to \$1,000,000 in the forecast. Included in that amount are salaries incurred because of COVID-19, including three additional FYP tutors to accommodate smaller tutorials online. Students were hired during the summer to assist faculty in the transition to online learning. The Journalism techs who are normally off during the summer were hired back to help with the transition to online learning. An AV/IT person was also hired. The total cost to go online is estimated to be \$700,000 of the \$1,000,000. Another \$200,000 was spent to prepare the campus for safe occupancy.

**b) LIBRARY STAIRS MEMO WITH AMENDED RESOLUTION REGARDING USE OF BICENTENNIAL FUND**

The Bursar referred to the memo prepared by the Facilities Director supporting the amendment to the resolution passed at the Board meeting of March 26, 2020, on the use of the Bicentennial Fund for renewal of the Library podium and stairs. The Board had approved the cost estimate earlier, but it was not sufficient because cement was adhered to the granite pavers, causing them to break as they were removed from the podium. New pavers were ordered. The Bursar read the resolution that the Board is being asked to approve as an amendment to the resolution that was passed last March.

**MOTION: (Beach/Davies) Whereas the resolution adopted by the Board on March 26, 2020, with respect to the use of the Bicentennial Fund for the renewal of the Library podium and stairs, reads as follows:**

**Be it resolved that the Board hereby authorizes up to \$144,000 to be expended from the Bicentennial Fund to finance the renewal of the library podium and stairs.**

**Be it resolved that the resolution of the Board adopted on March 26, 2020, as stated above, be amended as follows:**

**Be it resolved that the Board hereby authorizes up to \$211,000 to be expended from the Bicentennial Fund to finance the renewal of the library podium and stairs.**

**CARRIED.**

**c) RESOLUTION TO APPROVE FINANCING OF 2020-2021 OPERATING FUND CASH DEFICIT**

The Bursar referred to the meeting package relating to financing the 2020-2021 Operating Fund cash deficit, and read the resolution.

**MOTION: (Davies/Wright) Be it resolved that the Board hereby approves the transfer from the internally restricted funds to the University's operating account the funds necessary to finance the 2020-21 operating fund cash deficit (currently projected to be \$768,000).**

In discussion, Board members asked how much money in total is in the internally restricted funds. The Bursar indicated about \$10 million. The Treasurer added that those funds are invested and are earning returns.

**CARRIED.**

**d) MEMO FROM THE PRESIDENT TO THE CHAIR OF THE FINANCE AUDIT AND RISK COMMITTEE REGARDING CURIE WAIVER AND INFORMED CONSENT FORMS**

The President noted the memo was provided for information. It is important because of the University's decision not to ask students coming on campus to sign a waiver or an informed consent document, and potential Board member liability in respect of this issue.

The President reported that CURIE, the insurer of all Canadian universities, including King's, advised the University that COVID-19 liability is not covered by its insurance. Two universities in Canada responded by asking all their students to sign a waiver; in August, CURIE sent other universities a waiver and informed consent document for those universities to ask their students to sign.

The President advised that King's decided not to ask students to sign either the waiver or informed consent form. The informed consent is largely covered off for residence students by asking them to sign a residence agreement document. King's decided not to request a waiver because it may be perceived as offensive. Legal advice received on this issue was reinforced several days later by a publication in a legal journal by someone who advises public schools, who wrote it was inconsistent with core messaging about safety and not likely to be enforceable in any event.

The President noted that the best way to avoid liability is to do everything reasonably possible to ensure people do not suffer harm. People will catch the virus no matter what an organization does.

In talking to colleagues, the President noted that other universities have in place an indemnity for board members. The Bursar and he have looked into this and there is no such indemnity in place for members of the King's Board. That is something to be attended to and discussed at the Finance, Audit and Risk Committee.

Board members discussed moving the indemnity for the Board forward right away.

At 12:15 p.m., Dr. Susan Dodd arrived.

**e) ENROLMENT UPDATE**

The Registrar reported that the budget scenario projected 739 students, but the number is now 912, 1.4% above the total enrolment last year. The FYP class is 176 now; it was 194 last year. The Registrar noted that FYP revenue goes solely to King's, so there will be consequences in having a smaller incoming FYP class and slightly smaller incoming class over the next few years. Overall, however, it was a good news story.

## **f) REPORT ON RETURN OF STUDENTS**

The Dean of Students noted that responding to the pandemic has been a collective effort across campus and she was deeply moved by how people have rallied to make this possible.

The Dean of Students reported that the focus has been on physical safety, mental health and social supports. The majority of students moved in two weeks ago. It was first thought there could only be 52 students living in residence, but with the support of Nova Scotia Public Health, King's currently has 110 students. The plan is to prevent potential spread of the virus in residence and to support students in self-isolation if they were to get sick. King's plan has received attention, both from Nova Scotia Public Health and Dalhousie. Another important piece has been the testing strategy for students arriving from outside the Atlantic region at the end of August.

In terms of psychological safety, the Dean of Students noted that the sense of community is key. Communication is important when relationships are virtual. The Dalhousie mobile app has a King's channel. Initiatives have included a mentorship program connecting upper year students with incoming students to provide social support. The Day Students' Society has been supporting students who are self-isolating, checking in with them and keeping them connected. Mental health social support is shared work. Ms. Merwin acknowledged the KSU's O-Week support in that. The FYP Student Society, Athletics, and Chapel have been working on this shared objective.

In response to questions from the Board about reports of student non-compliance with public health requirements at other universities, the Dean of Students noted that this is a learning curve for students. The distancing of six feet is a learning curve, and support is there to help students learn to be accountable. At King's, the University is trying to create safer in-person activities using that harm-reduction lens, helping find activities where students do not have to go downtown. The University's role is to support and not be punitive.

The President noted that the University wrote to a long list of stakeholders and neighbours outlining all the things King's is doing to protect people inside the university community and ensure students are contributing positively to the outer community. The University continues to work with municipal universities to get a plan in place. The experiences of universities in other cities is informative.

The Chair thanked the Dean of Students for her efforts.

## **g) DELIVERY OF ACADEMIC PROGRAM FOR 2020-2021**

The Vice-President delivered a PowerPoint presentation titled "Delivery of Academic Programs 2020-2021." His presentation covered the following areas:

- Online course delivery
  - Fall courses: fully online at both King's and Dalhousie
  - Winter courses: expected to be fully online, with possible exception of some Dalhousie classes in the performing arts
  - Commitment to ensure continuity for students who did not return to Halifax
- A review of the summer planning process
  - King's online Teaching Task Force
  - FYP subcommittee on online learning
  - Dr. Betsy Keating from Dalhousie's Centre for Learning and Teaching consulted on course design 0.2 FTE for four months

- Official recommendations for online learning
  - Make courses as asynchronous as possible
  - Where synchronous moments are needed, meet on Teams or Collaborate
  - Asynchronous: course content can be consumed at any time
    - accommodates issues of time zones
    - eliminates urgent technical issues
    - eases issues with internet connectivity
    - but does not allow discussion or immediate feedback
  - Synchronous: teachers and learners interact in real time
- King's classes without class discussion?
  - Fully asynchronous learning is not a good fit for many King's course offerings
  - Most King's courses are being offered in a combined fashion with recorded lectures and live online tutorials and office hours
  - Zoom has been adopted as the videoconferencing platform of choice as Teams/Collaborate were found to be insufficient to allow the class discussions, which are so key to most King's courses
- Foundation Year Program
  - Recorded lectures and daily live tutorials
  - High production value recorded lectures with video editing by J-School videographers
  - Tutorial size have been reduced from 15 to 10
  - New "Read Now" events: live evening readings of the following day's reading assignments four nights per week
  - Other events and opportunities to build a sense of cohort within this year's FYP class have been and are being developed in collaboration with the Dean of Students and other College offices
- Upper-year Programs
  - Most classes are employing a mix of asynchronous and synchronous elements
  - A few courses are wholly asynchronous or wholly synchronous
  - Course planning has emphasized maintaining a high degree of student engagement (e.g., study teams, using breakout rooms for student discussion)
- Journalism
  - The Journalism School has been teaching online since June
  - The MFA residency was provided online (synchronous)
  - Six sections of photojournalism provided online (asynchronous)
  - Four MJ courses delivered online
  - Most BJH, MJ and MFA courses this fall will be both synchronous and asynchronous
  - The School of Journalism updated its student handbook with revised guidelines for in-person reporting
- Staffing for online learning
  - New AV/IT officer
  - New online education coordinator (eight months) to support technical workflow
  - FYP coordinator of online learning
  - Six online teaching interns supported course building through the summer; five were renewed part time for fall
  - Additional part-time summer student assistants
- Technical developments
  - Zoom v. Teams/Collaborate
  - AV retrofit of Alumni hall, including Panopto-capture capability
  - Procurement of equipment for online teaching: mics, webcams
  - Adoption of the Dalhousie mobile app

At 1:17 p.m., there was a 10-minute health break

At 1:28 p.m., the meeting resumed.

The Secretary and the Facilities Director joined the meeting.

#### **h) OVERVIEW OF COVID-19 SAFETY PLANS**

The Director of Facilities, Ian Wagschal, delivered a presentation on the University's COVID-19 Safety Planning. Among other topics covered, Mr. Wagschal advised that key planning documents were created by all offices on campus, including Advancement, Athletics, the Bookstore, Bursar's office, Chapel and Choir, the Library, etc. All the plans were brought together in the Campus Coordination Plan, which is online. It has nine sections, including training, communication, continuous improvement; technical requirements; de-densification of campus; gatherings; building circulation; common spaces and washrooms; and more.

Safety training, communication and continuous improvement are important. Good training will mitigate any issues that might arise. Everyone must sign their plan and participate in regular safety meetings, where incidents and near misses are discussed.

Board members asked to what extent the Facilities Director engaged directly with the Public Health Office. Mr. Wagschal noted that he does not engage directly, but Public Health has been very interested in residence and making sure students coming from outside the Atlantic bubble have been registered in the system to self-isolate.

The President reported that he has also been working with CONSUP on these issues.

The Dean advised that feedback was sought on the residence plan and the isolation plan, and there was collaboration with Dalhousie and the Public Health Office.

The President advised that Dr. Robert Strang approved the reopening principles that were developed by all universities. Each university's total plan was reviewed by Occupational Health and Safety and an interdepartmental committee, and individually approved by Dr. Strang, who congratulated King's for having the most detailed reopening plan in the Province, despite being one of the smallest universities in the province.

The Chair thanked the Facilities Director for coordinating the plan. The President noted that this work was completed during the Tri-Bay refurbishment, which in and of itself was a significant piece of work.

#### **i) PRESIDENT'S REVIEW OF EQUITY, DIVERSITY AND INCLUSION (EDI)**

The President presented the "President's Review for the Board of Governors of the University of King's College on Existing Initiatives, Challenge Areas and Areas Requiring Closer Examination in Equity, Diversity and Inclusion", and provided a brief preliminary overview of the document.

The President noted that longer deliberation and consideration of this topic is required.

The President noted that the Board asked the President to conduct a review and apply the Universities Canada Inclusive Excellence Principles to advance equity, diversity and inclusion, which calls for an institutional action plan. These principles have been adopted by CONSUP. He was asked to identify existing initiatives, identify what was working well, challenges, and areas needing more detailed



examination. He thanked Tanisi Pooran, the Equity Officer, and Dr. Glowacka and the Equity Committee, for their detailed reading and comments.

In terms of overriding conclusions:

- There is a lot that is being done at every level of the University. The level and volume of effort of initiatives is substantial. These ongoing efforts need to be supported and reinforced by the tools, resources. Policies, overriding strategies and institutional commitment that can convert diverse efforts into overall outcomes. The objective must be to make diversity a defining characteristic – which is different from getting diversity to an acceptable level, however measured (usually a percentage).
- While taking action, King's must change in ways that are responsive to what the University is being told by those who are underrepresented and experience the absence of EDI. EDI must be integrated into everything, and therefore is everyone's work and responsibility. This includes hiring, appointments, and all other human resources functions; academic planning, and more. Areas to be examined in more detail include:
  - acknowledging racism at King's;
  - creating and adopting an overall EDI plan; responding to the TRC's calls to action;
  - responding to findings of the Scholarly Inquiry on King's and Slavery;
  - funding for BIPOC students; representation of BIPOC students in marketing;
  - building relationships with underrepresented communities;
  - adopting an including approach to diversity;
  - diversity hiring of faculty, staff, and administration;
  - curriculum and pedagogy: a new academic plan;
  - training, development and support in EDI for faculty, staff and administration;
  - Board of Governors - membership and role;
  - building human resources capacity; procurement;
  - ambience and cultural life at King's; and
  - leveraging the relationship with Dalhousie.

Board members thanked the President and team for their efforts in putting together the report and commented that further discussion of the Report would be valuable.

**(2020:42) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE  
CHAIR'S REPORT**

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee, advised that there was no written report for this meeting, but that there will be one for the Board meeting. She thanked Pam Hazel for her effort in consolidating the governance material.

The Secretary noted two business items for consideration: changes to the Terms of Reference of the Investment Committee and appointment of a Board representative to the Board of Discipline and Appeal.

**MOTION (Gray/Clarkson) motion to recommend to the Board to approve the changes proposed to the Investment Committee terms of reference as presented. CARRIED.**

**MOTION (Gray/Courage) that the Board approve the appointment of Supt. Don McLean to the Board of Discipline and Appeal.**

In discussion, the Secretary noted that during her tenure there it has not been necessary to constitute that committee. However, it would be prudent to have a representative appointed.

Board members commented about adequate training for those making decisions and asked if people sitting on the Board of Appeal and Discipline had proper trauma-informed training.

**CARRIED.**

**(2020:43) PRESIDENT'S REPORT**

The President welcomed questions on his written report. The President noted that no one should let their guard down, even though there is virtually no COVID-19 in Nova Scotia. Looking to the future, the President noted that there will be good things coming out of this time. Crises often have a legacy if they are effectively responded to. King's has an entirely new teaching and learning capacity with a distinctly King's approach. There are three beautifully refurbished residences. There is a certain liberation from the tyranny of geography when it comes to recruitment. The University has shown incredible creativity in how it uses the resources to spread the word about King's. Dalhousie is thinking about King's proactively, so it could mean great things for King's and Dalhousie acting in partnership in the normal world once society gets through the pandemic. King's has strengthened its relationship with alumni. Alumni loved the circulated recordings from Robert Crouse and other beloved professors from past years. There is a growing appreciation for the value of King's that will be helpful beyond this pandemic.

**(2020:44) KING'S STUDENTS' UNION (KSU) REPORT**

The KSU President discussed their written report and spoke about their activities:

- Meetings with the Vice-President and Dean of Students over the summer were very important and fruitful and will continue.
- There have been discussions with Dalhousie's Accessibility Centre about intake methods, advocating for note-takers, captions and transcriptions. There have been discussions with King's administration and faculty about anti-oppression training, content warnings, captions/transcriptions, and academic accommodations that were in the list of demands. KSU has been working with the Facilities Director and a wayfinding specialist to address better signage on campus and identifying the most inclusive, step-free pathways on campus. The Disabled Students' Collective will be ratified at tonight's annual general meeting as a resource centre.
- The KSU President noted that Vice-President External Hope Moon and the student representatives are doing great work on the Equity Committee. KSU did many things during the summer in relation to solidarity, including issuing a statement in solidarity with NSCAD students asking for reinstatement of Dr. Aoife MacNamara as their president. Hope Moon has been attending Nova Scotia government meetings about public health measures.
- Vice-President Communications Isabella Mackay is posting on social media to keep students informed and engaged. The KSU met with the Registrar to discuss issues raised by Pride Society about the society section of the King's/Dalhousie app.
- The KSU President has been interviewed about tuition increases, the pandemic, changes to KSU operations, and Orientation Week, which was virtual for the first time. The KSU office is open by appointment only; Council meetings and the annual general meeting will be virtual and election will be held online; society ratification and funding forms are available online. The health plan is still available for students.
- The KSU fall annual general meeting was moved forward to September 17 so bylaw amendments could be passed in order to hold fall elections online.
- The Galley has opened with reduced capacity. The Wardroom is closed but is organizing online programming.
- In September, the Community Care at a Distance workshop with Tanisi Pooran will be held.

The Chair thanked the KSU President for all they have done during this time while off campus but still maintaining contact.

**(2020:45) VICE-RESIDENT’S REPORT**

The Vice-President referred to his earlier presentation, which contained the bulk of his report. Other work ongoing is the new tenure track positions in FYP and Journalism that had gotten underway before the pandemic, but were stalled by the pandemic. It is the intent to restart those in October with a view to making appointments next year. These are appointments of strategic importance in view of EDI.

The Vice-President touched on grant and matching opportunities in relation to student employment and reported on the status of the Public Humanities project. The Sexualized Violence Committee has continued its work.

The Chapel Music plan is ongoing, but the Vice-President noted that most of his activity has been on the academic side.

**(2020:46) OTHER BUSINESS**

Ms. Courage, as Chair of the Advancement Committee, while acknowledging that giving is a very personal decision, encouraged Executive Committee members to give to the University. She emphasized the benefits of being able to say to donors “100% of the Board gives”.

**(2020:47) 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 2:30 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’ Executive Committee was adjourned at 3:42 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray