

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, September 24, 2020, at 12:35 p.m.

PRESENT: Dr. Daniel BRANDES (Faculty Representative); Mx. Levi CLARKSON (King's Students' Union President); Ms. Rosalie COURAGE (Co-opted Member); Dr. Gwendolyn DAVIES (Vice-Chair); Ms. Debra DEANE-LITTLE (Chancellor); Dr. Susan DODD (Faculty Representative); The Right Reverend David EDWARDS, Bishop of Fredericton (Diocese of Fredericton); Mx. Jennifer GRAY (Secretary); Professor Kim KIERANS (Faculty Representative); Professor William LAHEY (President); Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island); Supt. Don MacLEAN (Co-opted Member); Ms. Catherine MARTIN (Co-opted Member); Ms. Alex McCANN (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); Mx. Aideen REYNOLDS (King's Students' Union Representative); Ms. Naomi ROSENFELD (Diocese of Nova Scotia and Prince Edward Island); Mr. Douglas RUCK, Q.C. (Chair); Mr. Paul THOMSON (Alumni Association President); Mr. Ian WHYTOCK (Alumni Association Representative); Mr. Hugh WRIGHT (Diocese of Fredericton)

REGRETS: Ms. Katrina BEACH (Treasurer); Mr. Bernard DOUCET (Co-opted Member); Mr. Tom EISENHAUER (Co-opted Member); Ms. Jennifer LAURETTE (Alumni Association Representative); Ms. Stephanie McGRATH (Co-opted Member);

GUEST: Mr. Ian WAGSCHAL (Facilities Director)

BY INVITATION: Ms. Adriane ABBOTT (Advancement Director); Dr. Hamza Karam ALLY (UKCTA Observer); Ms. Julie GREEN (Registrar); Ms. Katie MERWIN (Dean of Students); Ms. Bonnie SANDS (Bursar); Ms. Michelle WILBAND (UKCTA Observer)

STAFF: Mx. Janet HATHAWAY (minutes)

At 12:35 p.m., the Chair called the meeting to order.

(2020:20) PRAYER

Archbishop Edwards read the College Prayer.

(2020:21) NECROLOGY

The Secretary read the Necrology.

A moment of silence was observed.

Board members spoke of several of the individuals mentioned on this month's Necrology.

(2020:22) CHAIR'S REMARKS

The Chair welcomed Archbishop David Edwards to the Board.

The Chair noted that time management for Board meetings was of concern, particularly in a virtual environment. He advised that he was going to look at the issue further and consult with Board Committee Chairs.

(2020:23) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of June 18, 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: (MacLean/Kierans) that the Consent Agenda be approved. CARRIED.

(2020:24) BUSINESS/DECISION ITEMS**a) 2020-2021 Financial Update**

The Bursar directed Board members to the meeting package and reminded members that the Board approved an operating deficit of \$1,700,000 at the last meeting. She noted that enrolment is holding at higher than prior year levels. It is now over 900. If that level holds, King's will have a deficit of less than \$800,000. Residence occupancy is now 112, compared to the forecast of 107.

The other big difference is the COVID-19 Emergency Response Fund, which is more than budgeted for. The University is now predicting \$1,000,000 in expenditures. Of this amount, King's is spending \$700,000 to transition to online instruction, including \$400,000 on salaries. The University hired students over the summer to help with that, partially funded by federal government grants. A new AV/IT person was hired on a one-year contract, and Journalism technicians were also engaged to assist in the summer months. Also included in the \$1,000,000 is \$200,000 for safety and campus preparedness expenditures.

b) Library Stairs Memo with Amended Resolution Regarding Use of Bicentennial Fund

The Bursar referred Board members to a 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 funds approved were not sufficient. Many of the granite pavers that the Facilities Director thought would be reusable were not able to be salvaged due to the original method of installation. Replacement pavers were ordered. The Bursar noted that the original estimate was for \$144,000 but that the cost would be \$211,000, as a result of the issue with the pavers.

MOTION: (Davies/Lahey) 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.

At 12:43 p.m., Ms. Martin joined the meeting.

c) Resolution to Approve Financing of the 2020-21 Operating Fund Cash Deficit

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

MOTION: (Thomson/Reynolds) **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.**

At 12:53 p.m., Ms. Wilband joined the meeting.

d) Memo from the President to Chair of FAR Regarding CURIE Waiver and Informed Consent Forms

The President advised that this matter had been discussed with the Finance, Audit and Risk (FAR) Committee. The President provided some background: CURIE, the insurer of all universities in Canada, advised it would not cover COVID-19 related risks. The insurer wanted the University to ask every student to sign a waiver. University administration decided not to ask students and those who came on campus to sign a waiver. Having done so much to encourage students to come to King's and assuring them that they would be safe at King's, it would be offensive to then to turn around and say if anything happened, it would not be on the University but on the individual. The second reason is the enforceability of the waiver. Based on legal advice, anyone who signed the waiver would be viewed as not having done it voluntarily, as they signed it because they wanted to go to university. It is likely that a court would view the student as not having a real choice in signing the waiver. The third reason is that it would be counterproductive. King's has many safety plans, but the core of these plans is that the community is all in this together, which is not consistent with us asking people to give away their legal rights.

The President noted that while it may look like King's is exposed, the legal advice the University has been given is that these waivers would most likely be ineffective in any event.

At 1:03 p.m., Ms. McCann joined the meeting.

The President noted that he had discovered the University's bylaws do not indemnify Board members for liability. He advised that the University is in the process for changing that in short order. In respect of issues of liability – fundamentally, the University needs to ensure that there is a plan and that the plan is being enforced. The government of New Brunswick has extended an indemnity to providers of public services, including education. That does not exist in Nova Scotia but is something CONSUP intends to raise with the Provincial government.

Board members commented on the situation in New Brunswick and various institutions.

e) Enrolment Update

The Registrar advised that to date, there has been a total enrolment of 916 students. King's has a solid group of new students: 178 in FYP, with 33 other new students, for a total of 211. Last year King's had 225 new students. In March, there was a high level of coordination to respond to what the University knew would be the needs of students around financial awards and online learning.

Retention numbers of returning students remain solid and reflect the steady growth in classes over the past few years. King's will remain cautious because it is unknown how online learning will go. The University has seen an increase in students going part time instead of full time because of uncertainty of how they will adapt to online learning. The Registrar advised that there is reason to be optimistic.

f) Report on Return of Students

The Dean of Students noted that the pandemic has required everyone on campus to focus on King's shared purpose and she has been moved by the effort across campus. King's has to ensure the physical safety and the psychological safety of students. To ensure physical safety of students, the first hurdle was the reopening of Residence, which has been, largely a successful venture. Students are in single rooms only and King's has done those things within its control, such as how often bathrooms are cleaned. Another important piece of the safety plan is minimizing in-person activities on campus. The University's plans have been reviewed by the Department of Labour and Advanced Education and the Occupational Health and Safety Committee. King's plan received particular attention from Provincial Health Officer, Dr. Strang, because it is shared with Dalhousie. The Dean of Students expressed confidence in the process, particularly so as a resident of campus herself.

The Dean of Students noted she has been involved in ongoing work supporting the testing strategy for students who have arrived from outside the Atlantic bubble. Students have been eager to comply with the rules relating to self-isolation and testing.

With regard to mental health and psychological safety, the Dean of Students indicated that the sense of community is key, so the University is trying to provide opportunities for relationship-building. There is a King's channel on the Dalhousie Mobile App. Two initiatives for off-campus student support are a mentorship program that connects upper-year students with incoming students, and the Day Students' Society took the lead in providing support to off-campus students, who were self-isolating, by providing grocery delivery. The Dean of Students acknowledged the King's Students' Union, the Foundation Year Program, and the Athletics programs. It is a cross-campus undertaking.

The Chair and Board members thanked the Dean of Students for her efforts.

g) Delivery of the Academic Program for 2020-2021

The Vice-President delivered a presentation titled "Delivery of Academic Programs 2020-2021", which was a distillation of the written Vice-President's report in the meeting package. That report began with a long list of thanks. There has been a close collaboration of faculty in this effort. The Vice-President noted that he met frequently with students in the form of the King's Student Union Executive, which was indispensable as plans were made for online teaching. It was a busier summer than ever before.

- 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, the faculty group led by Dr. Sarah Clift
 - FYP subcommittee on online learning chaired by Interim Director Dr. Susan Dodd
 - Journalism faculty was engaged closely in online teaching
 - Dr. Betsy Keating from Dalhousie's Centre for Learning and Teaching consulted on course design for four months
 - Decisions were made in the context of recommendations for best practices for online teaching and learning while also taking into consideration King's idiosyncratic character
- 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 Journalism 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 University 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

The Vice-President relayed a message received from FYP Director Dr. Neil Robertson, communicating the deep appreciation of FYP for the University's support in preparing for this year. The Registrar noted that students have been speaking about their positive experiences with King's courses thus far. One student spoke about her "new FYP family" and the PBS-documentary quality of King's courses.

Board members asked whether there was any opportunity for students to give suggestions on what they would like see changed or what has worked really well. The Vice-President noted that other than comments through individual course instructors or Program Directors, there has not been a formal University-level follow-up yet. That is likely to come.

Board members commented on the positive support received for online teaching.

1:50 p.m., there was a health break.

At 2:01 p.m., the meeting resumed.

The Chair welcomed the Director of Facilities, Mr. Ian Wagschal, who gave a presentation on the University's COVID-19 Safety Planning.

h) Overview of COVID-19 Safety Plans

Mr. Wagschal advised of the following key activities:

1. Each unit created a COVID-19 safety plan. That was completed in July.
2. There was central coordination of plans – Plexiglas walls, arrows on the floor, modifications to Prince Hall, etc.
3. Safety plan implementation has been signed off by almost all employees.
4. Monitoring and continuous improvement is ongoing. Implementation is 95% complete.

Key planning documents were created by all offices on campus, including Advancement, Athletics, the Bookstore, Bursar's office, Chapel and Choir, Facilities Management, 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; contact tracing and communication of COVID-19 infection; and accountability.

Safety training, communication and continuous improvement are important. Good training will mitigate any issues that might arise. King's communicates and provides training to all members of the community. Everyone must sign their plan. Regular safety meetings for each department and monitoring new information that is coming out, where incidents and near-misses are discussed.

The Chair thanked Mr. Wagschal.

The President noted that the Chief Medical Officer of Health had a meeting with all university presidents shortly after he reviewed the plans and said it was interesting that one of the smallest universities had the longest plan. The President observed that the reason was because each unit made their own plan. The President noted the work of Mr. Wagschal in leading this work, and particularly so in light of the large Tri-Bay project (which was done under budget despite the additional cost of doing it under pandemic conditions, and on time). At times, there were 75 construction workers on campus and there was not a single COVID case, notwithstanding that this work was undertaken at a time when there was community spread in Nova Scotia.

The President also acknowledged the Chancellor's generosity to the University and support of the Tri-Bay project.

i) President's Review of Equity, Diversity and Inclusion

The President presented the document titled "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". He provided a brief preliminary overview.

The President noted that his mandate from the Board was to apply University Canada's principles to Equity, Diversity and Inclusion (EDI). The document is organized in relation to those principles. The review was to identify existing initiatives, identify what is working well, and challenge areas and areas needing detailed examination. The President thanked Tanisi Pooran, the Equity Officer, and Dr. Glowacka and the Equity Committee, for their detailed reading and comments.

The overriding conclusions of the review is that there is a substantial level of initiatives underway at all levels of the University. The President expressed optimism about what King's can accomplish. Another conclusion is while taking action, King's must accept change in ways that are responsive to what the University is being told by those who are underrepresented.

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 – at all levels – curriculum and teaching. EDI must be integrated into the budget the University's choices. It must be integrated into fundraising; campus planning and facilities management; residence life; student services; recruiting, marketing, promotion, alumni relations, communications. It has to incorporate the ambience, cultural life, ceremonies and visual culture. The President noted that he has been told the current ambience is one people do not find particularly conducive. Many would say King's looks like a very colonial place.

Areas to be examined in more detail include: acknowledging racism at King's; creating and adopting an overall EDI plan; responding to the Truth and Reconciliation Commission's Calls to Action, which are now five years old; responding to findings of the Scholarly Inquiry on King's and Slavery; and building relationships with under-represented communities.

King's needs an inclusive approach to diversity, including Black and Indigenous students and also socio-economic status of students. 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; the Board of Governors' membership – all are important. Also critical to this effort is building human resources capacity. EDI efforts take specialized support. Leveraging the relationship with Dalhousie because of the work they have done over recent years is an important part of this.

The President highlighted procurement. It was good to see the number of people from the African-Nova Scotian community that were engaged on the Tri-Bay construction project this past summer.

The President noted that the Haliburton Society name has been changed and it has been suggested that the Haliburton classroom name be changed. The President also listed a summary of Administration commitments based on the King's Student Union demands this past summer.

Board members discussed the reporting findings and some noted the efforts of students in many of these initiatives. Board members asked about the lack of land acknowledgement at Board meetings and it was suggested that Board members take anti-oppression training.

The Chair advised that he has asked the Equity Committee to look at the land acknowledgement issue and how to create an acknowledgement that is meaningful. Ms. Martin noted that she was working with Equity Committee on the land acknowledgement.

After further discussion of the Report, the Chair thanked Board members for their comments and indicated that a further time would be set aside to discuss the President's report.

**(2020:25) 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:

- The Vice-Presidential Search Committee has been struck to replace Peter O'Brien in 2021. Don MacLean and Cathy Martin have agreed to join that committee.
- A subcommittee for developing a recommendation on a public element of the Annual General Meeting has been struck, with Naomi Rosenfeld agreeing to lead this initiative.
- The Secretary presented three motions. The first was the appointment of Don MacLean to fill the Board position on the Board of Appeal and Discipline.

MOTION: (Gray/Clarkson) that Don MacLean be appointed to the Board of Appeal and Discipline for a two-year term. CARRIED.

The next two items relate to committees' terms of reference: changes to the Investment Committee's terms of reference to add student representation to that Committee, to enlarge the membership from six to ten and to add a student to that committee.

MOTION: (Gray/Davies) that the changes to the Investment Committee Terms of Reference as presented are approved. CARRIED.

The last item was the Advancement Committee terms of reference, to change the constitution of that committee from seven to nine members and to include an additional Faculty representative, preferably a representative of the humanities or Journalism, and to allow the appointment of outside individuals or persons with expertise in needed areas.

MOTION: (Gray/Courage) that the changes to the Advancement Committee Terms of Reference as presented are approved. CARRIED.

(2020:26) PRESIDENT'S REPORT

The President advised he had circulated an extensive report and there had been a lot of reporting to the Board on critical matters, so he would take questions.

Board members asked about his report on EDI and what the next steps would be. The President advised that the report made specific recommendations. It is his responsibility to have the University act on those commitments or explain why they will not act on them. Some of those commitments are within the direct jurisdiction of the President, but some are not. Regarding next steps, the Board plays a role in this, as do others, given the collegial nature of the organization. The President advised that he was also distributing the report to Faculty.

(2020:27) PRESIDENT'S PERSONNEL RECOMMENDATIONS

MOTION: (Lahey/Davies) that the Board approve the following appointments, reappointments as presented, and the promotion of Dr. Ian Stewart to Associate Professor. CARRIED.

The President noted many of the appointments were the additional FYP Fellows who were appointed in connection to online learning.

(2020:28) KING'S STUDENTS' UNION REPORT

The King's Students' Union (KSU) President spoke of the situation in Digby and advised that at KSU's meeting on September 27, they will bring forward a motion to write a letter stating that the KSU stands in solidarity with the Mi'kmaq fishers. The KSU will also hold a workshop and make a donation. The KSU President noted that the KSU is speaking up about that and supporting Mi'kmaq fishers specifically and challenged the University to do the same.

KSU activities have included discussions with Dalhousie's Accessibility Centre about intake methods, advocating for note-takers, captions and transcriptions. The discussions have been challenging.

The KSU had meetings with the Vice-President and Dean of Students over the summer, which were important, fruitful, and will continue. There have been discussions with King's administration and faculty about anti-oppression training. The KSU has been working with the Facilities Director and a wayfinding specialist towards 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 has been attending many University meetings and said there were exciting conversations about divesting from oil and gas industries. The KSU wrote a statement in solidarity with NSCAD, supporting students who were asking for reinstatement of Dr. Aoife MacNamara as their president.

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 mobile 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 Galley has opened with reduced capacity. The Wardroom is closed but is organizing online programming.

The KSU held its annual general meeting, where it passed budget and bylaw amendments. Fall elections are coming up. The Community Care at a Distance workshop with Tanisi Pooran will be held in October.

(2020:29) VICE-PRESIDENT'S REPORT

The Vice-President advised he had circulated a lengthy document, most of which was taken up in the presentation earlier in the meeting on academic planning. The Vice-President reported on the continuing work on the Sexualized Violence Policy. The mandated review has been set back a little because of the pandemic but there is continued work on that.

The new tenure track positions in FYP and Journalism were interrupted in the spring but are in the process of being started up again. King's is contacting identified candidates again and will restart the process in October.

(2020:30) OTHER BUSINESS

Ms. Courage reminded the Board that the Tri-Bay project came in under budget and on time, but there remains a gap in funding. She advised that the Advancement Director and the President will be approaching prospective donors, and noted that donors will ask whether the Board also gives. It is helpful if the University can say one hundred percent of the Board has given to the University. She asked Board members to consider making King's part of their giving plans if they have not already done so.

The Secretary responded to a question in chat about optimal sized of Board committees. Although much has been written about the topic, King's committees tend vary in size based on context and need. The Secretary noted that there is a need for diversity on committees and representation of different points of view, which has an impact committee size.

(2020:31) 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 3:17 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 4:11 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray