

**UNIVERSITY OF KING'S COLLEGE**

**BOARD OF GOVERNORS MEETING MINUTES**

The University of King's College Board of Governors met by Zoom teleconference on Thursday, October 7, 2021, at 12:30 p.m.

**PRESENT:** Ms. Katrina BEACH (Treasurer); Dr. Susan DODD (Faculty Representative); Dr. Daniel BRANDES (Faculty Representative); Dr. Sarah CLIFT (Vice-President); Dr. Gwendolyn DAVIES (Vice-Chair); Ms. Debra DEANE-LITTLE (Chancellor); Mr. Tom EISENHAUER (Co-opted Member); Dr. Dorota GLOWACKA (Faculty Representative); Mx. Jennifer GRAY (Secretary); Mr. Nick HARRIS (King's Students' Union President); Mx. Tessa HILL (King's Students' Union Representative); Professor William LAHEY (President and Vice-Chancellor); Dr. Laurelle LeVERT (Diocese of Nova Scotia and Prince Edward Island); Ms. Miriam MacQUARRIE (King's Students' Union Representative); Ms. Adrienne MALLOY (Co-opted Member); Ms. Alex McCANN (Co-Opted Member); Dr. Kathryn MORRIS (Faculty Representative); Mr. Stuart PATTILLO (Alumni Association Representative); Ms. Naomi ROSENFELD (Diocese of Nova Scotia and Prince Edward Island); Mr. Douglas RUCK, Q.C. (Chair); Mr. Paul THOMSON (Alumni Association President); Professor Kelly TOUGHILL (Faculty Representative); Mr. Hugh WRIGHT (Diocese of Fredericton)

**REGRETS:** Mr. Bernard DOUCET (Co-opted Member); The Right Reverend David EDWARDS, Bishop of Fredericton (Diocese of Fredericton); The Right Reverend Sandra FYFE, Bishop of Nova Scotia and Prince Edward Island (Visitor); Supt. Don MacLEAN (Co-opted Member); Ms. Catherine MARTIN (Co-opted Member); Ms. Stephanie McGRATH (Co-opted Member); Ms. Katie MERWIN (Dean of Students); Mr. Ian WHYTOCK (Alumni Association Representative)

**BY INVITATION:** Ms. Adriane ABBOTT (Advancement Director); Ms. Julie GREEN (Registrar); Ms. Bonnie SANDS (Bursar)

**STAFF:** Mx. Janet HATHAWAY (minutes)

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At 12:36 p.m., the Chair called the meeting to order.

**(2021:24) PRAYER**

The Vice-President read the College Prayer.

**(2021:25) NECROLOGY**

The Secretary read the Necrology.

The Chair asked the Board members to observe a moment of silence.

The Chair spoke of his memories of Brian Burnell, who occupied an upstairs office in his office building. The Chair also spoke about Marjorie (Archibald) Wilson, also known as “Budge”, who had published over 40 books.

**(2021:26) CHAIR’S REMARKS**

The Chair welcomed new members to the Board: Adrienne Malloy; two new Faculty representatives, Kathryn Morris and Kelly Toughill; and returning Board member Dorota Glowacka.

The Chair noted that the University is making significant progress in the area of land acknowledgment and following consultation, will be bringing a meaningful land acknowledgement forward.

**(2021:27) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of June 24, 2021
- b) Alumni Report
- c) Advancement Director’s Report
- d) Bursar’s Update
- e) Human Resources Update
- f) Tri-Bay Financing Update
- g) Registrar’s Report

**MOTION: (McCann/Clift) that the Consent Agenda be approved. CARRIED.**

The Chair advised that Adrienne Malloy was present as a guest and that her approval as a member of the Board would be brought forward so she could participate in the meeting.

The Secretary asked Ms. Malloy to go into a breakout room for a few moments, during which the Secretary presented her CV. The Secretary advised that Ms. Malloy will be appointed as a Co-opted Member. That position is normally a four-year term, but Ms. Malloy has asked to be appointed for a two-year term. She will be Chair of the Advancement Committee and a member of the Executive.

**MOTION: (Gray/Thomson) be it resolved that Adrienne Malloy is hereby appointed as a Co-opted Member of the Board of Governors for a period of two years, Chair of the Advancement Committee and a member of Executive. CARRIED.**

At 12:50 p.m., Ms. Malloy rejoined the meeting. The Chair welcomed her as a member of the Board.

**(2021:28) BUSINESS/DECISION ITEMS**

- a) **Enrolment Update**
- b) **Report on Return of Students**

The Registrar showed a table of enrolment from 2017 to 2021. This year is the highest since 2017, with 222 students in the Foundation Year Program.

On the table of returning student enrolment, the Registrar pointed out that last year’s FYP class was smaller than usual, but this year’s retention rate has been strong and validates the exceptional work that

Faculty did in engaging students last year. The table of advanced and graduate student enrolment also shows increases overall in these numbers, particularly attributable to the MFA program.

The table of the number of students who self-identify as being from an under-represented group has increased to 10% of the student population.

At 12:55 p.m., Ms. MacQuarrie joined the meeting.

The Registrar reported that there are currently 234 students are in Residence. The numbers are slightly different from the figures the Bursar uses in her projections due to estimated fall withdrawals, but that is normal.

The Registrar advised the Board approved a post-care tuition waiver this year, and two students who were formerly in the foster care system were awarded the waivers. These students have expressed to her their gratitude for the opportunity.

The Registrar noted peers in Atlantic Canada are averaging a 2% increase in enrolment, while King's is averaging a 6% increase.

The Chair noted the hard work of the Senior Administrative Team in this year's positive numbers.

#### **c) 2021-22 Financial Update**

The Bursar referred the Board to the meeting package and advised that King's is looking at an operating cash surplus of \$518,000, an improvement of \$255,000 from but budgeted surplus of \$263,000. The actual fall enrolment for October will be known when the second-quarter forecast is presented to the Board in December. The Bursar noted that there are more international students (55 students compared to 42 in the budget). There are 234 students living in Residence – a loss of four students since move-in day, but up from the budgeted 217 students. Students want to move into Residence for winter term, so that number may go up as a result of the waitlist. The University has 12 beds (seven rooms) set aside for isolation purposes, down from the originally planned 20 beds.

#### **d) Decision on Equity Hires**

The President reminded the Board of the decision that was made under the delegated authority that was given to him last June, when it had approved the hiring of four new professors, two in July 2021 and the others in successive years. King's hired two professors in the last academic year. Last spring, the Planning and Priorities Committee did some work on the remaining two positions and recommended that Faculty recommend to the Board approval of a fifth equity hire to assure more optimal distribution of these hires among the programs, particularly the upper-year Humanities programs. All these positions are subject to conditions that they be filled by professors who actually contribute to diversity, and that the Board decides the hire is financially feasible.

With this fifth hire, the Board delegated the authority to the President to decide whether proceeding with this hire was financially feasible this year. Vice-President O'Brien was involved, as was Faculty. On the Board's behalf, the President has indicated to Faculty that the financial viability has been met for this equity hire. Faculty has decided not to proceed to fill all these positions in one year.

Vice-President Clift advised that after extensive conversations with Program Directors and the Planning and Priorities Committee, it was decided in favour of a phased approach to the positions. There was

concern about hiring all at once and then ending up with a number of professors seeking tenure and sabbatical at the same time and/or retiring all at once. It was decided that one of the tenure track searches will proceed this year with a hire date of June 2022: the one earmarked for the School of Journalism. The other two that are earmarked for the Humanities program will proceed in 2022-2023 with a hire date of July 2023. That gives the University time to work out the allocations of these two positions, which are earmarked for both the Honours Programs and the Foundation Year Program.

At 1:08 p.m. Dr. Brandes joined the meeting.

Board members inquired about whether it was required to hire the two remaining positions next year. The President noted that it was never the intention to require Faculty to fill these positions. This is an opportunity to fill positions that are important to the University's priorities.

#### **e) Proposal on Accessibility Officer**

The President noted that the Board should be aware of the approach King's is taking to building the budget for next year in terms of accessibility. When the University created the Sexualized Violence Prevention and Response Officer position and the Equity Officer position -- first as a part-time position and now as a full-time position -- the proposal to develop those positions was in the January-February time frame, when the serious work of developing the budget takes place. There was a lot of uncertainty about whether funding would actually be a priority in the budget-making process.

The President indicated he has proposed to the Bursar that King's have funding in the budget for a full-time Accessibility Officer. Every proposal will be subject to discussion in the Budget Advisory Committee. It will also be subject to discussion at Faculty and other committees and with the KSU about the rationale of this position, how the position would be configured and what the job description should be. When King's hired Rhema Ferguson, the Equity Officer, she was asked to consider the issue and recommended that a full-time Accessibility Officer position should proceed. Her advice was heartily endorsed by the Senior Administrative Team.

For at least a decade, King's has had an Accessibility Officer, but mostly on paper because that responsibility was simply added to someone who had other responsibilities.

Board members spoke favourably about the proposal and inquired about the consultation process for the budget.

At 1:27 Dr. LeVert left the meeting.

#### **f) Indigenous Ceremonies Policy**

The Vice-President noted that the proposed policy is designed to codify and formalize what has been the case up to now in an *ad hoc* kind of way. King's first implemented a smudging policy in 2016 for the 2016 Humanities for Young People program, when the percentage of the class was 25% Indigenous students from across the country who were here for just a week. The policy was again implemented in 2019 for a two-day conference. She is recommending that the Board formalize a policy so accommodation is not needed.

In terms of due process, this policy has gone through the Equity Committee. They had no issues and were enthusiastic about its adoption.

Board members asked about the application of the policy to Residence rooms and smudging in private. The Vice-President advised that she would confirm the application to Residence as that was the intent.

At 1:38 Dr. LeVert returned to the meeting.

After several further questions about consultation with Indigenous groups, the policy was put forward for approval.

**MOTION: (Toughill/Beach) that the Indigenous Ceremonies Policy be approved. CARRIED.**

The Vice-President advised that she will follow up on the points raised in discussion for the next Board meeting.

**(2021:29) PRESIDENT'S REPORT**

The President referred to his written report. He reported that King's is making good progress with the Mi'kmaw educational authority on a cohort model for students in the Journalism School.

The University is making progress on the Accessibility Plan. It is not contemplated that the Accessibility Advisory Committee develop the plan. For the parts of the plan that relate to education and are in the domain of Faculty, Faculty will address that. That leaves all the other domains that need to be addressed: goods and services, transportation, employment, communication, and the built environment. They apply to the University more broadly. King's is in the process of creating two working groups.

The President noted that the Bursar reported on the progress being made on a human resources plan for staff. The progress is based on the work of Janice Gaudet, human resources consultant. Staff have been enthusiastic in answering the survey, which shows staff have a certain level of trust that the University will take action in following through. That survey also shows staff are enthusiastic about working here. Ms. Gaudet has identified a number of priority areas that are in response to the survey results, and the University has told staff these are the areas that are going to be worked on with informal working groups that include Janice and Dolly McIntyre Human Resources and Compensation Officer.

Conversations about the financing of various campus capital projects are underway. The President noted that he was at the beginning of his second term, and in terms of what he wanted to accomplish in the next five years, completing the renovation of Cochran Bay is high on the list.

The President noted the Scarborough National Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education and advised that he sits on a committee that has been considering the Charter for 13 months. The name Scarborough comes from the Scarborough campus of the University of Toronto. All universities in the country will soon be asked about their position on adopting this Charter. Adopting it will be endorsed by Universities Canada.

There is a new government in Nova Scotia. Premier Houston has given each Minister a mandate letter, and a substantial item in the mandate letter of the Department of Advanced Education Minister Wong is that he is to conduct a review of the charters and governance of all universities. From time to time, governments in Nova Scotia think seriously about amalgamation of universities and of programs. Some presidents tend to be nervous about this. All presidents have met separately and together with Minister Wong, and the President noted he was very positive about what universities contribute to the Province.

At 1:59 pm, Ms. McCann left the meeting.

**(2021:30) KING'S STUDENTS' UNION (KSU) REPORT**

The KSU President reported on Orientation Week and welcoming new students. He noted that this is a period of transition. Coming back is a period of stress for students, so the KSU has increased mental health supports. The KSU President advised he was working with members of Administration to highlight resources so students know what supports are available.

The President and the KSU President have been conducting a COVID vaccination campaign, noting that the lens of that campaign was compassion and looking out for one's neighbour.

Racialized students will now have their own space on campus after *The Watch* moved to a new space.

In September, the KSU increased wages for Wardroom and Galley staff, so all are earning at least \$15 an hour. The KSU five-year goal is to get to a living wage, which in Halifax is \$21 or \$22 an hour.

On the Wardroom, the KSU President has been in conversation with Advancement and the Wardroom staff concerning a potential Alumni Night on November 18. The Wardroom has its first-ever openly transgender manager and their idea is to upgrade the tech space so the Wardroom can compete with all the bars around the city - \$500 in funds for this has been secured to date.

Board members were advised about the conversion of the bathrooms to gender-neutral washrooms and asked whether there had been any feedback from students on the bathroom spaces, in particular, transgendered students. The KSU President advised that students have wholeheartedly embraced them so far.

At 2:04 p.m., the Chair called for a 10-minute break.

At 2:17 p.m., the meeting resumed.

**(2021:31) VICE-PRESIDENT'S REPORT**

The Vice-President reported that the transition back to campus has been a combination of jubilation, vigilance, and anxiety. While measures continue to be taken, the return has been a success, and the path forward looks clearer and less anxiety-ridden than it did in August. Regarding COVID protocols, the Vice-President noted that she is the King's representative on the Dalhousie Thrive campus check committee on vaccination. Uptake is good and the University is continuing to follow up and check on compliance with vaccination and testing protocols.

The Vice-President extended a special welcome to new faculty members, Fellows in the Foundation Year Program, and new Faculty hires: Tim Clarke, Brian Daly, Trina Roache, the new Rogers Chair in Journalism, and Aaron Wright, the Carnegie appointment.

The Vice-President noted that the University Librarian search process has been completed successfully and King's will have a new librarian in place sometime in November.

The Vice-President noted that the only program not subject to a Faculty of Arts and Social Sciences-mandated unit review is the School of Journalism. All the upper-year combined Honours Programs and the Foundation Year Program are undergoing a review. All materials are due October 15, and King's is getting those materials in place.

The Vice-President spoke on reconciliation and drew the Board's attention to the new resources on the King's website that were inaugurated on the Day of Truth and Reconciliation, with input from Equity Officer Rhema Ferguson, the Sexualized Violence Prevention and Response Officer Jordan Roberts and the KSU President (<https://ukings.ca/national-day-for-truth-and-reconciliation-resources/>).

The Accessibility Advisory Committee will be co-chaired by Katie Merwin and the Vice-President. The work involves the population of a couple of working groups.

As a final note, the Vice-President referenced the Hannah Chair in the History of Medicine. The proposal has received a positive response, so the University will be going into the next steps for funding. She noted that this is an exciting time for collaboration between King's and Dalhousie on interesting cross-appointments and co-proposals.

**(2021:32) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE**

The Secretary, as chair of the Governance, Human Resources and Nominating Committee advised there is one more committee vacancy, on the Finance Audit and Risk Committee, that it is hoped will be filled today. Stuart Pattillo has agreed to stand for that. The Secretary asked Mr. Pattillo to leave the meeting.

At 2:28 p.m., Mr. Pattillo was put into a breakout room.

**MOTION: (Gray/LeVert) be it resolved that Stuart Pattillo is nominated to fill a vacancy on the Finance, Audit and Risk Committee. CARRIED.**

At 2:30 p.m., Mr. Pattillo rejoined the meeting.

The Secretary said she was working on some educational resources for the Board and was doing that with assistance from members of the Board and from outside the Board.

Board members discussed the resources put together by the University on Indigenous resources and discussed the possibility of language training being offered to the Board in a similar fashion as the faculty is currently involved in.

The Vice-President extended thanks to Advancement Director Adriane Abbott and the Advancement Office team for assembling the web page of resources.

**(2021:33) CAMPUS PLANNING COMMITTEE REPORT**

At 2:35 p.m., Mr. Ian Wagschal, Facilities Director, joined the meeting.

**a) Alex Hall Accessibility Project Summer 2022 Phase 1 Construction of Elevator and 1st Floor**

Mr. Wright, Chair of the Campus Planning Committee, said the Board is being asked to approve the design change to the Alexandra Hall Accessibility Project and the scope of the proposed work for 2022. Mr. Wright turned the meeting over to Mr. Wagschal, who showed slides from the meeting package.

Mr. Wagschal discussed the Alexandra Hall Accessibility Project, noting that the purpose of the project is to create the first accessible residence on campus, which works toward the goal of the *Accessibility Act* to

make all spaces accessible by 2030, as well as to upgrade the facilities. He presented several options that had been under consideration. The preferred design would involve replacing the existing elevator and landscaping the central entrance to make it accessible. All occupants would use the same entrance. This could be done within a summer, although the building would not be occupiable during that period. New stone would not be required. The disadvantage of this option is that the elevator could not reach the fourth floor, so the top floor would not be fully accessible. The landscaping would be blended up to the door so there would be no steps. The proposal is to construct it in phases over multiple summers. The first phase would cost between \$4.2 million and \$4.9 million. The total cost to make all other floors (other than the fourth floor) accessible would be between \$9.1 million and \$12 million.

Board members asked about fees associated with accessible rooms. The President advised that the University was not going to charge students who need an accessible room more to live in an accessible room.

Board members asked if the phased renovations of Alexandra Hall would result in changes similar to the Tri-Bays, and if there was any consideration of raising the roof to accommodate the elevator.

Mr. Wagschal advised that if an accessible room is needed by someone who uses a wheelchair, the room could be converted from a double to a single by removing some furniture. The washrooms would all be accessible. Regarding raising the roof, King's did not look at that option. That would raise similar disruption concerns as adding an extension to Alexandra Hall, an option that had been considered and not recommended due to the disruption it would cause.

The President indicated the Campus Planning Committee did consider putting an elevator on the end of Alexandra Hall but rejected that because of the distortion of the shape of the building, and it wasn't clear if the Municipality would approve it because of height restrictions.

Mr. Wright noted that the University needs to focus the expenditure of funds on an appropriate return for the assets being invested in.

Board members asked about possible disruption to other things going on during the summer that historically have required the use of Alexandra Hall, such as conference services and the Humanities for Young People program in the summer of 2022.

Mr. Wagschal advised that this would not be a viable residence in the summer and will be mainly offline during the construction period(s). The other residence buildings would be available.

**MOTION: (Wright/Harris) Be it resolved that the Board hereby approves the recommendation of the Campus Planning Committee to accept the design change, and proceed to create construction documentation that will allow King's to tender Phase 1 of the Alexandra Hall Accessibility Project in December 2021, for construction in the Summer of 2022 which includes:**

- **Landscaping the exterior entrance.**
- **Installing an accessible elevator to replace the existing elevator from Level B to Level 3.**
- **Renovating the residence rooms, washrooms and Common Rooms on Level 1 to make them accessible.**

**The official decision to proceed with the project will be made at the December 2, 2021, meeting of the Board of Governors pending the approval of the Finance, Audit and Risk Committee financing recommendation. CARRIED.**

At 2:58 p.m., Mr. Eisenhower left the meeting.



**b) Update on Journalism / Gymnasium Capital Project**

Mr. Wright gave an update on the School of Journalism and Gymnasium project and discussed the Project intent overview: a home for the School of Journalism plus welcoming spaces for racialized students, faculty, and staff, designed to nourish relationships with different communities and opening up the building for athletics. He advised that the University is starting discussions with an architectural firm to go to the market for the cost of design services.

At 3:02 p.m., Mr. Wagschal and Mr. Pattillo left the meeting.

**(2021:34) PRESIDENT’S PERSONNEL RECOMMENDATIONS**

The President presented his list of personnel recommendations. He noted the appointment of a new University Librarian and the appointment of the first Carnegie Professor in some time.

The President recognized the stellar service of Janet Hathaway as the Interim Librarian over the last number of years and thanked her for her service to the Board and the University.

**MOTION: (Lahey/Clift) that the Board approve the appointments and reappointments as set out in the President’s Personnel Recommendations. CARRIED.**

**(2021:35) OTHER BUSINESS**

There was no other business.

**(2021:36) *IN CAMERA***

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

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

**MOTION: (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 3:49 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray