

2022 – MINUTES AND SUMMARY OF MOTIONS

(2022:01) PRAYER

(2022:02) NECROLOGY

(2022:03) CHAIR REMARKS

(2022:04) CONSENT AGENDA

(2022:05) BUSINESS ARISING FROM THE CONSENT AGENDA

(2022:06) BUSINESS/DECISION ITEMS

- a) **Enrolment and Occupancy Projections for 2022/23**
- b) **International Tuition Sub-Committee Recommendation**
- c) **Organizational and Programmatic Changes in Residence Operations and Focus of Dean of Students**
- d) **2021/2022 Financial Update**
- e) **Provisional Approval of Budget for 2022/2023**
- f) **First Discussion of King's and the Scarborough Charter**
- g) **Governance Framework for the Wardroom**

MOTION: (Beach/LeVert) that the Board rescinds the approval the Board gave at its meeting of May 10, 1979 to the Agreement between the University and the King's Student Union establishing the Wardroom/Lounge and the Wardroom/Lounge Board of Management, and confirms that all agreements and all matters relating to the operation and management of the Wardroom are to be addressed by administration and the King's Student Union, subject to the understanding that the alumni of King's, through the University of King's College Alumni Association, are to continue to be included as partners in the governance of the Wardroom by being represented on a Wardroom advisory committee. CARRIED.

(2022:07) PRESIDENT'S REPORT

(2022:08) KING'S STUDENTS' UNION (KSU) REPORT

(2022:09) UPDATE FROM COMMITTEES

- a) **Governance, Human Resources and Nominating Committee**

MOTION: (Gray/MacLean) that Dale MacLennan be appointed as a Co-opted member of the Board and a member of the Finance, Audit and Risk Committee. CARRIED.

(2022:10) VICE-PRESIDENT'S REPORT

(2022:11) UPDATE FROM COMMITTEES [CONT.]

- b) **Investment Committee**
- c) **Advancement Committee**
- d) **Campus Planning Committee**

(2022:12) PRESIDENT'S PERSONNEL RECOMMENDATIONS

MOTION: (Lahey/Glowacka) that the Board approve the appointments and reappointments and sabbaticals as set out in the President's Personnel Recommendations. CARRIED.

(2022:13) OTHER BUSINESS

(2022:14) IN CAMERA

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

MOTION: (Ruck/[not noted]) that the Board of Governors move out of the in camera discussion. CARRIED.

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, March 17, 2022, at 12:30 p.m.

Last Name	First Name	Title	Present	Regrets
BEACH	Katrina	(Treasurer)	X	
BRANDES	Dr. Daniel	(Faculty Representative)		X
CLIFT	Dr. Sarah	(Vice-President)	X	
DAVIES	Dr. Gwendolyn	(Vice-Chair)	X	
DEANE-LITTLE	Debra	(Chancellor)	X	
DOUCET	Bernard	(Co-opted Member)		X
EDWARDS	Archbishop David	Archbishop of Fredericton (Diocese of Fredericton)		X
EISENHAUER	Tom	(Co-opted Member)	X	
FYFE	The Right Reverend Sandra	Bishop of Nova Scotia and Prince Edward Island	X	
GIBBS	Victoria	(King's Students' Union President)	X	
GLOWACKA	Dr. Dorota	(Faculty Representative)	X	
GRAY	Jennifer	(Secretary)	X	
HILL	Tessa	(King's Students' Union Representative)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
LeVert	Dr. Laurelle	(Diocese of Nova Scotia and Prince Edward Island)	X	
MacLEAN	Supt. Don	(Co-opted Member)	X	
MACLENNAN	Dale	(Co-opted Member)		X
MacQUARRIE	Miriam	(King's Students' Union Representative)		X
MALLOY	Adrienne	(Co-opted Member)	X	
MARTIN	Catherine	(Co-opted Member)	X (1:41 p.m.)	
McCANN	Alex	(Co-opted Member)	X	
McGRATH	Stephanie	(Alumni Association Representative)	X (12:53 p.m.)	
MORRIS	Dr. Kathryn	(Faculty Representative)	X (12:41 p.m.)	

Last Name	First Name	Title	Present	Regrets
PATTILLO	Stuart	(Alumni Association Representative)	X	
ROSENFELD	Naomi	(Diocese of Nova Scotia and Prince Edward Island)		X
RUCK, Q.C.	Douglas	(Chair)	X	
SHARP	Sam	(King's Students' Union Representative)	X	
THOMSON	Paul	(Alumni Association Representative)	X	
TOUGHILL	Prof. Kelly	(Faculty Representative)	X	
WHYTOCK	Ian	(Alumni Association President)	X	
WRIGHT	Hugh	(Diocese of Fredericton)		X

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	X	
FERGUSON	Rhema	(Equity Officer)	X (1:42 p.m.)	
GREEN	Julie	(Registrar)	X	
HARRIS	Nick	(outgoing King's Students' Union President)	X	
HAZEL	Pam	Assistant to the President	X (3:35 p.m.)	
MERWIN	Katie	(Dean of Students)	X	
SANDS	Bonnie	(Bursar)	X	

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

(2022:01) PRAYER

The Chair spoke of the events in Ukraine and asked Bishop Fyfe to say a few words and a prayer.

Bishop Fyfe spoke of the situation in Ukraine and noted the efforts of humanitarian groups (both church-based and non-denominational) who are helping people on the ground today. She offered prayers, including a prayer by the Archbishop of Canterbury for Ukraine.

(2022:02) NECROLOGY

The Secretary read the Necrology. A moment of silence was observed.

(2022:03) CHAIR REMARKS

The Chair thanked the Bishop for her words. The Chair and the President both welcomed Victoria Gibbs as incoming president of the King's Students' Union (KSU). The President noted that this was the last meeting for Nick Harris and congratulated the former KSU President on his achievements and the positive working relationship between the KSU and Administration over the last year.

(2022:04) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of December 2, 2021
- b) Advancement Director's Report
- c) Bursar's Report

The Chair declared the consent agenda approved as presented for this meeting.

(2022:05) BUSINESS ARISING FROM THE CONSENT AGENDA

There was no business arising from the Consent Agenda.

(2022:06) BUSINESS/DECISION ITEMS**a) Enrolment and Occupancy Projections for 2022/23**

The Registrar directed Board members to the meeting materials.

At 12:53 p.m. Stephanie McGrath joined the meeting.

The Registrar noted that applications for the Foundation Year Program (FYP) are up again from last year. She indicated that the trend line was moving in the right direction and that this is also reflected in the growth in the number of undeclared students at King's.

In respect of Journalism – King's saw a significant downturn around 2017. However, the University is now seeing slow and steady recovery of Journalism numbers overall. This is the case at most institutions across the country.

The Registrar reported that there was growth in FYP applications in Science. On FYP applications conversions, the University is seeing more deposits than usual and a change in applicant behaviour. Applicants are confirming earlier than in the past. May 15, 2022 is the deadline for deposits and a clearer picture is anticipated at that time. In terms of markets, the Registrar advised that there was significant growth in Ontario in FYP applications.

The Chair congratulated the Registrar and her team for their efforts.

The Dean of Students reported on residence occupancy. There has been a 58% increase in applications for residence accommodation and a 38% increase over the last few years. The Dean of Students noted an increase from Ontario and an increase of applications from upper-year students for on-campus accommodation. While no students have paid all fees to date, a large number of students (166) have paid some fees – a marked increase over previous years. There is a strong likelihood that King's will be at full capacity for 2022/2023.

Board members asked about the number of upper year students in those numbers. The Dean of Students advised that typically, the University would see 20 to 30 upper year students, but there might be as many as 40 this year.

Board members asked about the rising cost of rent and low vacancy rates off-campus and how students are being supported by the University in finding off-campus accommodation. The Dean of Students indicated that the University is providing support and looking at what can be done to assist.

The President noted that the scarcity and cost of student accommodation is a serious and growing problem. He noted that the Province invited universities to discuss student housing in the fall. The Counsel of Nova Scotia University Presidents (CONSUP) is working on a paper on this issue. The former KSU President was involved with relevant student organizations to provide input on that paper. President Saini at Dalhousie has advised that a plan is being worked on at Dalhousie and has assured King's that it would be shared with the University when completed.

Board members asked about platforms connecting students with off-campus housing. The Dean of Students indicated that platforms are often student-driven, like the Dalhousie-Kings app. The Registrar advised that there is a King's channel of the Dalhousie app and an Instagram group that is active. Through these channels, the University provides support through information when invited. While the University does not have its own channels on these platforms for this type of information, it does provide support where and when it can in other channels.

b) International Tuition Sub-Committee Recommendation

The Registrar provided some background on the Budget Advisory Committee International Tuition Sub-Committee (Sub-Committee), which was comprised of Faculty, Staff, Administration, KSU and international student representatives. Due to time constraints, the Sub-Committee decided to limit recommendations to the upcoming year and that a new version of the Sub-Committee would be struck for next year for a multi-year recommendation.

King's conducted a survey of current international students, recent graduates and international applicants who did not attend King's. There was a strong indication that students coming to the University were those who could afford to come. American applicants favour King's tuition. However, in jurisdictions other than the United States, financial need was a factor against attending. After deliberation, the Sub-Committee looked at this information and determined that those in need would get greater benefit if the University did not provide bursaries to all international students. The better approach would be to target students in need and to create a fund that would make a significant difference for those students. As a final recommendation, the Sub-Committee recommended that 50% of the increase in the international differential fee in both 2021-22 and 2022-23 (approximately \$90,000) be set aside for needs-based bursaries to international students who qualify. There will be an aggressive communications plan to let international students know that funds are available and to invite students to take advantage of these bursaries. These bursaries are in addition to the scholarships and bursaries already available to international students.

The former KSU President noted that international students are excited about this approach and the tangible benefit that it will bring to international students attending King's.

The Chair congratulated the Sub-Committee for its work.

The President noted the other recommendations outside the scope of the Sub-Committee that require further consideration and action. He advised of the University's commitment to see these additional recommendations through. These include:

- The survey indicated that international students expressed issues with inadequate support that should be addressed. This information will be sent to the Dean of Students and the Equity Officer for further action.
- A new sub-committee must be struck to address longer-term priorities.
- The new sub-committee should prioritize providing students with multi-year tuition costs for transparency and planning.

c) Organizational and Programmatic Changes in Residence Operations and Focus of Dean of Students

The Dean of Students spoke to the presentation in the meeting package entitled “Revitalizing King’s Vision for its Dean of Students”.

She noted that a goal is to increase the diversity of the King’s community. She also noted that there are many opportunities the University is not taking advantage of that would benefit students and King’s as a whole. Half of the time of the Dean of Students has been spent on residence and institutional priorities and support of day students has not been as much of a priority. She notes that there is now a post-COVID opportunity to revitalize this office.

The Dean of Students reviewed the history of the position, which was previously the Dean of Residence. It was recognized in 2014 that there was a gap – the new position of Dean of Students was intended to increase focus on the 80% of students who are day students at King’s. While there were plans for additional resources, these were delayed. There is now an Assistant Dean of Residence, but with increasing needs of students from a mental health perspective, high school accommodation and high expectations for support at King’s, there is an opportunity to make a difference and to think strategically about post-pandemic student life.

At present, there is no permanent staff for non-residence students other than the Dean of Students. There are also workload concerns with many of the positions within the current structure. There is limited capacity to support increasingly diverse students: international, rural students, trans and non-binary, racialized students and students with disabilities.

The Dean of Students reported that she has proposed a new position – Student Support Advisor. In 2021/2022, King’s received an external grant from the Bell Lets Talk Foundation in support of this initiative. Isa Wright was hired and they are now the first point of contact for students who need support. Isa is a social worker rather than an administrator – they see things with a clinical view. They can leverage existing resources at Dalhousie and King’s. The single point of contact for students is easy. They are also one of the few openly trans people on campus. Isa also has a dog, Ollie. Isa is sharing themselves and Ollie with students, which increases help-seeking behaviour.

In the new structure, there will now also be two Assistant Deans: Student Support and Residence Life and Housing Operations and Ancillary Services. There will also be a move back to a pre-pandemic Don team with more equitable hiring processes. There will be a new position that is responsible for programming and community engagement. The Dean of Students will move off campus.

The Dean of Students presented the new organization chart for the coming year. Tim Ross has been made Assistant Dean of Housing Operations and Ancillary Services, but he still reports to the Bursar for Ancillary Services. The new organizational structure results in a net increase of 1.5 FTEs, as King’s is leveraging current supports. This structure will remain in place until the University can conduct an external review.

The Dean of Students expressed her gratitude to the KSU and other student leaders. She noted the desire to create more employment opportunities for students and not the professionalization of student support.

At 1:41 p.m., Catherine Martin joined the meeting.

Board members expressed support for the new structure.

At 1:42 p.m., the Equity Officer, Rhema Ferguson joined the meeting and Bishop Fyfe left the meeting.

d) 2021/2022 Financial Update

The Bursar directed Board members to the meeting materials. She noted that the forecasted operating cash surplus is largely unchanged at \$347,000 (\$5,000 higher than the second quarter forecast). There was a reduction in revenue and expenses of approximately the same amount. The student winter retention rate was slightly lower and part-time student numbers have gone up as a result of smaller course loads. There were a higher number of residence withdrawals and a slower return to campus in the winter due to the pandemic. Finally, there was a slight reduction in expenses: forecasted professional fees have gone down as the Independent Review costs are lower than anticipated in the budget.

e) Provisional Approval of Budget for 2022/2023

The Bursar noted that there are usually three iterations of the budget: December, March and June. Her focus in this presentation would be on what has changed since December.

The Bursar walked Board members through the breakdown of revenue and expenses. She noted that the budget document shows an operating cash deficit (before applying prior year surplus) of just under \$200,000. However, by applying the prior year's operating cash surplus of \$347,000, the budgeted operating cash surplus is \$156,000.

The Bursar then turned to what had changed since her presentation of the draft budget in December. She noted that the revenue related to the full international differential fee increase is now included in the budget along with the needs-based bursaries mentioned earlier. The recommendations of the Sub-Committee were not known in December.

In terms of expenses – there has been a request from Journalism for three LTAs in journalism. There is a new director for the MFA in Fiction. Some COVID-related expenditures (i.e., all contracts will continue and will be reassessed in the future, expenses for cleaning, safety, etc.) will continue. There are also further proposals from Departments that were not available in December. The organizational and programmatic changes in residence as described by the Dean of Students earlier result in an increase in residence expenses of \$149,000 (offset by \$118,000 in revenue) and savings in professional fees due to lower fees for the Independent Review.

The Bursar pointed Board members to the multi-year projections and noted a positive bottom line in all years presented except for 2022/2023. 2022/2023 is the only forecast deficit; however, there will be a balanced position next year with the surplus carried over from this year. The Bursar noted that the surplus is smaller in 2024/2025 as there will be a need for a website refresh and a presidential search, resulting in a low cash surplus.

In terms of outstanding budget items: an HR consultant has been retained to complete work on staff salary scales. The Dalhousie financial MOU is still outstanding, but the new formula is expected to be incorporated into the budget presented at the June Board meeting.

Board members asked about the revenue breakdown of 51% for student tuition, fees and residence and 8% for investment income and how that ranks vis-à-vis other institutions. The Bursar noted that in comparison to other schools, King's has a very healthy endowment. The average percentage of investment income to overall revenue at other Maritime universities is 2.1%. Dalhousie's is 4.7%. At 8.1%, King's is the highest of comparator universities in the Maritimes.

Board members inquired about portfolio performance. The Chair of the Investment Committee, Tom Eisenhower, noted that there were outsized returns all over the world in 2021 that made up for underperformance in several previous years. However, going forward, no one should get comfortable with this performance, as exceptional historic run of returns cannot be sustained.

f) First Discussion of King's and the Scarborough Charter

The President welcomed the Equity Officer, Rhema Ferguson. He noted that half of Canadian universities have signed onto the Scarborough Charter (the Charter). Universities Canada is asking all members to sign. Many universities that have signed on are in Atlantic Canada, including Dalhousie. The President noted that there is a growing expectation that the Provincial Government will expect all Nova Scotian universities to be signatories to the Charter.

The President advised that parallel conversations are going on with Faculty through the Priorities and Planning Committee. The purpose of today is to prepare Board members to make an informed decision on King's participation in this national process, a decision which hopefully the Board can make in June. The President noted that university presidents are signing the Charter without a whole lot of discussion within the governance framework and that he did not want to take this approach at King's. The President expressed his desire that the University does not just sign and ignore the Charter, but rather that King's becomes a signatory when the University has discussed all the issues and can make an informed and committed decision to Charter implementation.

The Equity Officer then delivered a presentation on the Charter.

The Equity Officer noted that equity is deserved. Schools have a pivotal role in helping Black students flourish by removing barriers. The Equity Officer stressed the importance of recognizing the University's role as an anchor institution and as a local employer in relation to the African Nova Scotian community.

The Charter asks for a lot - best efforts based and contextually appropriate actions. The idea will be to craft what the University can do – to do the things that are best for King's and best for students of African descent. The Charter requires a commitment to action and the key will be making sure the University is doing what it can to address needs at different levels. Governance is a part of those specific decisions/action items.

The Charter contains specific calls to action: within governance and administration, for better relationships with the Black community. Good intentions and platitudes are not enough. The President's mandate provides a good roadmap. The University must utilize the tools available to it to make a more inclusive community, including bolstering the community of care and getting ahead of pending anti-racism legislation. It is important that King's sign on to the Charter and be ahead of the curve, not falling behind and having to do these things when any legislation comes into force.

Board members inquired about the process of signing the Charter. If an institution decides to sign, is there a document submitted indicating how that particular institution will honour its commitment in its own context? The Equity Officer noted that the University must have in place an action plan to address items in the Charter.

Board members asked if there were particular items in the Charter that King's will not be able to commit to. The Equity Officer responded that while the University may have to scale back in some areas, most things are possible. There are some items that might be more akin to larger institutions. For example, increasing representation on campus may take King's longer than larger institutions with larger populations. However, there are lots of different ways to meet the requirements of the Charter.

Board members expressed optimism about meeting Charter requirements and discussed that there may need to be a "made at King's approach" to Charter implementation.

The President noted areas where King's may be challenged: some provisions of the Charter may be seen as contrary to the manner in which King's governance and administration operates. The President noted that he does not believe a fundamental change in governance and administration is required, but that King's must make sure that all areas of governance and administration are aligned. That discussion has commenced with the Planning and Priorities Committee.

Board members asked what would prevent King's from signing the Charter and whether any caveats would be included. The Equity Officer noted that it was difficult to think of anything that would inhibit the University from signing the Charter, but that this was not a unilateral decision. There are voices that King's needs to hear and respect. The University needs to ensure everyone is on board to make it a smoother process for implementation.

The Chair noted that the Charter may have impacts on academic planning, which thinking was already underway as a result of the President's Equity, Diversity and Inclusion review. He thanked the Equity Officer for her presentation.

At 2:36 p.m., Rhema Ferguson left the meeting. The meeting took a short break.

At 2:48 p.m., the meeting resumed.

g) Governance Framework for the Wardroom

The former KSU President presented on the history of Wardroom governance and the new governance framework for the Wardroom. There is a renewed partnership between the KSU and the University. The KSU and the University have been rewriting an agreement between the KSU and the University in relation to the Wardroom. There is now an agreement on a new governance framework, which, among other things, replaces the Wardroom Board of Management (WBOM) with the Wardroom Advisory Committee (WAC). The KSU and the University have signed the agreement.

The Dean of Students noted that the core principles behind the Wardroom are not changing and that this remains a space for the King's community. The Dean of Students thanked the former KSU President for his efforts.

The President directed Board members to the meeting materials and indicated that while the new agreement had been signed, given that the Board had approved the governance structure contained in the 1979 Wardroom Agreement, it was now required to rescind its approval for that agreement/structure and allow the new agreement between Administration and the KSU to move forward.

The President read the motion.

MOTION: (Beach/LeVert) that the Board rescinds the approval the Board gave at its meeting of May 10, 1979 to the Agreement between the University and the King's Student Union establishing the Wardroom/Lounge and the Wardroom/Lounge Board of Management, and confirms that all

agreements and all matters relating to the operation and management of the Wardroom are to be addressed by administration and the King's Student Union, subject to the understanding that the alumni of King's, through the University of King's College Alumni Association, are to continue to be included as partners in the governance of the Wardroom by being represented on a Wardroom advisory committee. CARRIED.

(2022:07) PRESIDENT'S REPORT

The President congratulated the new KSU President on the election and noted the contributions of the new KSU President to the Finance, Audit and Risk Committee to date. He also welcomed the new student representatives to the Board.

The President then spoke of the former KSU President. He noted that as a student leader, Mr. Harris has changed the University. This started when he was a first-year student. The President noted the various issues that Mr. Harris has had to deal with, including COVID, and thanked him for his contributions to the University. The President noted that he will always think of hopefulness when he thinks of Mr. Harris and noted pride in having two King's students (including Mr. Harris) as Rhodes scholars next year.

At 2:59 p.m., Alex McCann left the meeting.

The President advised that he met with students last Friday to consult on tuition and fees. He noted the moving things that were said about challenges students face in paying for education and carrying on with their lives. Urgent Needs Bursaries are being made available for students in immediate need, in addition to those based on family income. There is a desire to help students independently of family income, as family income may not address all situations students find themselves in. Further announcements on this will be made.

At 3:08 p.m. Catherine Martin rejoined the meeting.

The Advancement Committee is making progress on the major gifts campaign – more scholarships and more bursaries will be a major theme within the major gifts campaign.

(2022:08) KING'S STUDENTS' UNION (KSU) REPORT

The new KSU President reported that the KSU is focused on preparing for the fall general meeting and getting the budget in order. In terms of priorities: a priority for the KSU remains support for international students. The KSU is also seeking to ensure that students are aware of what resources are available to them on campus.

The former KSU President noted that over his time at King's he was pleased to be involved in major moves on sexualized violence and EDI, as well as establishing a space for racialized students. He spoke of his positive relationship with the President and asked the President to read a quote from *the Alchemist* by Paulo Coelho: “[i]t's the possibility of having a dream come true that makes life interesting”.

(2022:09) UPDATE FROM COMMITTEES

a) Governance, Human Resources and Nominating Committee

The Secretary requested that this item be moved up on the agenda.

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee (GHRNC), reviewed the CV of Dale MacLennan and made the following motion:

MOTION: (Gray/MacLean) that Dale MacLennan be appointed as a Co-opted member of the Board and a member of the Finance, Audit and Risk Committee. CARRIED.

The Secretary noted that the GHRNC had received the report of the President and a presentation from Janice Gaudet, Bonnie Sands, Jordan Roberts and Jackie Digout regarding short and longer-term human resources initiatives, including Job Evaluation, Performance Guidance program and compensation review.

(2022:10) VICE-PRESIDENT'S REPORT

The Vice-President directed Board members to the written report in the materials.

At 3:20 p.m., Stephanie McGrath left the meeting.

The Vice-President called out two items from her report:

- The MFA in Fiction has passed its final hurdle with the Maritime Provinces Higher Education Commission. The Vice-President noted the efforts of Dean Job, Kim Pittaway and Stephen Kimber. The program launch date is anticipated to be June 2023 and will require some restructuring within the School of Journalism.
- King's is submitting its accessibility plan, which is mandated by the government. Accessibility is one area where King's has been challenged and this needs to be addressed with real urgency. The Vice-President noted that she and the Dean of Students are co-chairs of the Accessibility Advisory Committee. Serious progress is being made and the University has every intention of submitting the accessibility plan on April 1, 2022 to the Accessibility Directorate. The plan, when submitted, will state that it is subject to Board approval, which is anticipated to occur in June. Standards of measurement are not yet published by the Provincial Government, and thus it is anticipated that there will be constant course-correcting as more information becomes known. The Vice-President noted that this is more of a living document that will evolve.

(2022:11) UPDATE FROM COMMITTEES [CONT.]

b) Investment Committee

The Chair of the Investment Committee, Tom Eisenhauer, noted that the investment portfolio has had outstanding performance to date. A portion of the University's investment assets is in infrastructure, real estate and mortgages to increase diversity of the portfolio and reduce volatility. Returns this year made up for several lacklustre years.

The Chair of the Investment Committee expressed thanks to the Bursar and her staff in preparing the RFP for a new investment manager. Interuniversity Services Inc. was enlisted as well. The RFP was released publicly and received 18 responses. There was considerable interest, which resulted in several hundred hours of reviewing and scoring all submissions. Four finalists delivered presentations to the Committee and the Committee's unanimous decision was to go with TD Asset Management. The University already uses its services for alternative investments. The Chair of the Investment Committee noted that TD can offer a breadth of investment styles and assets that King's has not been able to get exposure to as a smaller institution. TD has very strong environmental, social and governance (ESG) credentials and clear and detailed reporting of these metrics.

Mr. Eisenhauer thanked all the Investment Committee members who were involved in this effort.

Concerning membership of the Investment Committee, Charles Cullen has retired. Ali Naqvi has joined the Investment Committee and has deep expertise in real assets and manager selection.

At 3:35 p.m., Pamela Hazel joined the meeting.

At 3:40 p.m., the Secretary left the meeting. Pamela Hazel continued with the minutes.

c) Advancement Committee

The Chair of the Advancement Committee, Adrienne Malloy indicated that the house is in good order and that it is a strong signal to anyone who will be approached to invest in King's. Activity is underway in the Advancement Office to shore up capacity to run a major gifts campaign appropriately and to support a volunteer team.

The Annual Fund report has improved since the information was submitted for this meeting. The balance is \$413,000, as a \$100,000 gift was recently received.

There are currently 70% of the members of the Board of Governors making financial gifts. This is encouraging but improving that record is important as it is a typical question of outside investors (as well as the contribution rate of faculty and staff).

Instead of a campaign chair, the University has decided to recruit a group of people known as a Council of Chairs who will help lead the campaign, which is already quietly underway. The Committee is delighted to hear there is work afoot to create an academic plan for the institution. There is also interest in a new School of Journalism space which is another element in the menu that might be presented. There are a few priorities that can be included in the major gifts campaign. All of this information is extremely important in putting together a picture that can be presented to both the external and internal communities. The work is moving ahead well.

d) Campus Planning Committee

The President reported that due to changing circumstances, the scope of the work planned for the summer of 2022 with the Alex Hall renovation project was being scaled back. This is because of worldwide supply chain issues, labour shortages and inflation. King's will proceed with the changes to the Alex Hall entrance, as well as the elevator, but will be scaling back the number of washrooms and residence rooms that will be renovated. And even with the reduction in the work, there is a risk that the work King's is doing may not be done before the students return in September. But the decision has been made to take on that risk. The other option (not to do any work) would result in the possibility of the work not taking place for a few years.

The Bursar reiterated that the scope was deemed to be too broad for completion this summer and that it is a province/country/worldwide issue with supply, personnel, etc. and the elevator may not be ready in time for the first week of classes.

The KSU President asked how many fewer washrooms would be renovated. The Bursar did not have that information. The President stated that they would be doing as many as possible and that there will be an accessible washroom and some accessible rooms ready for next September.

(2022:12) PRESIDENT'S PERSONNEL RECOMMENDATIONS

The President expressed his gratitude to Fred Vallance-Jones and Stephen Boos for stepping forward to serve as Directors in their programs, and to Dorota Glowacka and Tim Currie for their service to the University as Directors in their programs.

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

(2022:13) OTHER BUSINESS

The President noted the amount and quality of work that has been happening at the University, not just by his administrative colleagues, but by everyone in the King’s community. He expressed his pride in this team. He regards today as validation of the demonstrated positive changes that have been accomplished and thanked the Senior Administrative Team for all their work. The Chair echoed this sentiment and expressed his thanks as well.

(2022:14) IN CAMERA

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

The meeting moved to an *in camera* discussion at 3:54 p.m.

MOTION: (Ruck/[not noted]) that the Board of Governors move out of the *in camera* discussion. CARRIED.

The meeting of the Board of Governors was adjourned at 4:20 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray