

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, June 16, 2022, at 12:00 p.m.

Last Name	First Name	Title	Present	Regrets
BEACH	Katrina	(Treasurer)	X	
CLIFT	Dr. Sarah	(Vice-President)	X	
DAVIES	Dr. Gwendolyn	(Vice-Chair)	X	
GRAY	Jennifer	(Secretary)	X	
GIBBS	Victoria	(King's Students' Union President)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
MALLOY	Adrienne	(Other Board Member)	X	
RUCK	Douglas, Q.C.	(Chair)	X	
TOUGHILL	Prof. Kelly	(Faculty Representative)	X	
WHYTOCK	Ian	(Alumni Representative)		X
WRIGHT	Hugh	(Diocesan Representative)	X	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	X	
GREEN	Julie	(Registrar)	X	
MERWIN	Katie	(Dean of Students)	X	
SANDS	Bonnie	(Bursar)	X	

At 12:06 p.m., the Chair called the meeting to order.

(2022:11) PRAYER

The Chair read the College Prayer.

(2022:12) NECROLOGY

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

(2022:13) CHAIR REMARKS

The Chair advised that he has asked Catherine Martin to provide the prayer at the next Board meeting. He noted that the Executive and the Board must try to explore the beliefs of different groups.

(2022:14) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of March 10, 2022
- b) Other reports from officers or Committee Chairs, as available

c) Bursar's Update

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

(2022:15) BUSINESS/DECISION ITEMS**a) Endorsement of the Scarborough Charter**

Before addressing the agenda item, the President spoke about the death of Elias Mendeloff. He noted that while all deaths are deeply felt at the University, the death of a current student was a particularly traumatic event. The President acknowledged how people had come together and gave particular thanks to the Dean of Students, the King Students' Union President, the Director of Advancement, and Elias's tutors. He noted how people were coming together to grieve and also ensuring people were supported. The President advised that he had spoken with Elias's parents and that the Vice-President, with the help of the Chaplain, are ensuring that they will receive a card with personalized condolences. The Vice-President noted that the package will include both card and photos and asked if the card could be signed on behalf of the Board. The Executive Committee agreed.

The President resumed discussion on the agenda item. He directed Board members to his memo in the meeting materials. The President proposed in the memo signing the Scarborough Charter (the Charter) and advised that this was the outcome of his discussions with faculty.

The Chair thanked those involved in doing the work to pave the way for signing and noted that the University was in a much better position to bring forward a motion now, based on the work of the last few years.

Board members noted their appreciation to the President for the context provided in the memo. The President acknowledged the assistance of both the Vice-President and the Equity Officer in conversations with faculty.

MOTION: (Clift/Davies) that the recommendation of the President to sign the Scarborough Charter be moved forward to the Board for approval. CARRIED.

b) Proposal to fund a Mi'kmaq cohort in Journalism from unrestricted reserves

The President noted the equally momentous nature of this agenda item and commented on his satisfaction that both the Charter and this matter were on the agenda for the Executive Committee and the Board.

Further to his memo in the meeting package, the President indicated that he was seeking approval to set aside up to \$600,000 of reserve funds (of over \$10,000,000 in the University's portfolio) to be used over five years to fund further development and implementation of a "Mi'kmaq cohort" in the School of Journalism. One of the ways to help to increase the chances of success of Indigenous students is to put in place programs that allow them to support each other. The proposal is for the creation of this model in Journalism. The President advised that what the University has been hearing from representatives in the Mi'kmaq communities is that it is important to have more students in Journalism. He noted the interest and excitement for this initiative.

Board members asked if students from the Mi'kmaq communities in New Brunswick and Prince Edward Island would be included in this new program. The President noted that while there are several Mi'kmaq communities outside of Nova Scotia (including in Quebec and Newfoundland and Labrador), in consultations with Indigenous advisors, including Ann Sylliboy (lead staff person on higher education with Mi'kmaq Kina'matnewey, the educational authority for a majority of Nova Scotia's Mi'kmaq First

Nations), there was a strong desire that the program focus support for students in Nova Scotia who are actively connected to one of the thirteen Mi'kmaq communities.

The President also highlighted the assistance of Trina Roache in laying the groundwork for an Indigenous advisory council for King's as part of this initiative.

Board members congratulated the President on moving forward with this program.

MOTION: (Toughill/Davies) that the Executive committee recommend to the Board to authorize the use of up to \$600,000 of reserve funds to develop and establish a cohort program for Mi'kmaq students studying journalism at King's, with objectives and parameters similar to those outlined in the document shared with the Board by the President. CARRIED.

c) Renaming and Restructuring of the School of Journalism

The Vice-President advised that the proposed change of the name of the "School of Journalism" to the "School of Journalism, Writing and Publishing" is intended to reflect the current program offering, including the MFA in Creative Non-Fiction. The Vice-President indicated that the change separates writing and publishing from journalism, which had been a cause for concern within the School of Journalism. Structural changes will occur as well: there will be a director of Journalism and a director of Writing and Publishing, with a coordinator who ties the two elements together. This change was approved at the most recent Faculty meeting. The approval of the Board is required to finalize the Green Book revisions as outlined in the meeting package.

Board members asked about the internal jurisdiction of the Board concerning the Green Book. The Vice-President noted that the Green Book is a policy book as is part of the legislation of the University, which the Board approves.

MOTION: (Clift/Toughill) that the Executive Committee recommends that the Board approve renaming of the School of Journalism to the School of Journalism, Writing and Publishing. CARRIED.

d) 2021-22 Financial Statements

The Bursar pointed to the material in the meeting package, including the presentation on the 2021-2022 audited financial statements, the draft financial statements for 2021-2022, the Management Discussion and Analysis for 2022, and the 2021-2022 Accountability Report in respect of the use of internally restricted funds.

i. Audited financial statements 2021-22 and management discussion & analysis

The Bursar briefly touched on the highlights in respect of the financial statements as reflected in her presentation. The operating cash surplus is \$437,000, compared to a budget surplus of \$263,000. She noted those items that are included in the internal financial statements that are not included in the audited statements, which results in a deficiency of revenue over expenses of \$278,000 for all funds in the Statement of Operations of the audited financial statements. The Bursar advised that she would provide a lengthier presentation at the Board meeting.

ii. Accountability framework for investing internally restricted funds

iii. Resolution to approve 2021-22 audited financial statements

MOTION: (Beach/Toughill) that the Executive Committee recommends that the Board approve the University of King's College audited financial statements for the year ending March 31, 2022. CARRIED.

e) 2022-2023 Enrollment and Residence Occupancy Update

The Registrar noted that the circulated report was based on admissions deposits as of May 15, which was the deposit deadline. She advised there has been continued growth. The Registrar noted that she is still hopeful to hit 230 students for FYP and 260 students for first year generally. Percentages are also higher for returning students and her office continues to support students in registering.

Board members inquired about the impact of COVID. The Registrar noted that based on conversation with colleagues through the Association of Registrars of the Universities and Colleges of Canada enrollment is forecasted to be up from 2020, but down slightly from 2021. King's should continue to see enrollment growth. However, enrollment projections are based on past student behaviour and there are new factors influencing student behaviour which may impact this. Availability of housing is an issue. King's is working hard to seek student commitment. She advised that students are making more deposits in more places and hedging bets as to which school would be "in person" this fall. Nova Scotia being in person in the first half of 2021 has been an advantage.

The Dean of Students spoke briefly about the situation in residence. She advised that the Board would receive a more detailed update at the Board meeting, but she was confident the University will be at capacity with 260 students in residence. King's is also seeking out ways to increase capacity. The Dean noted that returning student applications for residence have more than doubled. While the ability to accommodate all is proving to be a challenge, she noted that upper-year students in residence can provide great support for first year students in the fall.

f) 2022-23 Operating Budget

The Bursar noted the six documents comprising the budget package in the meeting materials.

i. Tuition, ancillary and auxiliary fee increases for 2022-23

In respect of the summary of proposed tuition changes, these include:

- A 3% increase in Arts and Science tuition (same as Dalhousie);
- A 1% increase in Journalism tuition. This was based on an extension of the recommendation of the Budget Advisory Committee sub-committee. The Bursar noted that other journalism institutions in Ontario have decreased tuition and the gap between King's and these schools is now bigger. The BAC sub-committee will be reconstituted and this will be examined further in the fall; and
- A 2% increase for MFA program tuition (same as last two years).

In respect of the summary of proposed fee changes, all other fees are recommended to be held the same, except for a 5% proposed increase in the MFA Mentor fee (in line with CPI).

In respect of residence room fees: there will be a 3% proposed increase for four years for all residence rooms except for Cochran Bay, which will be kept flat until renovation of that building.

Meal plans have a CPI component and will be going up 3.61% from last year.

Board members discussed the impact of inflation on food prices and whether there is risk with respect to the Chartwells contract.

ii. 2022-23 operating budget

The Bursar outlined the changes from the provisional budget presented at the March Board meeting. The budget currently contemplates an operating cash surplus of \$82,000, which is down from \$156,000 in March. The reduction in the surplus was primarily due to increased professional fees, contingency due to inflationary pressures, increased costs for utilities, and salary scale adjustments for staff. These increased expenses are slightly offset by revenue from a projected higher enrollment for 2022-23.

The Bursar highlighted the personnel changes that have been incorporated into the budget and noted that salary expenses will be \$1,000,000 higher than last year. She also noted how budget risks are managed in the current budget including volatility due to inflation in relation to:

- Department and program budgets;
- Cost of living adjustments for all employee groups and collective agreements that are expiring in June 2022 for both the DFA and UKCTA;
- The unpredictability of utilities costs;
- The impact of housing shortages and increased rental costs on enrollment and retention;
- The Dalhousie MOU (which is not yet signed); and
- Shortage of office space at King's.

The Bursar outlined the various due diligence measures undertaken to ensure the University has a fulsome understanding of these risks and where costs could be relative to each category of risk. This resulted in the addition of a \$100,000 inflationary contingency being added to the budget at the “top of house”.

In discussion, the Bursar highlighted the need for bursaries to mitigate student costs and advised that \$50,000 was included in the budget for urgent needs bursaries.

iii. Resolutions regarding 2022-23 operating budget

MOTION: (Wright/Davies) that the Executive Committee recommends that the Board approve the proposed tuition and student fee increases for 2022-23 as presented. CARRIED.

MOTION (Beach/Toughill) that the Executive Committee recommends that the Board approve the University of King's College operating budget for the 2022-23 fiscal year. CARRIED.

The Treasurer and the Chair noted the hard work of everyone on the Senior Administrative Team in bringing the budget forward to this point.

g) Terms and conditions of repayment of internally restricted funds (re: deficit financing loan)

The Bursar directed Board members to the text of the resolution in the meeting materials and reminded Board members that the Board passed a resolution to accept the Finance, Audit and Risk Committee's financing recommendation for phase 1 of the Alexandra Hall Accessibility Project at the December meeting.

The Bursar noted that borrowing funds from the internally restricted funds will result in \$89,000 lower annual investment income; however, with annual savings on debt servicing costs of \$209,000, this will

result in annual net savings of \$120,000, which can be used to repay the amount borrowed when operating cash surpluses allow.

The Chair and the Treasurer noted the creativity of this approach.

MOTION: (Malloy/Davies) that the Executive Committee recommends that the Board of Governors authorize the University to repay \$120,000 annually, from the operating cash surpluses beginning in fiscal year 2023-24, to the internally restricted funds for the \$1.866 million drawn to extinguish the deficit financing loan. If the operating cash surplus for a respective year is less than \$120,000, the amount of the operating cash surplus shall be repaid. If there is an operating cash deficit in a respective year, no repayment shall be made that year. The Bursar shall maintain a loan repayment schedule and present a report annually to the Board of Governors at the fall meeting. CARRIED.

(2022:16) GOVERNANCE, HUMAN RESOURCES AND NOMINATING BUSINESS AND CHAIR'S REPORT

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee, presented the form of resolution for the annual meeting.

MOTION: (Gray/Beach) that the resolution presented by the Chair of the Governance, Human Resources and Nominating Committee be presented to the Board substantially in the form attached to the Executive Committee meeting materials. CARRIED.

The Secretary and the Bursar recognized the work of the Treasurer and that this was her last Executive Committee meeting.

(2022:17) UPDATES FROM OTHER COMMITTEES

No other updates were presented.

(2022:18) KING'S STUDENTS' UNION (KSU) REPORT

The KSU President advised that the KSU is mainly focused on orientation week and that the theme is "New Roots".

In light of the death of Elias Mendeloff, the KSU is working to ensure that the KSU is also available as a resource for students on campus and that students are made aware of campus resources available to them.

The KSU President reported that the KSU is contemplating implementing a bursary program of their own for students. The Registrar offered her assistance.

(2022:19) UPDATES FROM OFFICERS

No other updates were presented.

(2022:20) OTHER BUSINESS

There was no other business.

(2022:21) *IN CAMERA*

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

The meeting moved to an *in camera* discussion at 1:37 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 2:28 p.m.

Respectfully submitted,

Douglas Ruck

Jennifer Gray