

**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, March 10, 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	
HARRIS	Nick	(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 (12:47 p.m.)	
TOUGHILL	Prof. Kelly	(Faculty Representative)	X	
WHYTOCK	Ian	(Alumni Representative)	X	
WRIGHT	Hugh	(Diocesan Representative)	X (12:22 p.m.)	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	X	
GIBBS	Victoria	(Incoming King's Students' Union President)	X	
GREEN	Julie	(Registrar)	X	
MERWIN	Katie	(Dean of Students)		X
SANDS	Bonnie	(Bursar)	X	

At 12:04 p.m., the Vice-Chair called the meeting to order, as the Chair was experiencing technical difficulties.

**(2022:01) PRAYER**

The Secretary read the College Prayer.

**(2022:02) NECROLOGY**

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

**(2022:03) CHAIR REMARKS**

In the absence of the Chair, the Vice-Chair deferred remarks.

**(2022:04) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of November 25, 2021
- b) Bursar's Report
- c) Investment Committee Report

The Advancement Director's Report and the Advancement Committee's Report were not circulated for this meeting.

The Secretary noted corrections to two minor typos in the minutes.

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

**(2022:05) BUSINESS ARISING FROM THE CONSENT AGENDA**

There being no business arising from the Consent Agenda, the King's Students' Union (KSU) President requested that the KSU Report be moved up on the agenda.

**a) KSU Report**

The KSU President noted that the issue of the Wardroom would be discussed later in the agenda, but took the opportunity to introduce the incoming KSU President, Victoria Gibbs. Board members welcomed the incoming KSU President to the meeting.

**(2022:06) BUSINESS/DECISION ITEMS**

**b) Enrolment and Occupancy Projections for 2022/23**

The Registrar directed Board members to the Enrolment Update as of March 1, 2022. She noted that the numbers look strong. This is a story of recovery.

Board members congratulated the Registrar for this positive report and asked what might explain the strong showing. The Registrar noted that it has taken some time for King's to get a national profile after a period of being later to the recruitment game for humanities and journalism. The Registrar commented that enrolment was a testament to everyone's efforts, including the Board's investment in recruitment in Ontario; marketing and financial awards; growing focus on equity, diversity, inclusion and accessibility (EDIA) work; and more student supports.

Concerning occupancy: numbers are above where the University has seen them in the last couple of years. The Registrar advised that a new system will help with room assignments. The University is seeing an increase in students that are coming into residence as well as returning student interest in living on campus.

Board members asked whether there were any lessons learned in Ontario that could be translated to Nova Scotia. The Registrar noted that there were a couple of important factors to keep in mind: recruitment is a three to five-year game. Repeated and continuing investments are important. King's made a recruitment hire three years ago specifically for Ontario and that has helped. In terms of Nova Scotia and Atlantic Canada – the focus is on building relationships and maintaining relationships with counsellors and teachers in this region.

**c) International Tuition Sub-Committee Recommendation**

The Registrar reminded Board members that Budget Advisory Committee (BAC) International Tuition Sub-Committee (Sub-Committee) was a subcommittee of BAC. She referred Board members to the Sub-Committee's report in the meeting materials. In the 2021-22 academic year, bursaries equivalent to the

increase in the international differential fee were provided across the board to all international students, which was helpful. After reviewing information gathered about competitors and a survey of current students and past applicants to King's who have chosen not to come to King's, the Sub-Committee recommended that an amount equivalent to 50% of the international differential fee increase in both 2021-22 and 2022-23 be disbursed as bursaries to international students with financial need in the 2022-23 academic year. This would be in addition to other financial support already available to international students. The Bursary Committee will be meeting next Monday to discuss the criteria to be used.

At 12:22 p.m., Hugh Wright joined the meeting.

Board members thanked the Registrar and the Sub-Committee for their efforts and the report.

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

The President noted that demands on the whole Residence operations team have escalated greatly. Changes need to be made in this area. There will be a Board presentation on staffing changes for the Residence operations team. There will be an increased level of support that is available to students in residence. The President advised that the Board should be aware of these changes as they have budget implications.

The President noted that the Dean of Students will take the opportunity to discuss a crucial part of support to students – mental health. One of the purposes of the proposed staffing changes in Residence will be to allow the Dean of Students to be something more than a “Dean of Residence”, with a focus on day student support more generally. It is anticipated that these changes will provide the Dean of Students with more capacity and opportunity to collaborate with Dalhousie to increase the level of support of the student population more generally.

Board members asked about how many day students there were at the University versus students in residence. The incoming KSU President noted that a majority of students live off campus. The Registrar advised via chat that about 30% of students live on campus. There are about 250 students in residence and just under 900 undergrads in general.

**e) 2021/2022 Financial Update**

The Bursar provided a quick financial update. The operating cash surplus is largely unchanged from the last report. There was a slightly lower winter retention rate, a slower return to campus of Residence students and more withdrawals due to the Omicron variant, which also impacted meal plan commission. Offsetting that loss of revenue were spending reductions on professional fees, reduced salaries and benefits and some reductions in spending related to the pandemic. Following the committal of surplus funds to design work for both Alexandra Hall and the Journalism School/Gymnasium, the remaining surplus is about \$350,000.

**f) Provisional Approval of Budget for 2022/2023**

The Bursar directed Board members to the materials and advised that this would be reviewed in more detail during the Board meeting. She noted the \$300,000 reduction in the surplus from what was presented in December.

Board members asked about the use of the surplus for the current academic year. The Bursar advised that it would be carried forward to help with the deficit for the following year.

The President acknowledged the work of the Bursar and her staff in getting an early view of the budget and the vast improvement in systems since 2016, which allows the Board this earlier review.

### **g) First Discussion of King's and the Scarborough Charter**

The President advised that Rhema Ferguson will be joining the Board meeting to provide further information on the Scarborough Charter (Charter). As a brief overview, the Charter was developed in 2020. Universities were asked to adopt and implement the Charter following the death of George Floyd in the US and the revitalization of the Black Lives Matter movement. Universities Canada has endorsed the Charter and recommended that institutions endorse it as well. Close to 50% of Universities Canada members have signed on.

The President advised that he wanted to start the process of getting the Board thinking about the Charter. There is a practice of the Charter being signed by university presidents as an executive action, but he is seeking a more deliberative process here.

At 12:47 p.m., the Chair joined the meeting.

The President advised that he and Rhema Ferguson have submitted the Charter to the Priorities and Planning Committee, given its significance for academic planning. The President indicated that he was hopeful for alignment with Faculty and Board, resulting in the University becoming a signatory. Universities have been briefed by the Provincial Government on the creation of anti-racism and equity legislation. There is an expectation that the adoption of the Charter will be required under that proposed legislation.

The President also advised that transparency was important. If the University cannot sign the Charter or can only adopt part of it – governance, academic or administrative – King's will need to own that and be explicit about what will not be adopted or implemented.

Board members inquired as to whether any university has been permitted to sign on to only part of the Charter. The President indicated no.

At 1:02 p.m., the Vice-Chair turned the meeting over to the Chair.

The Chair noted that it was refreshing to hear these words coming from the President. The Charter has gone through many forms and iterations. He noted the commitment required in adopting the Charter and thanked Administration and the President for moving this forward.

The Chair thanked the Vice-Chair for her assistance.

### **h) Governance Framework for the Wardroom**

The KSU President noted that during the last three or so years, parties have been hammering out an agreement on Wardroom space. The KSU worked closely with the Dean of Students on this initiative in renewing the partnership between the University and KSU. The Wardroom is the "beating heart" of campus. The new agreement provides for a change to the governance structure from the Wardroom Board of Management (WBOM) to the Wardroom Advisory Committee.

The President recognized the contributions of the KSU President, past KSU President Levi Clarkson, the Dean of Students and the Bursar, and previous and current Wardroom managers for their efforts. The President noted that under the WBOM structure, the Wardroom was operating independently of that framework. On a consensual basis, both parties thought the framework was inappropriate. There was some risk to the University in that structure. The President noted that there may be some Alumni that will be unhappy with this direction to move away from the WBOM concept. Alumni will remain involved in an advisory capacity, but not involved in management.

Board members discussed what Alumni objections might be.

The Secretary inquired about the form of resolution. Given the Board does not typically approve agreements of this type, she recommended that the Board rescind its approval of the 1979 agreement, to allow Administration and the KSU to enter into the new agreement in the ordinary course of business (and without the necessity of additional Board approvals).

**(2022:07) PRESIDENT'S REPORT**

The President welcomed the new KSU representatives and spoke about the important influence of Nick Harris throughout his career on campus.

The President referred to his written report and invited questions. He spoke of the challenges of working with a new government and noted that the current government has very strong government priorities in areas outside of post-secondary education.

**(2022:08) VICE-PRESIDENT'S REPORT**

The Vice-President provided a follow-up on the many initiatives for the choir and Chapel after a difficult semester. There was a winter Chapel retreat. Along with the easing of protocols, there was a return to in person services. The choir is singing again and there are active discussions with Fr. Ranall Ingalls on the Choir Director role.

With respect to accessibility planning: there is a deadline of April 1, 2022, to submit the first draft of the University's Accessibility Plan to the Nova Scotia Accessibility Directorate. The Vice-President noted that the Accessibility Advisory Committee is a Presidential advisory committee. It is working flat out to complete the work for April 1 and the Vice-President reported that they were on track to meet that date.

Board members inquired about the implications of not meeting the deadline. The Vice-President advised that this submittal is achievable. The plan will be a living document and as such, will evolve following the submittal on April 1.

The President advised that King's will be one of a very small number of universities to meet this target and that the Vice-President has done an amazing job in moving this forward from the day she started in the role. He noted the energy and enthusiasm of the Vice-President, Ian Wagschal, Rhema Ferguson and other committee members in moving this forward.

**(2022:09) OTHER BUSINESS**

There was no other business.

**(2022:10) *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 1:28 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 1:36 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray