

**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 and in person on Thursday, June 15, 2023, at 12:00 p.m.

<b>Last Name</b>	<b>First Name</b>	<b>Title</b>	<b>Present</b>	<b>Regrets</b>
CLIFT	Dr. Sarah	(Vice-President)	X	
GRAY	Jennifer	(Secretary)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
MALLOY	Adrienne	(Other Board Member)	X	
MACLENNAN	Dale	(Treasurer)	X	
MORRIS	Prof. Katheryn	(Faculty Representative)	X	
ROSENFELD	Naomi	(Vice-Chair)	X	
RUCK	Douglas, K.C.	(Chair)	X	
MacCALLUM	Sara	(Interim King's Students' Union President)	X	
WHYTOCK	Ian	(Alumni Representative)	X	
WRIGHT	Hugh	(Diocesan Representative)	X	

By invitation:

<b>Last Name</b>	<b>First Name</b>	<b>Title</b>	<b>Present</b>	<b>Regrets</b>
ABBOTT	Adriane	(Advancement Director)	X	
GREEN	Julie	(Registrar)	X	
HAZEL	Pam	(Manager of Governance and University Ceremonies)	X	
MERWIN	Katie	(Dean of Students)	X	
SANDS	Bonnie	(Bursar)	X	

---

At 12:03 p.m., the Chair called the meeting to order.

**(2023:14) COLLEGE PRAYER**

The Vice-Chair opened the meeting with words from the Jewish tradition regarding openness to the concept of debate – “disagreement for the sake of heaven”. This includes admitting when you are wrong and acknowledging that both sides may be right.

**(2023:15) NECROLOGY**

The Secretary read the Necrology. Remembrances of Dr. Walter Kemp were noted. A moment of silence was observed.

**(2023:16) CHAIR'S REMARKS**

The Chair welcomed the KSU President and noted a change to the agenda.

**(2023:17) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of March 9, 2023
- b) Reports from Officers
  - i. President
  - ii. Vice-President
  - iii. Registrar
  - iv. Dean of Students
- c) Reports from Committee Chairs
  - i. Campus Planning
  - ii. Advancement
- d) Report of the Alumni Association

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

**(2023:18) BUSINESS/DECISION ITEMS**

- a) **Board endorsement of Statement of Principles: Cultivating Healthy Boundaries & Guidelines for Healthy Relationships with Students**

Hugh Wright arrived at 12:10 p.m.

The Vice-President noted that she was not presenting the document today and at the Board meeting will give additional context as to how this fits within the recommendations of the Rubin Report. The key objective was to provide a document that reflects on internal relationships – to preserve the fine and close-knit community of King’s, but also a document that safeguards spaces between individuals. The Vice-President indicated that she would talk about the process of consultation, which was extremely thorough. Several groups and individuals have weighed in on the Statement and the Vice-President will be asking for the Board’s endorsement of the document.

- b) **Enrolment and Residence Occupancy Status**

The Registrar spoke on the enrolment report. She provided updated information as there were additional enrolments since the production of that report. Overall applications are down slightly with a notable decline in FYP applications, particularly with deposits that have come in. The Registrar noted a particular decline in the Ontario market. Progress made in Nova Scotia and out West has offset some of the impacts of the losses in Ontario, but not entirely. Peer institutions are seeing similar issues in Ontario. Retention is quite strong and current registration for returning students is high – at 899 already (incoming and current students). However, deposits are weaker than hoped for first-year students.

The Dean of Students noted that the Board package will provide additional context about how King’s is creating more beds. There is an expectation of full occupancy in residence this year. She indicated that she would also speak further about the positive impact on meal plans as well.

- c) **International Recruitment**

- i. **International recruitment operational plan 2024-2029**
- ii. **Financing proposal for international recruitment operational plan**

The Registrar spoke on the International Recruitment Operational Plan (“Plan”) that was previously presented to the Board in September 2022. The Bursar spoke to the funding options for the Plan outlined in the materials. The proposal being presented is to have the unused funds previously authorized from the internally restricted funds for ‘other initiatives’ under the Framework for Strategic Investments reallocated to cover the Plan’s first two years of expenses. The funds for the third year would come from unused portions of the funds allocated to the Enhanced Voluntary Retirement Program (EVRP) (which does not end until 2025). The goal is to achieve \$1 million in gross tuition revenue from international students by 2028-2029.

There was much discussion amongst Board members regarding the projected number of students the plan would attract as well as the goal percentage of international students at King’s. The Registrar noted that MPHEC reports New Brunswick universities having 10% international students. Nova Scotia universities have 5% international students in humanities. This proposed plan would have King’s close to 10% by year five – closer to the New Brunswick model.

The Registrar was asked what the projected number of FYP students are for in the upcoming year. She explained that the number of deposits usually translates to the number of FYP students in September. King’s currently has 165 deposits. She indicated that she didn’t anticipate more than 185 to 190 FYP students for the upcoming year.

The President spoke about the optimism of the Registrar but noted that there is a possibility of being in the 170 to 180 range in FYP which would be down in the range of 2016 FYP numbers. The University could be looking at a FYP enrolment that is worse than when King’s was last in financial difficulties.

The President noted that there were two funders to whom King’s gave assurances that the University could get to a 250 FYP enrolment in a reasonable timeframe: the Province and the Royal Bank of Canada. Five years ago, King’s was at the point where it would not be able to pay people if the University did not secure gap financing. The President noted that it was made very clear to the University that loans to cover deficits are not the norm and the bank was very specific that King’s was worth the risk because of the increase in enrolment shown to them.

The Province at that time also provided the University with a permanent increase in the operating grant. The government has now changed. King’s has shared its progress in recent years with the Province and refreshed the understanding of both the terms on which the University had been given the increase in funding and the progress made. The President is reasonably confident that when the results are known for this year, it will attract unwanted attention and no decisions have yet been taken about how to communicate this to the Province and what to do about it. The University is in a perilous time as it, along with the other nine Nova Scotia universities, prepares to negotiate a new Memorandum of Understanding with the Province. There will be questions about how King’s used the money it was given. Other universities are asking for additional funding. There is a worry that there will be a reallocation of existing funding among the universities.

The President noted that the University has known since January that the numbers have been soft but it is only in the previous couple of weeks that this fear has been confirmed. The University must show the Province that it is taking this very seriously and King’s is doing the work to recover and recover quickly.

The Chair noted that enrolment and the Plan are intrinsically tied together. The Plan may be able to help with the numbers, but more information is needed before a proper decision can be made on the funding of the Plan. The Chair suggested deferral of a decision on the Plan until September and have Administration undertake an analysis of how the Plan fits in an overall scheme of recruitment.

Board members asked what the financial impact of the new FYP enrolments are on the budget. The Bursar explained that the impact of each fewer student is \$9,000. The President expanded on this point that it is important to note the multi-year impact as the smaller class makes its way through the system.

Some Board members noted concern that deferral of the Plan would not assist in rectifying the financial situation. There was an in-depth discussion of the repercussions of delaying approval of the Plan until the fall. The Registrar confirmed that putting off the decision until September would result in the Plan being delayed by one year. There was concern expressed that the Plan was not sufficiently ambitious. The President expressed that there needs to be a high level of ambition when using the University's reserve funds. He also noted the need to have a high level of confidence in recruitment processes.

The Registrar explained that the projections in the Plan are deliberately conservative. The market is extremely competitive, and study permits in Canada are backlogged. There are risks associated with more aggressive goals.

Board members spoke about the importance of this decision and that the Board has a responsibility. If King's made projections to the Province and the bank that are not going to be met, there needs to be a plan as to how King's will meet these goals. The Plan is part of it, but not all of what is needed.

There were also questions about recruiting in India and China. The Registrar explained that King's worked closely with Dalhousie who suggested the markets they felt would be best for King's. Initially, India was discussed, but it was not included in the final proposal. As for agents, Dalhousie agreed to assist King's with agents they know to be trustworthy.

Several Board members felt that it is imperative to begin to take some steps and that it is premature to stop moving entirely when movement is important. The Chair asked the President if in the way the University is currently operating, as per enrolment and recruitment, does he feel that between now and September, King's will be in a better/stronger position to make a much more aggressive plan. The President indicated that he would be fine approving the starting of the Plan but not approving the projections. He requested a clear mandate from the Board to review all recruitment and enrolment activities, not just the Plan, to address this situation. He will provide a report back to the Board in the fall on all recruitment and enrolment activities. He will also report back if third parties would need to be involved in this assessment.

The Chair asked the Executive if there was general agreement on what the President had outlined and asked the Secretary to work on the resolutions. The Vice-Chair clarified that there would be two resolutions: i) moving forward with the Plan but not the projection, and ii) providing the President with the mandate he has requested.

The Chair called for a break at 1:18 p.m.

At 1:24 p.m., the meeting resumed.

#### **d) 2022-2023 Financial Statements**

##### **i. Audited financial statements 2022-23 and management discussion & analysis**

The Bursar advised that she will take the Board through the full presentation next week, along with the reconciliation in the Board package which reconciles the internal financial statements to the audited financial statements.

##### **ii. Accountability framework for investing internally restricted funds**

The Bursar explained that in 2019 the Board authorized \$1.8 million in spending from the internally restricted funds. To date, there has been \$1.2 million spent leaving \$600,000 in the fund. Spending has been at a rate of about \$200,000 to \$300,000 per year. She noted that spending on the Mi'kmaw Cohort from the \$600,000 authorized by the Board has also been provided in the same document.

**e) 2023-24 Operating Budget**

**i. Tuition, ancillary and auxiliary fee increases for 2023-24**

The Bursar reported that she is recommending a 3% increase in tuition and most fees. Existing international students will incur a 10% increase in the international differential plus a 3% increase in general tuition resulting in an overall increase of 7.5%. International tuition for new students was approved by the Board in March. King's is following Dalhousie for International student tuition.

The Bursar noted that fees had not been increased since 2016/2017. Meal plan prices are set in accordance with the food services contract which is dependent on the consumer price index and minimum wage, so meal plans are going up 8.59%. MFA mentor fees are increasing by 7%. All residence fees are increasing by 3% except for Cochran Bay. A four-year 3% increase in residence fees was approved by the Board when the 2022-2023 budget was approved.

The Bursar advised that a description of a new Dalhousie fee – the Dalhousie Medical Campus Response Team fee is in the package.

**ii. 2023-24 operating budget**

The Bursar indicated that she is putting forward a break-even budget with a \$195,000 “plug” for expenditure reductions to be found in the forecast. It also includes the application of \$300,000 from the Bicentennial fund to offset the scholarships and bursaries budget to help balance the budget.

**MOTION: (MacLennan/Rosenfeld) That the Executive Committee recommends the following resolution be approved by the Board of Governors:**

*Be it resolved that the Board of Governors hereby approves the University of King's College audited financial statements for the year ending March 31, 2023.*

*Be it further resolved that the Board of Governors hereby approves the withdrawal of \$162,000 from the internally restricted funds to cover the operating cash deficit for the year ending March 31, 2023.*

**CARRIED.**

**MOTION: (Wright/MacLennan) That the Executive Committee recommends the following resolution be approved by the Board of Governors:**

*Be it resolved that the Board of Governors hereby approves the proposed tuition and student fee increases for 2023-24 as presented.*

**CARRIED, one contrary.**

**MOTION: (MacLennan/Clift) That the Executive Committee recommends the following resolution be approved by the Board of Governors:**

*Be it resolved that the Board of Governors hereby approves the University of King's College operating budget for the 2023-24 fiscal year.*

**CARRIED.**

**f) CUSC-CCREU 2022 Survey Results**

The Registrar spoke on the results of the CUSC-CCREU 2022 survey which will be presented at the Board meeting and which provides a good sense of the current King's population compared to Canadian norms. One interesting highlight was that 55% of King's students identify as having a disability (compared to 31% across the country).

**(2023:19) GOVERNANCE, HUMAN RESOURCES & NOMINATING COMMITTEE  
BUSINESS AND CHAIR'S REPORT**

The Secretary, as Committee chair explained that she is in the process of finalizing the resolutions for the annual meeting which consists of four components: officers, auditors, people, and confirmation of committees, committee chairs and committee terms of reference.

The Governance Chair also confirmed that Tom Eisenhauer, Alex McCann, Katrina Beach and Bernard Doucet will be stepping down as members of the Board of Governors effective July 1, 2023. Tom Eisenhauer will remain as the Investment Committee Chair. Kathryn Burton has been approved as an incoming Diocesan Representative on the Board of Governors. The committee will be focused on Board recruitment over the coming months.

**(2023:20) UPDATES FROM OTHER COMMITTEES**

No other updates were presented.

**(2023:21) PRESIDENT'S UPDATE**

The President noted that there is work to be done on enrolment. It is the ten-year anniversary of the Masters in Fine Arts Program, which has been a success. There has been serious work in program innovation, and King's needs to continue to do this - better recruitment and enrolment are not enough. The University needs to bring people to the campus through new and innovative programs.

Last June the Board approved funding for Indigenous initiatives, which are ongoing. Kathryn Burton's convocation address (in front of the Minister of Advanced Education) saying that she wishes other universities were doing what King's is doing regarding reconciliation was amazing.

King's Faculty is close to approving a new academic plan for the University which speaks throughout of equity, diversity and inclusion and specifically mentions the Scarborough Charter.

**(2023:22) VICE-PRESIDENT'S UPDATE**

The Vice-President reported that she will be going over the new Faculty hires made this past year. She emphasized the academic plan and the progress made and noted when it will be coming forward to the Board for approval.

**(2023:23) KING'S STUDENTS' UNION (KSU) REPORT**

The KSU President spoke of the "Statement of Principles: Cultivating Healthy Boundaries & Guidelines for Healthy Relationships with Students" and that the KSU had met with the Sexual Health and Safety Officer during the development of this statement. The KSU is encouraged to see a lot of their feedback incorporated into the document.

The KSU President also wanted to recognize the work the former KSU President did with the International Recruitment Plan and how important it is to ensure international students feel safe, welcome, and successful at King's.

Further highlights will be presented at the Board meeting.

**(2023:24)      UPDATES FROM OFFICERS**

No other updates were presented.

**(2023:25)      OTHER BUSINESS**

There was no other business.

The Chair reported that he was recently at a business meeting where it was noted that King's was now using an Auntie. They were very complimentary of the University.

**(2023:26)      *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 1:50 p.m.

**MOTION:      (Gray/Ruck) 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 2:43 p.m.

Respectfully submitted,

---

Doug Ruck

---

Jennifer Gray