

**UNIVERSITY OF KING'S COLLEGE**

**BOARD OF GOVERNORS MEETING MINUTES**

The University of King's College Board of Governors met by hybrid meeting (Zoom/Boardroom) on Thursday, September 28, 2023, at 12:30 p.m.

<b>Last Name</b>	<b>First Name</b>	<b>Title</b>	<b>Present</b>	<b>Regrets</b>
BOOS	Stephen	(Faculty Representative)	X	
BURTON	Kathryn	(Diocesan Representative)	X	
CARTER	Terra	(KSU Representative)	X	
CLIFT	Dr. Sarah	(Vice-President)	X	
DALY	Brian	(Faculty Representative)		X
DAVIES	Dr. Gwendolyn	(Diocesan Representative)	X	
DEANE-LITTLE	Debra	(Chancellor)	X	
EDWARDS	Archbishop David	(Archbishop of Fredericton)	X	
FYFE	The Right Reverend Sandra	(Bishop of Nova Scotia and Prince Edward Island)	X	
GRAY	Jennifer	(Secretary)	X (1:30 p.m.)	
HOLTEBRINCK	Laura	(Alumni Association Representative)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
LAWRENCE	Kerri	(KSU Representative)	X	
MacCALLUM	Sara	(Interim KSU President)	X	
MacLEAN	Chief Don	(Co-opted Member)	X	
MacLENNAN	Dale	(Treasurer)	X	
MALLOY	Adrienne	(Co-opted Member)	X	
MARTIN	Catherine	(Co-opted Member)	X (1:10 p.m.)	
McGRATH	Stephanie	(Alumni Association President)	X	
MORRIS	Dr. Kathryn	(Faculty Representative)	X	
PATTILLO	Stuart	(Co-opted Member)		X
ROSENFELD	Naomi	(Vice-Chair; Diocesan Representative)	X	
RUCK, K.C.	Douglas	(Chair)	X	
SWICK	David	(Faculty Representative)	X	
THORNHILL VERMA	Jenn	(Alumni Association Representative)	X	
WHYTOCK	Ian	(Alumni Association 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	

Last Name	First Name	Title	Present	Regrets
HAZEL	Pam	(Manager of Governance and University Ceremonies)	X	
MESHEAU	Susan	(Guest)	X	
MERWIN	Katie	(Dean of Students)	X (12:45 p.m.)	
O'HEARN	Justin	(Interim Registrar)	X	
SANDS	Bonnie	(Bursar)	X	

At 12:32 p.m., the Chair called the meeting to order.

**(2023:30) INVOCATION**

Bishop Fyfe, in acknowledgement of the National Day of Truth and Recognition, read a prayer, “Remember the Children”. Kathryn Burton also spoke in recognition of the Day of Truth and Reconciliation honouring the Ancestors, those who survived and those who did not.

**(2023:31) NECROLOGY**

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

The Vice-President spoke of Jen Powley, a King’s alumna, and the book she wrote on her disability. She was a force - light, funny, serious, and bombastic. Her legacy will be honoured here at King’s.

The President spoke about Mae Howe. She was born in Africville in 1932 and made her living as a cleaner. Her obituary, written by her daughter, spoke of her pride in being a cleaner at King’s in the 1960’s. Three of her sisters worked at King’s as well. The Chair mentioned that when he was a resident of Cochran Bay, Howe family members were still working here. He spoke often with them. They were very highly respected by the students.

The Chair also noted Geraldine Hamm, who was a sister of Dr John Hamm, the former Premier.

**(2023:32) CHAIR REMARKS**

The Chair introduced the new members of the Board.

The Chair recognized the number of people who were attending today’s meeting in person and expressed gratitude for the technology that allows participation online. He also thanked the members of the Board for coming together during these past few difficult years. The Chair spoke of collegiality, belonging, working together and respectful conversation.

**(2023:33) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of June 22, 2023
- b) Reports from Officers:
  - i. President
  - ii. Vice-President

- iii. Bursar
- iv. Registrar
- v. Advancement Director
- c) Committee Reports
  - i. Campus Planning
- d) Report of the Alumni Association
- e) Annual Report – Video Surveillance and Survey

The Chair asked for changes or additions. There were none. He declared the consent agenda approved.

### **(2023:34) BUSINESS/DECISION ITEMS**

#### **a) Enrolment Update**

The new Interim Registrar, Justin O’Hearn, provided an enrolment update.

#### **b) Residence Occupancy Report**

The Dean of Students advised that Residence is at full occupancy. She thanked Facilities and the Housing team for their work in increasing the number of temporary beds available.

#### **c) Financial Update**

The Bursar provided a financial update. The current forecasted deficit for 2023-24 is \$480,000 assuming the \$195,000 in expenditure reductions included in the budget can be found. Her office has met with all departments and programs to try and find these reductions as well as additional reductions and/or additional revenue to mitigate the size of the deficit.

#### **d) Amendments to the Sexualized Violence Awareness and Prevention Policy (SVAPP)**

The Sexual Health and Safety Officer (SHSO) joined the meeting at 12:52 p.m. She spoke of the policy edits to the SVAPP that came about because of the Rubin Report. Other edits came from the use of and living with the policy. She asked for questions. There were none. The Chair thanked her for this work.

#### **MOTION (Burton/Clift):**

**Whereas the Sexualized Violence Policy Implementation Committee has identified certain amendments that should be made to the Sexualized Violence Awareness, Prevention and Response Policy;**

**And whereas, some of these amendments address recommendations made by Ms. Janice Rubin in her interim report in carrying out her mandate as an independent reviewer of charges laid against former faculty member Dr. Wayne Hankey, and more specifically, her mandate to review the Sexualized Violence Awareness, Prevention and Response Policy;**

**And whereas it is important for the Statement of Principles: Cultivating Healthy Boundaries & Guidelines for Healthy Relationships, previously endorsed by the Board, to be referenced in the Sexualized Violence Awareness, Prevention and Response Policy;**

**Be it resolved:**

**The Board approves the changes to the Sexualized Violence Awareness, Prevention and Response Policy recommended by the Sexualized Violence Policy Implementation Advisory Committee as presented to the Board by Jordan Roberts, Sexual Health and Safety Officer, on September 28, 2023.**

**CARRIED.**

**e) Can't Buy My Silence Pledge**

The SHSO then spoke of the “Can't Buy My Silence” Pledge. She explained that it is King's practice not to use non-disclosure agreements. Current practice is not changing, but this pledge provides a rationale and set of values to the University's existing practice. Her counterparts at Dalhousie, SMU and Acadia are also bringing it to their administration. If King's approves it, it would be the first or one of the first universities to approve the pledge in Nova Scotia.

The Chair asked for comments and questions. There were none. The SHSO left the meeting.

**MOTION (Thornhill Verma/Fyfe):**

**Whereas the Board has reviewed a memorandum from Sexual Health and Safety Officer Jordan Roberts on the “Can't Buy My Silence” campaign which asks organizations and universities in particular to pledge that they will not ask for or require Non-Disclosure Agreements in cases of sexualized violence;**

**And whereas, King's has demonstrated leadership in not requiring non-disclosure agreements in settling the claims against the university arising from the sexualized violence of Dr. Wayne Hankey;**

**And whereas the Board agrees that Non-Disclosure Agreements should not, in the words of the “Can't Buy My Silence” pledge, be used “to silence people who come forward to raise complaints of sexual harassment, abuse or misconduct, or other forms of harassment and bullying”;**

**And whereas the Board interprets the “Can't Buy My Silence” pledge as applying to all conduct which constitutes sexualized violence under the university's Sexualized Violence Awareness, Prevention and Response Policy;**

**Be it resolved:**

**The Board authorizes the President to take the “Can't Buy My Silence” pledge and to thereby give an undertaking on behalf of the university “to never use a non-disclosure agreement in a case involving sexual harassment, discrimination, other forms of misconduct and/or bullying”.**

**CARRIED.**

Following her departure, the SHSO was acknowledged for her work not only on her mandate of sexualized violence but also for doing so much to change and elevate the culture at the University.

**f) Update on Major Gifts Campaign**

The Director of Advancement spoke of the major gifts campaign and the document included in the meeting package, which is nearing finalization. This document has gone to the Campaign Leadership Council and is being edited in light of that feedback. It will come back again to the Board at its next meeting. It will be a document that will be used in conversations with potential donors.

Kathryn Burton spoke about her new role as Chair of Advancement and the importance of the campaign. She will be reaching out to everyone to urge giving which is something we must do to achieve the goals of the President and the team.

**(2023:35) FURTHER BUSINESS ITEMS**

**a) President's Review of Recruitment and Enrolment**

The President introduced consultant Susan Mesheau, who was hired as a result of the Board's direction to the President in June 2023 to undertake a complete review of the University's recruitment and enrolment planning and operations. He noted that her report is his report.

Ms. Mesheau presented her report and recommendations to the Board.

The Secretary joined the meeting at 1:30 p.m.

Ms. Mesheau answered questions from the Board members. Board members asked whether there are people in the market that the University can hire to assist King's with strategic enrolment management. Ms. Mesheau advised that strategic enrolment management is a more popular approach in universities in Canada these days and as a result, there are skilled people in the marketplace. Board members noted that competitor institutions (e.g., SMU) have hired people in this type of role.

Board members noted the significant effort already undertaken by the University and the additional effort that is recommended in the report and queried Ms. Mesheau on resources for these tasks. Ms. Mesheau advised that among other recommendations in her report, the University should hire an agency of record - an external party with expertise in post-secondary image branding. Internal alignment of existing structures will be necessary and bodies like the Enrolment Management Committee can be made to be more effective.

At 1:48 p.m., Susan Mesheau left the meeting.

**MOTION (Thornhill-Verma/MacLennan):**

**Whereas the Board has received the President's review of the University's recruitment and enrolment planning and operations, which includes the review conducted by Ms. Susan Mesheau;**

**Be it resolved:**

**The Board generally endorses the findings, conclusions and recommendations of the President's review of recruitment and enrolment planning and operations;**

**The Board authorizes the President to proceed with the implementation of the recommendations of his review, including by developing;**

- **the implementation plan recommended by Ms. Mesheau;**
- **a detailed estimate of the costs of implementation and of the corresponding increase of revenues that will be expected from the additional expenditure;**
- **and a plan for funding implementation;**

**all of which are to be brought to the Board for its consideration as soon as possible and no later than at the Board's meeting scheduled for December 7, 2023.**

**CARRIED.**

The meeting took a break at 1:51 p.m. and resumed at 2:05 p.m.

The President noted that one of the questions that has to be decided is the title of the individual recommended by Ms. Mesheau to take on the strategic enrolment management role. The report left that decision to be made by the University. The job title is but one important element in attracting a good candidate. These position titles can range from Registrar, Associate Vice President of Enrolment, to Chief Enrolment Officer, and can operate separately or in conjunction with the Registrar's Office. The President noted that there would be ongoing discussions with Faculty Council as the other governing body at the University that he is accountable to.

**b) Update on Internationalization Strategy**

The President reminded Board members that when the Board approved the Internationalization Plan, the University was in a serious state of flux. The assumption when the plan was put forward was that King's would be in the best position it had been in some time on domestic enrolment. This was not the case: FYP enrolment at the start of the year was 182 students, with a smaller number of international students.

The priority has to be to building up a core basis of recruitment. In August, with the confirmation that domestic enrolment had dropped significantly, Assistant Registrar Yolanna Wassersug and the Interim Registrar brought forward a proposal that the international recruiter approved by the Board should have a dual focus – both national and international recruiting.

If King's delves into international recruitment without a strategic recruitment plan, the University will be perpetuating the current problem. With the supporting view of both Ms. Mesheau and the Interim Registrar, the President put the Internationalization Plan in abeyance and approved this recruiter as both a joint domestic and international recruiter. The President advised that the urgent circumstances the University found itself in necessitated urgent action. He requested that the Board ratify his decision.

**MOTION (Gray/MacLennan):**

**Whereas at its meeting on June 22, 2023, the Board approved spending \$130,000 in 2023-2024 from the General Reserve Fund for Year 1 implementation of the Board-approved Internationalization Plan, which calls for the appointment of a dedicated recruiter for international students;**

**And whereas the President on advice from staff decided after the Board meeting of June 22 to authorize staff to hire a recruiter for both domestic and international recruitment out of the money allocated by the Board for international recruitment to help address a significant decline in domestic recruitment for the Foundation Year Program in excess of the decline projected as of June 22;**

**Be it resolved:**

- a) The Board ratifies the President's decision; and**
- b) The Board authorizes the President to utilize the balance of the \$130,000 allocated for international recruitment in 2023-2024 for a combination of work on domestic and international recruitment and other actions required to implement the recommendations of the President's review of recruitment and enrolment planning and operations.**

**CARRIED.**

**(2023:36) GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE (GHRNC) BUSINESS**

The Secretary, as Chair of the GHRNC, referred to the proposed appointments in the meeting materials.

Stuart Pattillo, a previous alumni representative on the Board of Governors, has agreed to become a Co-opted member. He has also agreed to remain a member of the Finance, Audit and Risk Committee and to have his name recommended to the Investment Committee.

**MOTION (Gray/Boos): that Stuart Patillo is appointed as a Co-opted member of the Board, a member of the Finance, Audit and Risk Committee and is recommended to the Investment Committee Chair for appointment as a member of the Investment Committee. CARRIED.**

The Secretary also brought to the Board's attention the advertisement included in her report recruiting for Board members in areas of Finance, Equity Governance, Advancement, Mental Health and Community Leadership. She asked for Board members to contact her if they have anyone they could recommend.

At the Secretary's request, Kathryn Burton stepped out of the meeting.

The Secretary thanked Adrienne Malloy for serving as Chair for the Advancement Committee and as a member of the Executive Committee. In light of Adrienne Malloy's term on the Board concluding, Kathryn Burton has agreed to step in to serve as Chair of Advancement and as a member of the Executive Committee.

**MOTION (Gray/Malloy): that Kathryn Burton is appointed as Chair of the Advancement Committee and a member of the Executive Committee. CARRIED.**

Kathryn Burton returned to the meeting.

Other committee appointments followed.

**MOTION (Gray/MacLennan): that Maria Medioli is appointed as a member of the Finance, Audit and Risk Committee. CARRIED.**

**MOTION: (Gray/Wright): that Laura Holtebrinck and George Cotaras are appointed as members of the Campus Planning Committee. CARRIED.**

The Chair noted a belated farewell and thanks to Paul Thomson for his many years of service to the Board and indicated that a note was coming from the Chair to all departing Board members this year.

**(2023:37) PRESIDENT'S PERSONNEL RECOMMENDATIONS**

The President presented the list of personnel recommendations.

The President noted that the Vice-President is working on an event for professors who are retiring or who retired during the last few years (i.e., during COVID).

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

**(2023:38) COMMITTEE BUSINESS AND UPDATES**

None were noted.

**(2023:39) KING'S STUDENTS' UNION (KSU) REPORT**

The KSU President noted some highlights from the written KSU report:

- Orientation Week went extremely well and thanks to the O-Week coordinators.
- The KSU is preparing for fall elections for all councillor positions and two executive members. The KSU President hopes to be back in November.
- The KSU participated in the Equity Officer hiring committee and the KSU President indicated her excitement that that role is now filled.
- At the end of August, members of the KSU attended roundtable talks between students and the government advocating for universities to receive more operational funding out of the MOU process.

**(2023:40) OTHER BUSINESS**

There was no other business.

**(2023:41) *IN CAMERA***

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

The meeting moved to an *in camera* discussion with the Bursar at 2:28 p.m.

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

The meeting moved out of *in camera* at 3:09 p.m.

The meeting of the Board of Governors was adjourned at 3:10 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray