

UNIVERSITY OF KING'S COLLEGE

BOARD OF GOVERNORS MEETING MINUTES

The University of King's College Board of Governors met for a special meeting in the King's Boardroom and via Teams on Monday, October 27, 2025, at 5:00 p.m.

Last Name	First Name	Title	Present via Teams	Regrets
ANDERSON	Ellie	(KSU Representative)	X	
BAGNELL	Alexa	(Co-opted Member)	TEAMS	
BRANDES	Daniel	(Faculty Representative)	TEAMS	
BURTON	Kathryn	(Diocesan Representative)		X
CURRIE	Tim	(Vice-President)	TEAMS	
DAKIN	Pauline	(Faculty Representative)	TEAMS	
DEANE-LITTLE	Debra	(Chancellor)	TEAMS	
DEXTER	Darrell	(Co-opted Member)	TEAMS	
EDWARDS	The Most Reverend David	(Archbishop of Fredericton)	TEAMS	
FERGUSON	Rhema	(Diocese of Fredericton and PEI)		X
FERNANDO	Carolle	(Co-opted Member)	Teams	
FISHER	Bruce	(Treasurer)	X	
FLACK	Graham	(Co-opted Member)		X
FRAPPIER	Melanie	(Faculty Representative)	TEAMS	
FRENCH	Nevin	(Alumni Association Representative)		X
FYFE	The Right Reverend Sandra	(Bishop of Nova Scotia and Prince Edward Island)		X
HARRIS	Nick	(Alumni Association Representative)	TEAMS	
LAHEY	Prof. William	(President and Vice-Chancellor)	TEAMS	
L'ESPERANCE	Peter	(Board Secretary)	TEAMS	
MacLENNAN	Dale	(Co-opted Member)	X	
MARTIN	Catherine	(Co-opted Member)		X
McGRATH	Stephanie	(Chair)	TEAMS	
PATTILLO	Stuart	(Co-opted Member)		X.
SOREN	Andrew	(Alumni Association Representative)	TEAMS	
TAYLOR	Lisa	(Faculty Representative)	TEAMS	
THORNHILL VERMA	Jenn	(Alumni Association President)	TEAMS	
WAUGH	Erica	(KSU Representative)	TEAMS	
WRIGHT	Hugh	(Diocesan Representative)	TEAMS	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	TEAMS	
HAZEL	Pamela	(Manager of Governance and University Ceremonies)	X	
MUTYABULE	Karen	(Director of Equity and Community Supports)	TEAMS	
SANDS	Bonnie	(Bursar)	TEAMS	
ULKUER	Kutay	(Enrolment and Student Life Officer)	TEAMS	

(2025:54)

The Chair called the meeting to order at 5:03 p.m.

The Treasurer thanked the President for the substantiveness of his report. The President, in turn, expressed his appreciation to the Bursar for her assistance in preparing the report.

The President noted that he had aimed to produce a report that reflected multiple perspectives on the issues under consideration. He emphasized that the institution is currently operating within a structural deficit, with a significant portion of expenditures allocated to salaries. This issue has two key components: the number of employees and the level of compensation. Decisions concerning either factor should not be made in isolation but rather as part of a comprehensive and coherent plan that integrates cost reduction, expenditure control, and revenue growth.

He further observed that addressing salary expenditures, both in terms of staffing levels and pay, will make the collaborative process necessary to develop such a plan more challenging. This, he emphasized, must be kept in mind by all members as discussions progress.

He stated that salary increases projected for the 2025–2026 fiscal year have already been incorporated into the current budget deficit projections.

The President identified three major issues arising from the report:

1. **Staff Salaries:** Staff salaries should not be subject to any freeze.
2. **Senior administrative and Faculty Salaries:** Any potential freeze on senior administrative or faculty salaries should form part of a broader, integrated plan. Such measures should only be implemented if deemed absolutely necessary, after all other alternatives have been explored, given the legitimate expectations surrounding salary increases and their potential adverse impact on employees and the institution. The Board is asked to consider whether it agrees with the report and with the other elements of the plan still under development. It was also suggested that the President's salary be frozen immediately.
3. **Advance Notice:** The issue of notice was raised, emphasizing that employees should be made aware that a salary freeze may be imminent, even as the comprehensive plan is being finalized.

The President reported that Dr. Bond's agreement has been finalized. Various constituencies are being asked to appoint their representatives to the Committee on Financial Stability, and the Department of Advanced Education has been invited to provide input on the draft Terms of Reference.

He also noted that the requested report on fundraising will be presented to the Board at its December meeting. As well, significant changes were made to the recruitment process last year, and those changes

are now in effect for the current recruitment cycle. The report from the Dalhousie–King’s Rapid Task Force is also being finalized and will be shared shortly, as it will be directly relevant to the broader planning process.

The President expressed hope that, whatever decisions the Board may reach regarding potential salary freezes, his report helped clarify how the current financial situation developed, including the primary factors contributing to the deficit. He further noted that the section outlining expenditure growth over recent years should be particularly helpful to the Committee on Financial Stability.

In conclusion, the President stated his belief that the elimination of certain positions will likely be necessary and that such measures must be considered alongside any decisions regarding salary freezes.

The Chair then invited comments from members.

A representative from Faculty noted uncertainty among faculty members about their role in the current process and questioned whether the report had been developed as collaboratively as possible. He emphasized the importance of meaningful faculty involvement as discussions continue. The Vice-President agreed that broad collaboration and open dialogue would be the most effective way forward.

Another Board member, drawing on his human resources experience, supported the report’s recommendation regarding cost-of-living adjustments for staff and lower-paid faculty. He stressed the need for creativity and innovation in addressing financial challenges and cautioned that measures negatively affecting employees could harm the institution.

Another Faculty representative observed that while salaries and staffing levels are areas where action can be taken to address the deficit, they are not its root cause. She cited inadequate government funding and the costs associated with the Dalhousie partnership as key contributors. She emphasized that faculty had felt sidelined in the preparation of the report and urged for greater collaboration going forward. She also noted that faculty are likely to bear much of the impact of upcoming changes and that this should be reflected in salary considerations. She further expressed concern that the enrolment projections in the report appear overly optimistic and recommended that a worst-case scenario be developed. She concluded by underscoring the importance of timely, collaborative discussions between faculty and administration on recruitment and retention strategies.

The President noted that using lower enrolment projections would significantly worsen the financial outlook, requiring the deficit to be addressed in much greater detail. He emphasized that substantial cost reductions cannot be achieved without reducing staffing levels. He observed that, over the past nine years, existing processes, including the Budget Advisory Committee, Planning and Priorities Committee, and academic planning in general, have not fully identified or addressed the financial challenges the institution now faces. The establishment of the Committee on Financial Stabilization is intended to fill this gap.

The President expressed confidence that meaningful and collaborative discussions can take place through this committee, and that these conversations will be more responsive to the institution’s realities than those of the past nine years.

A Board member commented that while she understands the rationale in the report for lifting the salary freeze, she believes it would be useful to maintain the freeze at this time.

The President noted that, absent the motion passed in June, the College would be legally obligated to implement salary increases under the parity clause, which does not apply to staff. He understood the Board’s earlier position to be that salary costs should be reviewed before any such increases were implemented,

effectively maintaining the status quo. Now that the report has been completed, and if the Board is satisfied with its findings, the original rationale for maintaining a salary freeze no longer exists.

The Board Chair expressed her agreement.

The Chair asked if there were any further questions; there were none.

The Chair proposed the following motions:

Resolution 1 — Lifting of Salary Direction and Acknowledgment of Report

Be it resolved that the Board of Governors **acknowledges receipt** of the *President's Report on a Possible Salary Freeze (October 15, 2025)* and **rescinds its June 23, 2025 direction** that temporarily suspended the President's authority to approve salary increases; accordingly, the **existing compensation frameworks resume normal operation** for the 2025/26 fiscal year **without further Board direction, including any retroactive amounts that arise under those frameworks.**

Note: This resolution restores the President's full authority under existing frameworks and maintains the status quo for staff and progression-based movements. It neither authorizes nor precludes any future salary freeze.

Resolution 2 — Notice of Reconsideration and Presidential Salary Freeze

Be it resolved that the Board of Governors:

1. **Freezes the salary of the President**, effective immediately, until such time as the Board reconsiders compensation matters following the report and recommendations of the **Committee on Financial Stabilization** and any other advice tendered to the Board; and
2. **Gives notice** to faculty (including the Vice-President but excluding Carnegie Professors and members of the University of King's College Teachers' Association) and to members of the senior administrative team that with effect on and after June 30, 2026, **salary levels will remain fixed** except that **progression and step-based increases will continue (the "Salary Freeze")**.
3. The Salary Freeze will be reviewed by the Board with the **Committee on Financial Stabilization's findings, and may be continued, varied, or terminated at that time.**

Resolution #1 was presented by the Treasurer, and he asked for questions. There were none.

MOTION: (Fisher/Frappier) Lifting of Salary Direction and Acknowledgment of Report

Be it resolved that the Board of Governors acknowledges receipt of the President's Report on a Possible Salary Freeze (October 15, 2025) and rescinds its June 23, 2025 direction that temporarily suspended the President's authority to approve salary increases; accordingly, the existing compensation frameworks resume normal operation for the 2025/26 fiscal year without further Board direction, including any retroactive amounts that arise under those frameworks.

PASSED

Resolution #2 was read by the Treasurer, after which the floor was opened for discussion.

A member questioned the timing of bullets #1 and #2 of the resolution, asking why they were being considered now if bullet #3 was forthcoming. He thanked the President and the Bursar for the information provided but expressed concern about proceeding without a complete picture of the plan. Referring to the statement that "no viable or acceptable plan can exist without a salary freeze," he questioned whether it was

premature to move forward without knowing the broader strategy. He also voiced concern that the first recommendation, involving collective bargaining with the UKCTA, could negatively affect the bargaining environment by suggesting that the only options available were salary levels and staffing reductions.

The Board Chair clarified that the purpose of the resolution was to allow the Board to reconsider these matters once the full report is available, with the exception of the proposed freeze on the President's salary.

Another member agreed that it would be unfair to freeze the President's salary given his ongoing efforts on behalf of the University. She supported giving advance notice to faculty and felt that decisions should wait until more information is available. She agreed that Carnegie Professors should be excluded from any potential salary freeze but emphasized the need for discussion at the faculty level to maintain collegiality. She also noted the importance of ensuring proper notice, so the Board retains flexibility in its decisions.

Another member stated that her interpretation of the second part of the resolution was that notice must be given to preserve the Board's ability to act later. She viewed the measure as primarily procedural, ensuring that the option of a salary freeze remains available once further information is received.

The Treasurer noted that under bullet #3, the salary freeze will be reviewed by the Board, not may, meaning that a review is mandatory.

A member asked if the reference to "Carnegie Professors" could be removed from the resolution to allow space for further discussion. Another member supported this suggestion.

Following further discussion, several members expressed strong support for this amendment. The Treasurer observed that while the report clearly recommended excluding Carnegie Professors, he did not feel qualified to speak definitively on the issue.

The President noted that the report acknowledged some disagreement regarding the inclusion of Carnegie Professors. He expressed appreciation for the faculty representatives' efforts to make the motion more acceptable to faculty and, as the report's author, indicated that he was agreeable to the proposed amendment.

The motion was then amended and presented as follows:

MOTION: (Fisher/L'Esperance) Notice of Reconsideration and Presidential Salary Freeze

Be it resolved that the Board of Governors:

- 1. Freezes the salary of the President, effective immediately, until such time as the Board reconsiders compensation matters following the report and recommendations of the Committee on Financial Stabilization and any other advice tendered to the Board; and**
- 2. Gives notice to faculty (including the Vice-President but excluding members of the University of King's College Teachers' Association) and to members of the senior administrative team that with effect on and after June 30, 2026, salary levels will remain fixed except that progression and step-based increases will continue (the "Salary Freeze").**
- 3. The Salary Freeze will be reviewed by the Board with the Committee on Financial Stabilization's findings, and may be continued, varied, or terminated at that time.**

PASSED

The Chair thanked all participants for their time and contributions, and the meeting was adjourned at 6:00 p.m.

Respectfully submitted,

Stephanie McGrath

Peter L'Esperance