

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, September 15, 2022, at 12:00 p.m.

Last Name	First Name	Title	Present	Regrets
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	
MACLENNAN	Dale	(Treasurer)	X	
RUCK	Douglas, Q.C.	(Chair)		X
TOUGHILL	Prof. Kelly	(Faculty Representative)	X	
WHYTOCK	Ian	(Alumni Representative)		X
WRIGHT	Hugh	(Diocesan Representative)	X (12:37)	

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	
WAGSCHAL	Ian	(Director of Facilities Management)	X	

At 12:09 p.m., the Vice-Chair called the meeting to order.

(2022:22) PRAYER

The Vice-President read the College Prayer.

(2022:23) NECROLOGY

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

(2022:24) CHAIR REMARKS

The Vice-Chair, sitting in for the Chair, had no remarks.

(2022:25) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of June 16, 2022
- b) Bursar's Report

- c) Investment Committee Report
- d) Department of Facilities Management Report to Campus Planning Committee
- e) President's Report
- f) Vice-President's Report

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

(2022:26) BUSINESS/DECISION ITEMS

a) Enrolment Update

The Registrar directed Board members to the material in the meeting package and noted the five-year trend of growth in terms of first year enrolment. The Registrar indicated that the conversion rate is slightly lower than projected as a result of several new factors this year – the housing crisis in HRM being one.

b) Residence Occupancy Report

The Dean of Students reported that occupancy is at 262. All first year students were offered spaces and there is a waitlist for returning students. She anticipates that residence occupancy would hold strong at 260 and emphasized the importance of being able to offer first year students the opportunity to live in residence.

Board members inquired as to the housing situation in HRM. The Dean of Students advised that King's did a community call out and the University has been able to create a King's-specific repository for King's students. There has been a lot of positive feedback around that. The Dean of Students noted the pressures in the community on housing stock and that short term rental stays are reducing housing available to students. King's has been able to provide more housing than was needed at the time as a result of the generosity of people in the King's community. At this point, the University is relying on students to self-select accommodation that is appropriate for them.

c) Financial Update

The Bursar noted that while the Board approved in June an \$82,000 operating cash surplus, there is now forecast to be a deficit this year. Registrations were slower to materialize. The Bursar presented two forecast scenarios:

1. Best case scenario: a 970 headcount (with a FYP class of 221 students). This will result in a \$68,000 projected deficit.
2. Worst case scenario: a 945 headcount (with FYP class of 221 students). This will result in a \$268,000 projected deficit.

The Bursar advised that the following day is the add/drop date. The Board meeting presentation will show a more refined update as to enrolment as a result.

The Bursar also advised that utilities are negatively impacting the bottom line. There has been a 225% increase in natural gas costs and other utilities are trending upward. Although the Bursar is working with Dalhousie to get updated steam figures for winter, she noted that she does not have that information yet.

On a positive note, this year was a great conference services season. There have been salary savings from the timing of filling vacancies in staff positions and the timing of the Journalism diversity hire (January 2023 versus July 2022).

The University is attempting to reduce the deficit via expenditure control and restraint for the rest of the year and trying to reduce costs where possible.

Board members asked how other universities are fairing. The Registrar noted that Dalhousie enrolment is up a bit, but other institutions have seen either stabilization in numbers or a decline in numbers. Many universities saw a big increase last year as a result of 2020 deferrals. The Atlantic Association of Universities enrolment report is released at the beginning of October and we will know better at that time where things might be headed.

d) Update on internationalization strategy

The President noted that there have been efforts to increase revenue in several ways. First, by elevating traditional enrolment. King's has done that and has added a new academic program to attract different students. Second, the University has increased ancillary revenue – for example, through Conference Services. Finally, the University has worked hard on attracting more international students. Recruiters have been hard at work in New England. Going further on international recruitment requires a plan. The President noted that the Registrar is working on this with colleagues and the Enrolment Management Committee.

The Registrar directed Board members to the meeting package and acknowledged the hard work of members of her office. The draft report contemplates ways the community must evolve to give a supportive university experience to international students. The Registrar noted that the KSU has been vocal on the need for support from staff and faculty, as well as issues related to curriculum. The draft report reflects those considerations. The Registrar noted that her office continues to consult with faculty and students in thinking about how to move this strategy forward. There will also be a close collaboration with colleagues at Dalhousie to ensure success.

Board members encouraged the Registrar to find ways to incorporate faculty consultation early in the development of the plan. Board members also asked about whether goals had been set at this point. The Registrar advised that there were no goals at this time and that any goals set would be done in conjunction with the community.

At 12:37 p.m., Hugh Wright joined the meeting.

Board members asked about whether there are budgets and related goals around support for international students. The President noted that both revenue and costs will be considered in putting a plan in place.

Board members stressed the importance of support for international students. The Registrar agreed. The obligation to create an environment where international students can be successful is critical: accessible academic supports and integrated social and cultural supports. Further discussion on this will be required.

Board members asked about financial support for international students. The Registrar indicated this is under consideration and that some supports are already in place, although these have been undersubscribed.

e) Authority to Bind the University – TD Asset Management Agreements

The Bursar noted that TD Asset Management, King's sole investment manager, was seeking evidence that the relevant agreements signed between the University and TD Asset Management were executed in accordance with an "authority to bind" policy or governing document and that the individuals who executed such agreements had the authority to enter into such agreements on behalf of the University. A general "authority to bind" document for the University could not be located, so it was determined that a motion would be required.

MOTION: (Gray/McLennan) that

- (a) **The entering into by the University of the following agreements with TD Asset Management:**
- **Amended and Restated Investment Management Agreement; and**
 - **Subscription Agreement for Client-Directed Purchases of Alternatives Funds,**
- substantially in the form presented to the Board for its review (the “Agreements”), together with such amendments as both the President and the Bursar (acting together) shall approve (such approval to be evidenced by such written document as authorized hereby), and the performance of the University's obligations thereunder, is hereby approved and authorized.**
- (b) **The President and the Bursar, acting together, are hereby authorized and empowered to execute and deliver the Agreements for and on behalf of the University, and whether under seal or otherwise.**
- (c) **The entering into by the University of all documents, agreements and other instruments(the "Other Documents") as may be considered necessary or desirable in connection with the Agreements is hereby approved and authorized.**
- (d) **The President and the Bursar, acting together, are hereby authorized and empowered to execute and deliver the Other Documents for and on behalf of the University, and whether under seal or otherwise, and to do or cause to be done all such actions and things as they may consider necessary or desirable in connection with the Agreements, the Other Documents or otherwise in order to fulfill the intent of the foregoing resolutions.**

CARRIED.

f) Action Plan for a Culture of Consent and Respect

The Dean of Students directed Board members to the Action Plan in the materials and indicated that this is a living document in response to the Interim Report from Rubin Thomlinson LLP. When King’s committed to an independent review, the terms of reference included: (a) understanding the facts around historical allegations and (b) current culture and practices. This document is in response to these recommendations.

As part of the stakeholder group at King’s, the full Board will be briefed on the Action Plan at the following meeting and the Sexual Health & Safety Officer will lead an abridged training session.

Board members indicated agreement with the need for training and asked whether the Board meeting was sufficient time in which to conduct such training.

(2022:27) BOARD ACTION PLAN TRAINING

This item was deferred to the Board meeting.

(2022:28) UPDATES FROM OTHER COMMITTEES

No other updates were presented.

(2022:29) KING’S STUDENTS’ UNION (KSU) REPORT

The KSU President reported that Orientation Week went very well, The KSU has a new Office Services Coordinator (Cameron Pye) and is hiring a Chief Returning Officer for the next election.

(2022:30) UPDATES FROM THE PRESIDENT

The President directed Board members to his report in the Executive Committee meeting materials. He highlighted several points:

- There is a significant increase in students needing higher levels of support and specialized support. This is the situation everywhere and not just at King's. Mental health issues were greatly accentuated by the pandemic.
- The President noted the work of a number of the Administrative team and the KSU in preparing the Action Plan.
- Move-in Day was a success. King's did a good job as a community in showing new students and parents that there is community at King's.
- The President acknowledged the dedication of the Vice-President during the summer, who stepped in as Acting President when the President had to temporarily step away due to family matters.
- The President noted the coverage of King's initiatives in the media has highlighted that interesting things are happening at King's and that the University is a changing community, particularly to underrepresented communities. The President took the opportunity to recognize Adrienne and her team for their "top-notch" work.
- The President flagged to the Executive Committee that HRM wants certain King's buildings registered as heritage buildings. A staff person at the HRM responsible for the registration process met with the President and Director of Facilities Management. Dalhousie is seeking to take a more aggressive approach on this issue with HRM, but the President noted that it was never contemplated that King's might destroy Andrew Cobb's original buildings. He and the Director of Facilities Management are continuing the conversation with HRM.
- The University needs to make progress on revenue. If domestic enrolment is levelling out - which it may or may not be - financial trouble may be in the near future.

The Chair of the Advancement Committee noted the dedication and effort of the Advancement Office team.

Board members inquired about what was contributing to students requiring a higher degree of support. Both the President and the KSU President indicated that the pandemic was a significant contributing factor. However, the KSU President also noted that more youth are able to recognize and express trans and LGBT identities but also doing so as very young people, which may also drive the need for additional support. The Dean of Students noted that FASS students are looking for support in greater numbers. She directed Board members to her report on support programs currently underway.

(2022:31) UPDATES FROM THE VICE-PRESIDENT

The Vice-President directed Board members to her report in the meeting package. She noted a particular highlight: the launch of the new Journalism School name and structure has taken a great deal of time and effort by several individuals. Recruitment for the second MFA (in Fiction) will begin in earnest in January 2023.

A new Director of Chapel Music (Neil Cockburn) has been hired. The Vice-President indicated that she was looking forward to welcoming him more formally. The new Director came for Orientation Week, met students and staff, did some FYP announcements and made himself available for the community.

The Vice-President indicated that her focus is on faculty hires. This will be an unprecedented year for faculty hires: for the School of Journalism, Writing and Publishing and the Honors programs (five in total approved; two started last year and three going forward for July 2023).

Concerning the Action Plan for a Culture of Consent and Respect: one of the recommendations is deep reflection on boundaries between students and faculty. There has been a good deal of dialogue on how to facilitate those discussions and whether to come up with a statement of principles or code of conduct. The Vice-President indicated that a faculty discussion guide has been developed and that she will be attending various programs to initiate those discussions. The final form of document to be brought to the Board (likely in June 2023) is yet to be determined.

(2022:32) UPDATES FROM OFFICERS

There were no other updates from officers.

(2022:33) OTHER BUSINESS

There was no other business.

(2022:34) *IN CAMERA*

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

The meeting moved to an *in camera* discussion at 1:24 p.m.

MOTION: (Davies/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 1:50 p.m.

Respectfully submitted,

Gwen Davies

Jennifer Gray