

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, September 14, 2023, at 12:00 p.m.

Last Name	First Name	Title	Present	Regrets
CLIFT	Dr. Sarah	(Vice-President)	X	
BOOS	Dr. Stephen	(Faculty Representative)	X	
GRAY	Jennifer	(Secretary)	X (12:34 p.m.)	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
MALLOY	Adrienne	(Other Board Member)	X	
MACGRATH	Stephanie	(Alumni Representative)		X
MACLENNAN	Dale	(Treasurer)	X	
MACCALLUM	Sara	(Interim King's Students' Union President)	X	
ROSENFELD	Naomi	(Vice-Chair)	X	
RUCK	Douglas, Q.C.	(Chair)	X	
WRIGHT	Hugh	(Diocesan Representative)	X	

By invitation:

Last Name	First Name	Title	Present	Regrets
ABBOTT	Adriane	(Advancement Director)	X	
HAZEL	Pam	(Manager of Governance and University Ceremonies)	X	
MERWIN	Katie	(Dean of Students)	X	
MESHEAU	Susan	(Consultant)	X	
O'HEARN	Justin	(Interim Registrar)	X	
SANDS	Bonnie	(Bursar)	X	

At 12:05 p.m., the Chair called the meeting to order.

(2023:27) INVOCATION

The Chair opened the meeting with a land acknowledgement. He then asked the members to ask for thankfulness, strength and guidance while carrying out the duties of the University.

(2023:28) NECROLOGY

Pam Hazel read the Necrology and a moment of silence was observed.

(2023:29) CHAIR'S REMARKS

The Chair noted that the purpose of the Executive Committee was to decide what will be presented to the Board and typically not to hear in-depth reports. There is one exception to that policy being made today - the President's Review on Recruitment and Enrolment will be presented with a fulsome discussion.

(2023:30) CONSENT AGENDA

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of June 15, 2023
- b) Reports from Officers
 - i. President
 - ii. Vice-President
 - iii. Bursar
 - iv. Registrar
 - v. Advancement Director
- c) Reports from Committee Chairs
 - i. Campus Planning
- d) Report of the Alumni Association

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

(2023:31) BUSINESS/DECISION ITEMS**a) Enrolment Update**

Justin O’Hearn, the Interim Registrar, introduced himself and advised that the University has added recruitment and advising staff to the Registrar’s Office. The Registrar’s Office has been working closely with Susan Mesheau on the enrolment analysis. As the numbers are down, specifically in the Ontario market, the University is recruiting in the Ontario market with an increased presence and will be back in western Canada. King’s is also redoubling efforts in Nova Scotia and Atlantic Canada. The University is working with Dalhousie and EduNova, looking at ways of recruiting in the international market.

b) Residence Occupancy Report

The Dean of Students advised that the University is at full occupancy, and she will speak to the Board about how the residence process will support the enrolment update.

c) Financial Update

The Bursar will be updating the Board of Governors on the current financial situation. The budget presented in June 2023 reflected a balanced budget with the assistance of \$300,000 from the Bicentennial Fund to offset the scholarships budget and \$195,000 in expenditure reductions budgeted centrally to be found in the forecast. She indicated she and the Controller would be working with and programs to find these reductions. Even if the \$195,000 in reductions are found, the deficit now is just under \$500,000 with the biggest issue being first year enrolment, and international enrolment.

d) Amendments to the Sexualized Violence Awareness and Prevention Policy

The Vice-President advised that the revised policy will be presented at the Board meeting. These revisions are as a result of the Rubin Report through feedback and community consultation.

e) Can’t Buy My Silence Pledge

The President spoke about a national movement to have universities sign onto a pledge that they will not use non-disclosure agreements. The Board will be asked to approve of this pledge.

f) Update on Major Gifts Campaign

The Advancement Director spoke to the memo included in the meeting package. It includes an outline of the possible goals of the Major Gifts campaign. The plan is that it will be a companion document to be given to donors in the months ahead. The Advancement Office is seeking feedback that will be incorporated into the final document. It will be going to the Board as a draft document.

(2023:32) PRESIDENT REVIEW OF RECRUITMENT AND ENROLMENT

The Interim Registrar reported that enrolment numbers are down by 35 students in FYP. The final number is still in flux but this morning the number was 182. A more solid number will be known on the add/drop date of September 18, 2023. The MFA in Fiction program is new. There are 25 students in that program, and it is expected the number will rise next year.

The President spoke of it being a time of transition and a challenge for those in the Registrar's Office. There was minimal time to address the enrolment issues and the University has had to hit the ground running. The President provided a formal introduction of the new Interim Registrar, Justin O'Hearn. The President noted that the Interim Registrar is very qualified and has done a great job in stabilizing the Registrar's Office.

The President introduced Susan Mesheau, a consultant to universities and other organizations in marketing. She has significant experience in leading organizations in transition. She has worked with Acadia and UNB and has led the transitions that allowed those organizations to make the changes they needed.

Ms. Mesheau spoke about the report and her methodology and processes. She interviewed many people at King's and used her previous experience to develop her recommendations.

She provided some key observations. Recruitment is not the silver bullet. Other factors play a role: reputation, market trends, academic programs, retention, and cooperation (internal and external). Her report does not focus only on enrolment - this is only one component. There are enrolment goals and to meet these goals, strategic thinking must take place. The University must remain competitive. There needs to be strategic thinking regarding reputation, market, audience, and being known for the University's inherent value.

Ms. Mesheau noted that recommendations are for the fall of 2024 as there are a lot of things that need to be done to make these things happen.

She then outlined the focus of her Report, which was the following:

- Organizational Structures,
- Reputation and Awareness,
- Recruitment and Admissions,
- Retention,
- Academic and Other Programs,
- Budget, and
- Implementation.

There is a total of 17 recommendations in the Report. Ms. Mesheau highlighted three areas in her presentation.

Organizational Structure:

- Restructure the Registrar's Office into the Office of Enrolment & Student Services.
- Ensure responsibility and governance areas are clearly delineated, and both organizational and working infrastructures are in place to ensure integration and collaboration of strategic enrolment management activity.
- Create a more effective Enrolment Management Committee.
- Ensure that all Enrolment & Student Services staff and other related staff are formally trained in all aspects of the enrolment funnel, the recruitment, retention, and marketing strategies including main messaging, and the admissions and onboarding processes, and that these individuals understand their role in the overall approach.
- Examine the contract status and salary levels of recruitment personnel.

Leadership:

- Leadership needs to be present to lead King's towards its goals.

Strategic Enrolment Management Planning:

- King's needs to fully develop a strategic enrolment plan. There needs to be qualitative and quantitative goals, a recruitment strategy, a retention strategy and an enrolment strategy. There also needs to be an analysis of the data and then to set goals and determine how to achieve them.

At 12:34 p.m., Jennifer Gray arrived.

King's does a good job with retention. Academic reports from 2019 show that retention of students is good, but awareness of King's is low.

Board members asked several questions of Ms. Mesheau and the President:

- What factors resulted in retention improving at King's? The President relayed a discussion with a former student regarding the transformative change in King's since 2019 in terms of student supports, ranging from renovated residences, to supports around sexual health and safety, to revamped scholarships. Progress in academic programs is steady and significant. The President noted that the students of today face many challenges: cost of living, mental health and anxiety among them. The way the University responded to the Wayne Hankey situation sends a powerful message.
- How prevalent is Student Services as a concept? Ms. Mesheau noted that this has become more normal at universities. The President noted that these integrations must happen below the presidential level. King's already does a good job of working together but collaboration must increase. New structures will allow these integrations and collaborations to happen organically and more easily and methodically.
- The Vice-President spoke of retention. There is a widespread consensus that retention is good at King's. But it used to be that 50% of FYP students would go into the upper-year programs. That no longer happens. The numbers are decreasing. She would like to see an analysis of these numbers and to know what King's can do from the beginning of the FYP experience, to help more students complete their entire degree here. The President noted that one deliberate thing King's did in 2016 has shifted the core enrolment messages from King's to recruiting for four-year degrees. Hence the increased emphasis on the relationship with Dalhousie. When that shift was made, about 54% of FYP students were leaving to go to other universities. Now approximately 83% of students stay.

- Board members asked about collaborations between the proposed new department and fundraising. Ms. Mesheau noted that Enrolment should work with Advancement. Having a good reputation and having a good image – this helps with recruitment, media relations, and government relations.
- Board members asked about the structure of the new office. Ms. Mesheau explained that the new structure would not be led by a Registrar but by a leader who would oversee a Head of Recruitment, Head of Marketing, Head of Admissions, the Registrar, Head of Institutional Research and Awards, and Dean of Students. This structure is now more common in universities than not. All are working together to achieve the goals. The President spoke of capacity. The report notes that King's is understaffed in recruitment. Unless King's becomes strategic, progress will be fleeting. The University cannot support current programs without a substantial increase in enrolment.
- What would the role of Faculty be in the recommendations and specifically the administrative structure? Is this introducing structures that would further separate Faculty from Administration? Ms. Mesheau responded that this plan builds and exemplifies the role of Faculty in retention. There is a role for all to play if it is done strategically.

The Treasurer noted that under the current multi-year financial strategy, there are no revenue strategies to support this type of substantial change. The President noted that in the past there was a strategy in place to increase government support and it worked. King's had a strategy to improve enrolment, and retention improved. That is the revenue model for small universities. The President advised that the third piece of income is fundraising.

Ms. Mesheau indicated that efforts at UNB improved enrolment and brought in research dollars, alumni dollars, donor dollars, government funding, and media attention.

The President pointed to the draft plan the Advancement Director shared regarding fundraising. It is about money to diversify the University and a large part of the content of that plan comes from Faculty. Faculty are seeing diversity not as an add-on but to improve upon what they are doing. Diversity, racial and social justice - that is what these disciplines are grappling with. Faculty are saying more resources are needed to move initiatives forward. It will be difficult to ask donors for more money when the University has an 18% drop in enrolment.

Susan Mesheau left the meeting at 1:17 p.m.

MOTION (Gray/Clift): that the following resolution be recommended to the Board at its next meeting:

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:

- 1) The Board generally endorses the findings, conclusions and recommendations of the President's review of recruitment and enrolment planning and operations;**
- 2) The Board authorizes the President to proceed with the implementation of the recommendations of his review, including by developing;**
 - a) the implementation plan recommended by Ms. Mesheau;**
 - b) a detailed estimate of the costs of implementation and of the corresponding increase**

- c) of revenues that will be expected from the additional expenditure; and
- d) a plan for funding implementation;
- e) all of which are to be brought to the Board for its consideration as soon as possible and
- f) no later than at the Board's meeting scheduled for December 7, 2023.

The President drew attention to the Pink Book (Faculty Policy Book) item 2.4.1 and noted that there needs to be consultation and approval by Faculty of any new academic post. The President explained that the report has been shared with Faculty and will be discussed at their September 26, 2023 meeting.

CARRIED.

(2023:33) UPDATE ON INTERNATIONALIZATION STRATEGY

The President noted that following the June Board meeting, the Assistant Registrar - Student Recruitment, Yolana Wassersug, and the Interim Registrar advised the President that given the decrease in enrolment, it does not make sense to hire only for international recruitment. In particular, the University is in danger of losing a foothold in two core areas: Ontario and Nova Scotia. The President agreed with the recommendation that any additional recruiter have a dual mandate - domestic and international. The previous resolution by the Board will require amendment.

MOTION (MacLennan/Gray): that the following resolution be recommended to the Board at its next meeting:

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, that a significant decline in domestic recruitment for the Foundation Year Program in excess of the decline projected as 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;

Be it resolved:

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

CARRIED.

The meeting took a 10-minute break at 1:29 p.m.

The Chair thanked the President for the effort on the Report.

**(2023:34) GOVERNANCE, HUMAN RESOURCES & NOMINATING COMMITTEE
BUSINESS AND CHAIR'S REPORT**

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee advised that there are several co-opted Board vacancies. One appointment will be put forward to fill a Co-opted vacancy at the next Board meeting: Stuart Pattillo, who was previously a Board member from the Alumni.

Adrienne Malloy is retiring from the Board effective October 2023. As a result, Kathryn Burton has agreed to step into the role of Chair of the Advancement Committee. That will be put forward to the Board.

The Secretary reported on various other items in progress with the Committee, including policy review and outlined Board recruitment needs.

(2023:36) UPDATES FROM OTHER COMMITTEES

No other updates were presented.

(2023:37) UPDATES FROM OFFICERS

No other updates were presented.

(2023:38) OTHER BUSINESS

There was no other business.

(2023:39) *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 1:41 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 2:25 p.m.

Respectfully submitted,

Doug Ruck

Jennifer Gray