

**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, November 23, 2023, at 12:00 p.m.

Last Name	First Name	Title	Present	Regrets
BURTON	Kathryn	(Diocesan Representative)	X	
CLIFT	Dr. Sarah	(Vice-President)	X	
BOOS	Dr. Stephen	(Faculty Representative)	X	
GRAY	Jennifer	(Secretary)	X	
LAHEY	Prof. William	(President and Vice-Chancellor)	X	
MACCALLUM	Sara	(Interim King's Students' Union President)	X (12:05)	
MCGRATH	Stephanie	(Alumni Representative)	X (12:08)	
MACLENNAN	Dale	(Treasurer)	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
O'HEARN	Justin	(Interim Registrar)	X	
SANDS	Bonnie	(Bursar)	X	

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

**(2023:40) INVOCATION**

The Chair read the invocation.

**(2023:41) NECROLOGY**

The Secretary read the Necrology and a moment of silence was observed.

**(2023:42) CHAIR'S REMARKS**

The Chair proceeded with the agenda.

**(2023:43) CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes of the meeting of September 14, 2023
- b) Reports from Officers
  - i. President
  - ii. Vice-President
- c) Reports from Committee Chairs
  - i. Campus Planning
  - ii. Advancement
- d) Report of the Alumni Association

The Secretary noted the circulated updates to the Executive Minutes.

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

At 12:05 p.m. Sara MacCallum joined the meeting.

**(2023:44) BUSINESS/DECISION ITEMS**

**a) 2023-2024 Financial Update**

The Bursar presented a comparison between quarters and noted that the forecast had improved slightly. The enrolment forecast was as predicted. In terms of expenses, prices for steam heat have gone down, professional services have gone up.

The Bursar noted that costs are not yet incorporated into the forecast for the proposed implementation plan for enrolment and recruitment and such costs will also need to be incorporated into the budget if approved.

**b) Draft implementation plan for President's review of enrolment and recruitment**

At 12:08 p.m., Stephanie McGrath joined the meeting.

The President noted that this was a work in progress. This plan has been discussed with the Enrolment Management Committee (EMC) and there are recommendations from the EMC that have not yet been incorporated. All EMC recommendations may not be incorporated in the final version, but all will be given due consideration.

This is an ambitious implementation plan and the President advised that he was anticipating (and receiving) skepticism about that.

**MOTION: (Lahey/MacLennan) that the Executive Committee recommends to the Board the following resolution:**

*Whereas on June 22, 2023, the Board of Governors directed the President to undertake a complete review of the University's recruitment and enrolment planning and operations.*

*And whereas the President engaged Ms. Susan Mesheau to assist him with carrying out this review.*

*And whereas on September 28, 2023, the Board of Governors generally endorsed the findings, conclusions and recommendations of the President's review, as contained in the report of Ms. Mesheau, and directed the President to proceed with the implementation of Ms. Mesheau's recommendations by developing for the board's meeting of December 7, 2023:*

- *An implementation plan*
- *A detailed estimate of the costs of implementation and of the corresponding increase of revenues that will be expected from the additional expenditures; and,*
- *A plan for funding implementation.*

*Be it resolved:*

- a) That the Board approves the implementation plan as presented by the President, subject to such adjustments and changes as are determined by the President to be required, including to incorporate advice from the Enrolment Management Committee and from other discussions under way;*
- b) That the Board approves the financing of any deficit for each respective year on an annual basis; and,*
- c) That the Board approves, in the absence of other new sources of revenue, to utilize the internally restricted funds as the primary source of funds needed to cover the net cost of the implementation plan.*

**CARRIED.**

**c) Academic Plan**

The Vice-President referred Executive Committee members to her memo in the meeting package. She noted that this will be explained in more detail at the Board meeting, but that this plan was the result of extensive consultations with students, staff and faculty, was considered and discussed at the Priorities and Planning Committee and had the unanimous support of faculty.

The Vice-President noted the extensive work done by Fred Vallance-Jones.

**MOTION: (Clift/Rosenfeld) that the Executive Committee recommends to the Board the following resolution: “that the Academic Plan be recommended to the Board of Governors for approval”.**  
**CARRIED.**

**d) Multi-Year Financial Strategy**

The Treasurer directed Executive Committee members to the materials in the package and indicated that at the Board meeting, she would review how a multi-year financial strategy can and needs to support King’s in the next three to five years. The Treasurer noted the benefit of having the details in the academic plan while working on this.

The Treasurer then reviewed the Expenditure and Revenue Management Framework document and discussed how the University’s investment and other policies will need to be consistent with the Financial Strategy.

**MOTION: (MacLennan/Wright) that the Executive Committee recommends to the Board to endorse the Multi-Year Financial Strategy. CARRIED.**

**e) Expenditure and Revenue Management Framework**

**MOTION: (MacLennan/Rosenfeld) that the Executive Committee recommends to the Board to endorse the Expenditure and Revenue Management Framework. CARRIED.**

**f) Capital Project Approval Process**

The Bursar reviewed the process document in the meeting package, which is intended to outline the approvals required between different-sized capital projects.

**g) Major Gifts Case for Support**

The Advancement Director advised that the document in the meeting materials had been vetted by the Presidential Advisory Committee and Campaign Leadership Committee. The document is different and better having been vetted by those constituencies.

The Chair of the Advancement Committee thanked those involved for their tremendous support.

**(2023:45) GOVERNANCE, HUMAN RESOURCES AND NOMINATING BUSINESS AND CHAIR'S REPORT**

The Secretary, as Chair of the Governance Committee, reviewed the proposed committee appointments in the meeting package, as well as amendments to the terms of reference of the Equity Committee. There may also be a potential Board appointment for the Board meeting, but that has yet to be confirmed.

**MOTION (Gray/Burton): that the Executive Committee recommends to the Board to approve the committee appointments as presented in the meeting package.**

**(2023:46) PRESIDENT'S UPDATE**

The President reminded the Executive Committee that he committed the University to making reparations resulting from the University's involvement in the enslavement of Black people. There is now an advisory process with the Black Cultural Centre (BCC). This step is quite meaningful, and King's is the first university in the country to make this commitment. At its core, reparations are about making amends and establishing good and mutually beneficial relationships on a foundation of respect.

Board members inquired about a media plan behind this effort. The President indicated that he anticipated this would be a joint announcement.

The Chair indicated that there would be more to say about this at the Board meeting. He noted the historical significance of this charts a path forward, which is ground-breaking.

Board members asked about preliminary ideas of what reparations look like in the King's context.

The President noted that this would be the work of the joint committee. King's has already been doing reparative work. The renaming of the Prince Scholarship to the Gordan Earle Scholarship resonated with the Black community. He felt reasonably confident that the focus would be on creating educational opportunities in the African Nova Scotian and Caribbean communities, but that he was not sure where this process would lead. The Memorandum of Understanding with the BCC is skeletal. A key element was the recognition of the BCC in its own right as an educational and research institution. This was particularly meaningful to the BCC Executive Director, as King's is the first university to enter into a relationship that treats the BCC as a peer.

**(2023:47) VICE-PRESIDENT'S UPDATE**

The Vice-President noted that the University has been successful in bringing approval for the Dalhousie/King's Centennial Carnegie appointment (the Centennial Carnegie Chair in the History of

Slavery in Canada) to completion. It is now open to applications. She is also working on the Chair in Medical History at King's and Dalhousie.

The Chair noted the work of the Advancement Director in bringing the Carnegie Chair to reality.

The Vice-President spoke of her joint presentation with Janice Rubin in Montreal at a faculty bargaining conference entitled "When the Past Comes Knocking". She relayed that there was a robust discussion and that several people came up to say that it was the best faculty bargaining services session they had been to.

**(2023:48) KING'S STUDENTS' UNION (KSU) REPORT**

The KSU President advised of her election in October. The KSU are running another election to fill the remaining positions.

Hugh Wright departed the meeting at 12:40 p.m.

**(2023:49) UPDATES FROM THE OFFICERS**

There were none.

**(2023:50) OTHER BUSINESS**

The Chair thanked the members of the Executive Committee for making the process efficient.

**(2023:51) *IN CAMERA***

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

The meeting moved to an *in camera* discussion at 12:57 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 1:27 p.m.

Respectfully submitted,

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Doug Ruck

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Jennifer Gray