

**MINUTES OF A MEETING
OF THE BOARD OF DIRECTORS
OF KING'S UNIVERSITY COLLEGE**

Wednesday, February, 22, 2023

<https://westernuniversity.zoom.us/j/95386743507>

at 4:30pm

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- Present:** K. Lakhotia (Chair), D. Malloy, J. Major, R. Ventresca, F. Galloway, P. Wilton, K. Deonarine, N. Cruz, M. O'Hare, A. Atcheson, K. Deane, Rev. G. Ducharme, A. Lawlor, G. Erenburg, D. Lang, N. Sutherland, L. Lee, P. Tufts, D. Bond, N. Brennan, V. MacDonald, R. Morgan, T. Santagapita, K. Yeung
- Regrets:** P. Tufts, C. MacDonald, H. Mostafa
- Guests:** J. Henry, A. Co-Dyre, K. Gingrich, K. Thomson, P. Dool, Rev. P. Baillargeon, J. Panchaud, T. Cunningham, D. Perrault, K. Malcolm, C. MacNeil, J. Antoniak, J. Slay, D. Mathieson

1. Opening Prayer and Land Acknowledgment

Chair, K. Lakhotia welcomed everyone to the meeting. J. Panchaud opened with a prayer and N. Brennan recited the Land Acknowledgement.

2. Approval of the agenda and conflict of interest declarations

No conflicts of interests were declared.

MOTION

That the agenda of Wednesday, February 22, 2023 be approved with the amendment that agenda item four (4) be a Strategic Discussion, King's Branding Exercise followed by all other agenda items.

M/S

M. O'Hare/F. Galloway

Carried

3. Consent Agenda

Chair, K. Lakhotia provided a quick overview of the Consent Agenda.

MOTION

That the reported items in the Consent Agenda be received and approved by the Board of Directors by unanimous consent.

M/S

F. Galloway/M. O'Hare

Carried

4. Strategic Discussion - King's Branding Exercise

VP, K. Thomson presented a presentation on King's Branding. It was an exercise on Positioning Research Process. Open discussion regarding the first steps of this process occurred and members relayed their thoughts and perceptions about their current views of the college. It was relayed that King's is a "hidden gem" and overall that was the general consensus.

D. Lang inquired whether King's actively seeks students from the United States and it was noted that this is not our target market. D. Lang noted that targeting the American Northeast should be considered in future recruitment strategy, as the Liberal Arts college model is considered prestigious in the American Northeast, and American students can transfer their funding to Canadian institutions.

Open discussion about the college's attributes and how this makes King's highly marketable, especially honing in on the class sizes. Discussed the key drivers that target our student applicants and Task Force work was explained in detail. Discussed the prospective student/donor insight and explained next steps. Subgroup categories were clarified and prospects with regards to International Students and positions were made clear and noted that this is not a reflection of our Enrolment Plan. Inquiry with regards to naming options and decolonization was made and asked to which governance level these topics should be discussed.

It was made clear that this branding information aligns with King's Strategic Plan, which is in the making.

5. Report from the President

President, D. Malloy presented his report and noted the recent Veritas Lecture on Catholic Higher Education and how these key learnings can be incorporated into our operational workplans. Discussion about Internationalization ensued and noted the two potential growth markets: India and Vietnam. The President, Registrar and Director of Communications will travel to India in April to strengthen partnership.

Noted the continued work from the Anti-Racism Working Group and the awareness brought forward from Black History Month. Masking for instructional spaces will continue, even though Western has withdrawn this mandate and will reevaluate in April.

Options for strategic planning will be presented to the board in Spring. Search process for the Executive Director of Foundation Alumni and Development will begin in March. New hires were announced and welcomed.

Registrar, T. Cunningham provided an Admissions and Enrolment update. It was advised that enrolment numbers are below target and context was provided. Explained new financial incentive for International Students (subsidiary package). Housing and accommodation were noted and a lengthy discussion about transfers and applicant pool occurred.

Federal Government concerns about recruiting students from China was voiced.

President, D. Malloy thanked K. Deonarine, the out-going Recording Secretary for her service to the Board.

6. Student Council Report

KUCSC, R. Morgan presented her report and noted the student initiatives that have occurred. Consultations with new student elects was mentioned, as well as, King's Student Council hosted the Affiliate Summit. The Summit is held annually to review agreements and R. Morgan explained in detail the work to be done to the By-laws as they are outdated and do not match the diverse population of our community. Provided a Student Affairs update and excitedly spoke about the upcoming King's Ball which she anticipates it to be well attended.

7. Committee Reports

a. Executive Committee

Chair, K. Lakhota summarized report and noted proposed strategic discussions, Presidential Renewal Process and risk discussion. Explained the Reappointment process and advised that a message will go out to the community. There will be an opportunity to provide input in April.

MOTION

That the Board of Directors approves to retain outside council to conduct the reappointment process of the President.

M/S

K. Deane/F. Galloway

Carried

b. Governance Committee

Chair, F. Galloway presented the report and discussed Skills Matrix, Board Recruitment, and Timeline. Discussed the Professional Officer vacancy which will be filled short term until the end of this term (May). Process of appointment was explained.

MOTION

That the Board of Directors approve the draft board recruitment timeline, and new skills matrix tool.

M/S

F. Galloway/N. Brennan

Carried

By-law updates were noted and will have a recommendation brought forward to the Board in the spring.

8. Other Business

K. Deane inquired about the Property Committee Report (*in Consent Agenda*) as clarification was requested on how the Capital Expense Budget is constructed. K. Deane suggested that the Finance Committee may wish to consider how capital projects are brought forward. Rather than a full list of itemized projects, K. Deane suggested the board approve a total capital budget and how it is funded, with data points provided for due diligence, as well as an overview of the capital planning and prioritization process. VP Finance & Support Services, J. Major explained how this report is assembled and what items takes priority. This will again be brought forward to the Board after deliberation through the different channels of college committees.

President, D. Malloy invited all members to attend the Cultural Festival next week.

9. **Adjournment**

MOTION

That the meeting be adjourned at 6:17pm.

M/S

K. Deane/N. Brennan

Acclaimed

Respectively submitted,



**Paul Wilton
Secretary**

Respectively submitted,



**Kate Deonarine
Recording Secretary**