



BOARD OF DIRECTORS  
MINUTES OF MEETING  
AUGUST 22, 2024

The meeting was held at 3:00 p.m. via Zoom.

PRESENT:	Deanna Bond * Nonie Brennan (Chair) Ken Deane Sara De Candido Patricia Dool Ed Goehring Dan Lang Lucy Lee Vince MacDonald Randolph Mank	Ilona Niemi Ricardo Soto * Nancy Sutherland Michaela Therrien Joseph Turnbull * Paul Tufts (Vice-Chair) Rob Ventresca * Amna Wasty * Paul Wilton (Secretary) *	<i>* non-voting</i>
Regrets:	Aaron Atcheson Adam Bohnet * Rev. Gary Ducharme Larry Frederick Jean-Pierre Morris Houssam (Sam) Mourad		
By Invitation:	Father Jim Mockler		
Committee Resource	Ann Hoffer		

Chair N. Brennan called the meeting to order and welcomed new board members.

1. Opening Prayer and Land Acknowledgment  
K. Deane opened with a prayer. R. Soto offered a personalized land acknowledgement.
  
2. Approval of the Agenda and Conflict of Interest Declarations  
No conflicts of interest were declared.  
**Moved by R. Mank, seconded by S. De Candido**  
**That the draft agenda be approved, as circulated**  
**CARRIED**

3. Mission Moment

A. Wasty highlighted this week's leadership training for our Bridging Assistants (both domestic and international) which aims to empower and prepare them for Bridging Week next week. This effort supports our mission to create a welcoming, diverse, and inclusive community.

4. Consent Agenda

**Moved by R. Mank, seconded by P. Tufts**

**That the report items be received by the Board of Directors by unanimous consent.**

**CARRIED**

N. Brennan, Board Chair, provided an update on the presidential transition, thanking Dave Malloy, Paul Wilton and Rob Ventresca for their efforts in ensuring a smooth process. She noted that Dave and Rob are continuing to manage the transition, with Rob holding operational authority and Dave offering mentorship and support as he wraps up his tasks by the end of the month. Rob will officially start as Acting President on September 1<sup>st</sup>.

R. Ventresca excused himself from the meeting.

5. Executive Committee Report:

a. Presidential Transition Plan

P. Tufts, Vice-Chair, highlighted that an Acting President is typically appointed for short-term needs (e.g., to maintain operations), but according to policy 1.2.7, the Board should appoint an Interim President. Highlighting the proposed general timelines, Paul stated that our ultimate goal would be to have permanent President in place by the July 1, 2025. This led to a 15-min discussion.

**Moved by P. Tufts, seconded by K. Deane**

**That the Board appoint Dr. Robert Ventresca Interim President effective September 3, 2024 until a permanent President is appointed by the Board.**

- **The Board's Governance Committee will consult with the Academic Council on updating the Board's policy on presidential searches and appointment with a goal of approving an updated policy on September 25.**
- **The advisory committee begin its work in October with a goal to have the Board appoint a permanent president to begin their term July 1, 2025.**
- **That the Executive Committee be authorized to negotiate a contract with Dr. Ventresca for his service in the role of interim president.**

**CARRIED**

- The Foundation raised concerns about the VP External role vacancy, noting they had previously introduced the President to various resources to build a pipeline. While the Acting President and Executive Director of the Foundation are collaborating effectively, the Foundation now has to restart this process. It was suggested that policy updates clarify our external-facing approach at the foundation level.
- Donors often prefer engaging with volunteers over paid staff, so it was proposed that external Board members could be trained to engage with potential high-level donors.
- The Foundation would like to emphasize that all Board Members have made donations to the Foundation.

R. Ventresca rejoined the discussion.

## 6. President's Report

R. Ventresca, Acting President, shared his vision for King's, emphasizing the importance of staying focused on our 'North Star', why or for whom King's exists, and our responsibility to our students. Rob believes King's is a unique university with a special mission, central to which is providing liberal arts educations to all students, regardless of their religion. He also discussed the five key challenges and creative tensions (aka fault lines) that the President needs to recognize and navigate when they arise. Prior to reviewing the details of his President's Report (circulated with the agenda), Rob described three priorities being launched in the coming months: the strategic framework; inaugural Academic Council; and Operational Review. A 52-minute discussion followed, primarily focused on enrolment and budget projections.

- This is the fourth consecutive year we have not met our enrolment targets and the second year with a major shortfall
- We need to focus more on Integrated Strategic Thinking and Planning, placing the Strategic Enrolment Management Plan at the top of the list. We need a better understanding of enrolment services on the recruitment side in particular
- Identified the urgent need to hire a VP of External Relations. The challenge is the lack of executive-level strategic leadership. A plan will be presented to the group in September.
- Members hypothesized on why we are not converting accepts (e.g., need a more regular contact system from start of recruitment through to conversion; VISA issue, tuition)
- The decline in international student enrolments is a nationwide trend, driven by provincial and federal government caps and increased difficulty for incoming students. Additionally, negative messaging has impacted Canada's reputation as a welcoming destination. King's International collaborates with our enrolment colleagues, and using the CRM would be beneficial for following up with students.
- Our outsourcing strategies with India seem to be falling short of their deliverables and are not providing a good return on investment

- It was proposed that we consider forming partnerships with feeder schools in Asia and Latin America. Additionally, the executive leader should meet with the Minister of Immigration to address concerns about threats to our university model
- It was suggested that we concentrate on attracting domestic students and become the preferred university for Catholic School Boards. The goal is to build strong relationships so that Catholic high school principals have the President of King’s on their speed dial
- The VP External roles needs to be reimagined, focusing on government relations, recruitment, and alumni development. This involves aligning the position with strategic priorities and realigning reporting relationships
- It was also suggested that we review the principles used to develop the ‘Branding’ strategy to ensure they align with King’s strategies and goals, and assess whether the Board should have established these principles.

The Board excused non-voting members, excluding the University Secretary and the recording secretary, and continued with in-camera discussion.

7. In-Camera Session – Update on Employee Group Negotiations

8. Standing In-Camera Session

The Committee excused the Acting President and recording secretary, and continued with in-camera discussion.

9. Adjournment

On motion, the meeting adjourned.




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Nonie Brennan,  
Chair




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Paul Wilton,  
University Secretary