



BOARD OF DIRECTORS
MINUTES OF MEETING
OCTOBER 30, 2024

The meeting was held at 4:33 p.m. in the DL Boardroom and via Zoom.

PRESENT:	Deanna Bond * Nonie Brennan Ken Deane Sara De Candido Rev. Gary Ducharme Larry Frederick Ed Goehring * Dan Lang Vince MacDonald Randolph Mank Jean-Pierre Morris	Houssam (Sam) Mourad Ilona Niemi Chuck Scott * Ricardo Soto * Nancy Sutherland Michaela Therrien Joseph Turnbull * Paul Tufts (Vice-Chair) Rob Ventresca * Amna Wasty * Paul Wilton (Secretary) * <div style="text-align: right;"> Online * non-voting</div>
Regrets:	Adam Bohnet *	
By Invitation:	Mark Yenson, Vice-President and Academic Dean Erin Hannah, Associate Dean of Research	
Committee Resource	Ann Hoffer	

N. Brennan, Chair, called the meeting to order. Round of introductions.

1. Opening Prayer and Land Acknowledgment

S. De Candido offered the land acknowledgement. Father G. Ducharme opened with a prayer.

N. Brennan, Board Chair, asked each member to complete and sign a Board of Director’s [Code of Conduct/Confidentiality/Eligibility](#) form (*distributed during the meeting*), returning it to Ann Hoffer by the end of the meeting.

Board members were encouraged to support King’s with both their time and financial contributions (any amount helps). The Chair plans to follow up with members who do not donate to understand any barriers to giving. Members can complete the Foundation Pledge form (*distributed during the meeting*) or [donate online](#).

2. Approval of the Agenda and Conflict of Interest Declarations

No conflict of interest was declared.

**Moved by Rev G. Ducharme, seconded by V. MacDonald
To approve the draft meeting agenda.
CARRIED**

3. Mission Moment

P. Tufts, Vice-Chair, shared a Mission Moment, reflecting on the contrast between the unrest seen on campuses across North America (such as the encampments) and the atmosphere on our own campus on June 18, 2024 where members of our community came together with an Indigenous woman, a priest, a rabbi, and an imam - standing shoulder to shoulder to deliver messages of unity and peace in celebration of our graduates. This moment highlights our commitment to reconciliation, equity, and cultivation of critical thinking.

4. Consent Agenda

- a. Approval of the Previous Meeting's Minutes
- b. Executive Committee
- c. Finance and Investment Committee

**Moved by P. Tufts, seconded by S. De Candido
To approve the three items listed in the Consent Agenda.
CARRIED**

5. Board Development Session and Strategic Discussion

a. Strategic Plan: Excellence in Education and Research

At each Board meeting, we focus on understanding our role in shaping what happens at King's. Last month was Inclusive Student-Centered Learning; this month, we focus on Excellence in Education and Research and strengthening Enrolment. Members were given 5 minutes to read the "Board Session – Enrolment" brief (*distributed in-person and emailed to remote attendees*). N. Brennan thanked K. Deane for preparing the information and then asked, "What are the size options for King's?" emphasizing the need to consider both international and domestic enrolments. A 25-minute discussion ensued.

- Clarify whether enrolment capacity is being defined based on infrastructure, faculty-to-student ratio, or both.
- Determine the optimum level (based on qualitative factors) required to fulfill the value proposition of being a small, liberal arts, person-centered university. With an enrolment of 3,000 students, we are the largest among small universities
- Establish the optimal target for international students, taking into account the associated risks for this group and keeping in mind the Ontario governments request of institutions to guarantee housing for these students
- Identify the costs for students and the key cost drivers (e.g., faculty-to-student ratio, class size, number of classes taught, etc.) as this will help determine the optimal balance between cost and income
- For each international student who does not come to campus, four domestic students must be enrolled to backfill
- We need to develop a strategy for an alternative model, as running the current business model for only eight months of the year is challenging

- The domestic strategy focuses on Ontario diversification, including out-of-province recruitment, while a major unknown is the self-funded programs, which are detached from the operating grant.
- To strengthen our recruitment efforts, we are working closely with trade commissions to attract international students to King's, with the added advantage of their proximity to VISA-issuing government personnel.
- The questions raised by the Board will be brought to the Strategic Enrolment Management Committee, Chaired by M. Yenson.

ACTION: Arrange a half-day retreat before the November Board meeting to explore strategic enrollment options.

6. Interim President's Report

R. Ventresca, Interim President, provided a summary of his written report (*circulated with the agenda*), noting that smaller, faith-based, mission-driven universities across the United States are also grappling with basic issues of viability. Rob emphasized that, to ensure the long-term sustainability of King's, we are approaching the situation logically and strategically. While it may take time to stabilize, he expressed confidence that once the key elements of King's transition are in place, the university will be well-positioned for future success. A 22-minute discussion ensued.

- **Tabled for discussion:** Definition of the academic core necessary to fulfill our role as a Catholic liberal arts university. Discussion to include criteria for decision-making processes, with consideration of our mission and competitiveness.
- We need to better align the budget with academic planning, with a particular focus on interdisciplinarity as a priority, and have more radical conversations with academic units.
- It was proposed that Educational Policy Committee, which reports to Academic Council, be empowered to address program viability in support of the institution's mission. At the same time, we must acknowledge that there are some mission-critical programs that we are committed to sustaining, even if they face challenges.
- The budget is the main driver for academic change. It should be revised to avoid incentivizing competition. It was noted that departments have been asked to reduce their discretionary spending by 5% while preserving services fundamental to our mission like J. Turnbull's tutoring in the School of MEM.
- In response to a question about certificates, M. Yenson shared that Certificates and Micro-credential courses are under Western's purview.
- "No margin, no mission". We cannot speak about our mission without addressing the need to generate a margin that sustains it.
- The Finance and Investment Committee requested the President revise the budget to show how it can be balanced. When considering the current pension holiday King's structural deficit will be larger when this expense relief ends. At the President (Interim)'s direction, our fractional CFO is conducting a diagnostic to check the validity of our projections, and how optimal our financial processes are.

7. Students' Council Report

R. Soto, President, King's University College Students' Council (KUCSC), provided high level verbal overview. Ric expressed the KUCSC's appreciation for having a voice on the Academic Council and its Committees. He shared that:

- elections have concluded for department representatives on Academic Council, and any remaining vacancies will be filled by the KUCSC Executive
- KUCSC has met with Councilor Sam Trosow to discuss the London Transit Commission adding stop at King's (by the SLC), adding they are currently gathering feedback to support this request
- two initiatives are underway: Christina's Closet (inherited from Brescia) and KUCSC Food Cupboard

Additionally, Ric shared that, due to exemptions created by Western, the Student Responsibility Agreement exists for first-year programs which may preclude students in BSW program from accessing it. A 7-minute discussion ensued.

Guest, E. Hannah, arrived at 5:54pm.

- A Board member mentioned that in 1988, a city bus used to drop students off at campus.
- The Foundation's Student Emergency Fund does not contribute to the Closet and Food Bank. It provides financial assistance for basic needs (e.g., partial rent, utilities). It was noted that few years ago, as little as \$300 could determine whether a student stayed or left school
- KUCSC included Brescia students in O-Week and has a Brescia representative on the Council. They are interested in reintroducing Brescia initiatives.

8. Committee Reports

a. Property Committee

S. De Candido, Committee Chair, reported that following Dr. Hannah's presentation on October 18th, the Property Committee recommended, in principle, the vision for the Social Innovation Commons project. Sara invited Dr. Erin Hannah, Associate Dean of Research, to present the business model for King's Social Innovation Commons. Members received two documents (*distributed in-person and by email for remote participants*) outlining the four research clusters, key performance indicators (2025-2030), a proposed floorplan, and estimated costs for a 6-year lease at the NRC Centre starting December 2024. Erin reported that Western Research, our Canadian Foundation for Innovation (CFI) grant partner, has approved the alternative to building a new facility and will seek CFI approval once King's Board approves it. A 27-minute discussion ensued.

- Dr. Hannah and her team were congratulated on this exciting initiative and her well-presented business model for this noble project; however, the timing is off to make a commitment to a 6-year lease given the current climate and our fiduciary responsibilities.

- Before deciding if this is too great of a risk, or not, we need to have an exact mapping to our strategic plan as a strategic research plan has not yet been developed.
- Members agreed that the Finance and Risk Management Committee needs to meet as soon as possible to review this business model to report on how/if we can fund/sustain this initiative
- A member expressed frustration that, despite this conversation starting when they were Chair of the Property Committee, we now have a potentially viable option but gaps in financial information to inform a board decision.
- Given the December 12, 2024 deadline, we could schedule a Finance and Risk Management Committee meeting next week to review updated budget projections. However, the final budget won't be available until the end of the month, when the committee is expected to set the parameters for budget revisions.

Moved by consensus

To refer the business model for the Social Innovation Commons project to the Finance and Risk Management Committee for review and recommendation to the Board.

CARRIED

E. Hannah departed at 655 PM.

b. Governance Committee

K. Dean, Committee Chair, presented the proposed changes to the following policies and no discussion followed.

Moved by K. Deane, seconded by P. Tufts

To approve the draft revisions to Governance Policy 1.1.4 Governance Principles

CARRIED

Moved by K. Deane, seconded by Rev. G. Ducharme

To approve the draft revisions to Board Policy 1.1.1 Accounting Principles

CARRIED

K. Deane, P. Tufts and R. Mank departed at 6:56 PM

9. In-Camera Session

- a. Personnel Matters
- b. Executive Compensation Review

The Board proceeded with an in-camera session, excusing all internal members and guests.

10. Executive Session

11. Adjournment

On motion, the meeting adjourned.



Nonie Brennan,
Chair



Paul Wilton,
University Secretary