



**BOARD OF DIRECTORS
MINUTES OF BOARD MEETING
JUNE 10, 2026**

The meeting was held in Vitali Lounge and via Zoom.

PRESENT:	Nonie Brennan Sara De Candido Ken Deane Rev. Gary Ducharme Dan Lang □(<i>Vice-Chair and Treasurer</i>) Braedan Lovie * Vince MacDonald Jessica Matthys *	Ilona Niemi □ Jane Sanders * Michaela Therrien □ Joseph Turnbull * Paul Tufts (<i>Chair</i>) Robert Ventresca * Peter Wilkinson □(<i>Vice-Chair</i>) Paul Wilton (<i>Secretary</i>) * <i>non-voting</i>
Regrets:	Randolph Mank Jean-Pierre Morris Houssam (Sam) Mourad	Chuck Scott * Amna Wasty *
By Invitation:	Julia Eastabrook, Manager, Academic Planning and Analysis Thomas Gray, Registrar Carri Rodgers-Rowley, Director, Institutional Planning and Finance Rachel Sidebotham, current student at King's Mark Yenson, Vice-President and Academic Dean	
Committee Resource	Ann Hoffer	

1. Call to Order

The meeting was called to order at 4:37 p.m. by Chair Paul Tufts. He noted technical difficulties affecting virtual participants and advised that the meeting of the Voting Members of the Corporation had been postponed. Members were invited to remain after the meeting for light refreshments and a tour of the classroom modernization project.

2. Opening Prayer and Land Acknowledgement

Rev G. Ducharme prayer, quoting Henri Nouwen who remind us “The main problem of service is to be the way without being ‘in the way.’”

J. Sanders offered a personalized land acknowledgement, reminding us of the purpose of our work and of our ongoing commitment to ensuring Indigenous peoples have meaningful access to education, support, and opportunities for success.

3. Our Why – Student Guest

R. Sidebotham, a student representative reflected on her decision to attend King's, noting that the institution's small class sizes, community-focused environment, and direct access to professors were key factors in her choice. After attending both the Fall and Spring Open Houses, she developed meaningful connections with faculty, staff, and students that reinforced her sense of belonging. She described King's faculty as approachable and genuinely invested in student success, and highlighted opportunities to explore different academic disciplines and become involved in student organizations. The support and encouragement she received from professors and mentors helped her discover new interests, become engaged in campus life, and ultimately confirm that King's was the right fit for her academic journey.

Highlights from a 4-minute discussion:

- In response to a question about her residential experience, the student reflected on living both on campus and at home, noting that her role as a Residence Assistant in Wemple Hall provided valuable opportunities for leadership, mentorship, and community building.
- In response to a question about increasing awareness of King's among prospective students, the student suggested expanding outreach beyond Catholic secondary schools through broader advertising and information sessions in public schools. She also encouraged highlighting King's strengths as a leading liberal arts institution and promoting the strong reputation of programs such as Commerce and BMOS more prominently, noting that many prospective students are more familiar with our affiliates.

4. Conflicts of Interest Declarations and Approval of the Draft Agenda

The Chair called for declarations of conflict of interest with respect to the agenda. No conflicts were declared.

Motion: To approve the draft agenda, as presented.

Moved by: G. Ducharme, S. De Candido

CARRIED

5. Committee Reports

a. Finance and Property Committee

Committee Chair D. Lang highlighted discussions regarding current enrolment and summer recruitment and conversion efforts. The Committee also received an overview of the proposed naming framework, including provisions for future maintenance funding as a risk management measure. An update was provided on the City's planned dyke reconstruction project adjacent to campus, including potential impacts on the parking lot and soccer field, with the proposed approach viewed as satisfactory from the College's perspective.

Highlights from a 3-minute discussion:

- It was noted that the most recent financial information reflected March results, as the College's fiscal year ends on April 30 and year-end financial statements require an extended closing process before being provided to the external auditors. A Board member suggested reviewing the timing of Board meetings to allow members to receive more current year-end financial information.

Action: Review Board meeting and financial reporting timelines to enable the Board to receive year-end financial information closer to the commencement of the annual audit.

Committee Chair D. Lang presented three motions:

Motion: That the Board approve a tuition increase of 2% for the Master in Social Work (MSW):

- From \$3625.67 to \$3698.18 (domestic per term)
- From \$13,358.33 to \$13,625.50 (international per term),

Effective September 1, 2026, subject to any relevant constraints outlined by the School of Graduate and Postdoctoral Studies at Western.

Moved by: Finance and Property Committee

CARRIED

In introducing the proposed tuition increase for the Social Work program, President Ventresca referenced the rationale outlined in the report and noted that, although details of the new funding framework remain uncertain, Social Work was deemed a priority program by the Ministry.

Highlights from a 2-minute discussion:

- It was clarified that the required 10% tuition set-aside applies only to the amount of the tuition increase and that this is the primary constraint associated with the proposed tuition increase.

Motion: To approve the proposed naming opportunities as attached in Appendix 3.

Moved by: Finance and Property Committee

CARRIED

President Ventresca noted that, as the King's Foundation enters the soft launch of its capital campaign, related policies are being brought forward for consideration.

Highlights from a 10-minute discussion:

- Members discussed the importance of ensuring that donor relationships and gift agreements align with the College's mission, vision, and values. The University Secretary noted that the Board's existing policies governing naming opportunities establish the approval process for facilities eligible for naming and provide a framework for appropriately valuing such opportunities. He added that the naming policy needs to be vetted by Foundation as well as the Governance Committee.
- In response to questions regarding benchmarking, the President noted that he would confirm whether peer institution practices had been formally reviewed and provide additional information to the Board. Potential comparator institutions identified during the discussion included Huron, Mount Allison, Acadia, St. Thomas, and Bishop's.
- The University Secretary clarified that naming opportunities involving buildings, structures, or potentially controversial matters require Board approval, while proposed naming commitments are reported to the Finance and Property Committee and may be referred to the Board as appropriate.
- The Chair suggested that the naming policy be reviewed during the current year.

Actions:

- Provide the Board with information on peer institutions used to benchmark naming opportunity practices.
- Review the naming policy through the Foundation and Governance Committee and bring any recommended updates to the Board.

Motion: To receive the financial report

Moved by: Finance and Property Committee

CARRIED

b. Governance Committee

Committee Chair P. Wilkinson provided a verbal update on the recruitment of external Board members, noting that the process had progressed more slowly than anticipated as the committee continued interviews and responded to candidate inquiries. P. Wilton reported that three external positions are being filled through an application process. Nine applicants meeting the Board's skills matrix criteria were shortlisted, with three candidates selected for interviews. Delays were attributed to candidate availability and employment-related approval processes. A further update will be provided to the Board and Corporate Members once the process is finalized.

Highlights from a 3-minute discussion:

- Members discussed the timing of electing new external Board members and agreed that appointments should be effective July 1, coinciding with the expiry of current terms. To support this timeline, the Voting Members of the Corporation would be asked to approve appointments at their June meeting, allowing the Executive Committee to make summer committee assignments and ensuring new members are in place before committees begin meeting in September.
- It was also noted that a new ARM Committee Chair is needed.

c. Financial Sustainability Task Force

Motion: That the Board of Directors receive the May 2026 Financial Sustainability Task Force Report.

Moved by: Financial Sustainability Task Force.

CARRIED

Task Force Chair D. Lang introduced the motion and highlighted key elements of the report. He noted that while the province has announced changes to the funding model, details and financial impacts remain unclear, including revised program weights and potential performance-based funding measures. The five-year financial outlook remains on schedule, with shared services and international partnerships identified as high-risk areas. Members noted that previously considered international partnership opportunities have not materialized as anticipated and discussed alternative international recruitment models. It was further noted that current planning assumptions remain largely unchanged, with a key objective of maintaining existing funding levels amid an evolving provincial funding environment.

6. President's Report

a. Recommendations from Academic Council

- i. Planning & Priorities Committee Terms of Reference
- ii. Research Committee Terms of Reference
- iii. Strategic Enrolment Management Committee Terms of Reference

Motion: To approve the draft amendments to the terms of reference for Academic Council's Research; Strategic Enrolment Management; and Planning and Priorities Committee.

Moved by: P. Wilkinson, N. Brennan

CARRIED

R. Ventresca noted that revisions primarily add student representation and reflect housekeeping updates.

iv. Academic Council Bylaw Recommendation

Motion: To recommend the draft Academic Council bylaw amendments to the Voting Members of the Corporation for Approval

Moved by: V. MacDonald, D. Lang

CARRIED

R. Ventresca advised that the amendments would align the Council's annual cycle with retirement and appointment timelines, increase student representation and authorize the University Secretary to make administrative title updates as required.

b. Strategic Enrolment Management Strategic Discussion

President Ventresca highlighted ongoing enrolment and Strategic Enrolment Management (SEM) activities, noting positive indicators in student demand, retention, and summer enrolment. Members were advised that efforts to strengthen enrolment and support the institution's long-term sustainability remain a key priority, alongside organizational renewal following recent staffing transitions.

T. Gray provided an update on the current admissions cycle, including application and admission trends, and noted that additional admission decisions would be made as final academic information becomes available.

M. Yenson and J. Eastabrook provided an overview of the SEM planning process, which has involved broad institutional engagement through task forces focused on student attraction, conversion, retention, and enrolment modelling. The resulting draft plan will be aligned with the Academic Plan under development and reflects increased coordination across academic and administrative units.

T. Gray advised that the enrolment strategy is being implemented through a phased approach focused on stabilization, enhanced planning and market responsiveness, and the future integration of enrolment and academic planning. Discussion highlighted the importance of increasing awareness of King's distinct educational experience to support future enrolment objectives.

J. Eastabrook shared an update on student success, retention, and access initiatives. Priorities include enhancing student supports, expanding pathways and financial assistance for diverse, Indigenous, and underserved student populations, promoting inclusive admissions practices, strengthening career readiness initiatives, and improving student retention and success outcomes.

Highlights from a 23-minute discussion:

- Members discussed enrolment trends, class size considerations, and the role of emerging technologies, including artificial intelligence, in supporting institutional priorities. It was noted that governance and planning work in this area is underway.
- Members discussed the importance of a diversified and sustainable enrolment strategy that responds to changing external conditions and evolving student demographics. Management advised that enrolment planning continues to balance opportunities, risks, and institutional capacity, and that further information will be provided as planning progresses.
- Members emphasized the importance of strengthening awareness of King's distinct value proposition and ensuring that brand-building efforts remain aligned with enrolment objectives. Management noted that brand development and market research activities are ongoing and are being integrated into broader recruitment and student engagement initiatives.

- Members discussed the relationship between enrolment objectives, resource allocation, and the institution's financial recovery efforts. Management advised that enrolment performance, program demand, and resource requirements are being closely monitored to support informed decision-making and long-term sustainability.

The Chair thanked the presenters for their work, noted that the feedback received would inform further refinement of the Strategic Enrolment Management Plan, and looked forward to its return to the Board in the fall.

6. Students' Council Report

B. Lovie shared a final update from the outgoing KUCSC President, noting the conclusion of the student council term, successful executive staffing, and ongoing strategic planning and relationship-building activities. Braedan also shared his upcoming appointment as Policy and Governance Coordinator with the Western University Students' Council. The Chair thanked Braedan for his service and contributions to the Board.

7. Consent Agenda

- Minutes from Previous Meeting
- Audit and Risk Management Committee
- Executive Committee

Motion: To approve the consent agenda

Moved by: K. Deane, I. Niemi

CARRIED

8. Items Pulled from Consent

None.

Prior to moving in camera, the Chair invited non-voting Board members to the lounge to await the reception and classroom tour. The Chair then recognized members whose terms were concluding, thanked them for their service to the Board, and presented gifts in appreciation of their contributions. The Chair noted that arrangements would be made to recognize those unable to attending the meeting in person today (*).

- Father Gary
- Randolph Mank *
- Sam Mourad *
- Michaela Therrien *
- Braedan Lovie
- Amna Wasty *

At 6:52 p.m., all non-voting Board members and the Recording Secretary withdrew from the meeting, and the Voting Members, President, and University Secretary continued in camera.

9. In-Camera Session

10. Executive Session

11. Adjournment

On consensus, the meeting was adjourned.



Paul Tufts,
Chair



Paul Wilton,
University Secretary