



**BOARD OF DIRECTORS  
MINUTES OF SPECIAL BOARD MEETING  
NOVEMBER 5, 2025**

The meeting was held in the Student Life Centre, Room 119 and via Zoom.

<b>PRESENT:</b>	Voting Directors Nonie Brennan Sara De Candido Ken Deane Rev. Gary Ducharme Larry Frederick Dan Lang (Vice-Chair and Treasurer) Vince MacDonald Houssam (Sam) Mourad Ilona Niemi Michaela Therrien Paul Tufts (Chair)	Non-Voting Directors Braedan Lovie Jessica Matthys Jane Sanders Joseph Turnbull Robert Ventresca Paul Wilton (Secretary) <i>* non-voting</i>
<b>Regrets:</b>	Randolph Mank Jean-Pierre Morris Peter Wilkinson (Vice-Chair)	Chuck Scott Amna Wasty
<b>By Invitation:</b>	Michael Katzikowski, Executive Creative Director, Richmond Day Sandro Liburdi, President and Owner, Richmond Day Lorna Lewis, Account Manager, Richmond Day Adrien Pasta, Associate Creative Director, Richmond Day Karen Thomson, Chief Operating Officer, King's University College	
<b>Committee Resource</b>	Ann Hoffer	

## 1. Call to Order

At the request of the Chair, who was running a few minutes late, N. Brennan called the meeting to order at 4:35 p.m. on their behalf.

## 2. Brand Presentation

R. Ventresca, President (Interim), provided context for the Brand Presentation and then invited K. Thomson, Chief Operating Officer, to speak on the topic "Why Branding is So Important to King's." Karen explained that while the overall goal is to increase applications, the first priority is to build brand awareness.

K. Thomson then turned the floor over to M. Katzikowski, who introduced his colleagues from Richmond Day. The Richmond Day team outlined their role in translating King's brand vision into a compelling campaign. The presentation showcased a strategic and creative approach rooted in King's values of empathy, personal growth, and holistic education.

King's challenge is not reputation but low brand awareness—only 26% of domestic students recognize King's even when prompted. To address this, the campaign prioritizes emotional connection to build recall before introducing rational value propositions.

The strategic framework, grounded in the 2023 brand study, identified two key differentiators: King's highly personalized student experience and its holistic educational approach. The campaign invites students not just to choose a school, but to choose themselves—positioning King's as a place of personal discovery and purpose.

The creative concept, "Find Your Crown," reflects King's belief that students arrive searching for meaning and leave with confidence and direction. The campaign uses King's logo as a symbol of humility and service, and features "Crowning Moments"—portraits capturing transformative student experiences. Real King's students and alumni will be cast to ensure authentic representation and inclusivity.

The communications strategy follows a three-phase journey:

1. **Awareness** – Emotional messaging to build curiosity and recall.
2. **Consideration** – Highlighting King's personalized and holistic value propositions.
3. **Decision** – Driving action through program advertising, student stories, and the King's Promise.

The three strengths of this campaign platform include:

- Strong emotional and brand connection
- Flexibility across audiences and programs
- High performance in testing, with broad appeal

In the interest of time, K. Thomson proposed moving directly to questions, noting she would present the Creative Campaign Assessment research if time allowed.

Highlights of 20-minute discussion:

- A question was raised regarding the low brand awareness level of 26%, seeking clarification on whether this is primarily influenced by the messaging or the medium used.
- A member noted that the crown symbol could be interpreted as representing colonization and power. In response, K. Thomson explained that the crown is part of King's existing logo and brand. M. Katzikowski added that, within the broader creative context, the logo should be viewed separately from individual pieces, which collectively convey a humble tone and redefine the crown's meaning to represent growth rather than power. He noted that if concerns had arisen during market research, adjustments would have been made, and emphasized the importance of using the logo with pride.

- A member acknowledged the point about colonization but noted it was not their initial impression, observing that other major brands also use crown imagery. Drawing on their experience as a King's graduate, the member expressed strong support for the creative approach, describing it as positive, empowering, and innovative.
- A member expressed strong support for the campaign, noting their initial reaction was to the wording rather than the imagery, and emphasized the importance of confirming that any concerns stemmed from language, not visuals. K. Thomson referred to the "Campaign Scorecard" slide, highlighting that the combined negative response was only 2% (0% "disliked very much," 2% "disliked somewhat"), well below the 15% benchmark. In response to a question about feedback from Indigenous and Muslim partners, K. Thomson noted the research included 150 domestic and international participants, weighted toward Ontario.
- A member asked how respondents perceive King's federation with Western, noting that some find it unclear whether the affiliation is viewed positively or negatively. K. Thomson replied that while this question was addressed in the research (not shown on the current slide), findings indicate the importance of positioning King's as the primary focus, as prospective students drawn to Western would apply there directly.
- Members were reminded that the "King" in King's—and the crown symbol—represent Christ the King, emphasizing the importance of that context in interpretation.
- A member noted the May 2025 release of Suzy Welch's book *Becoming You*, based on her NYU Stern course on identifying personal values, and asked whether similar thinking has been considered or should be. K. Thomson responded that the campaign focuses on establishing King's position in the minds of prospective students, and that a book or class would not dominate this effort. Adrien noted that if another university ran a similar campaign, it could be a concern, while Sandro added that Western could not make the same claims.
- A member noted that while they initially shared concerns about the crown symbol being associated with monarchy or patriarchy, the current design—showing people holding hands to form a crown—emphasizes community.

*At 5:38 p.m. the guest presenters were excused from the meeting.*

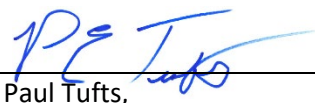
**Draft Motion: To approve the Brand Concept as presented**

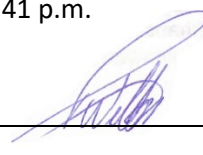
Moved by: N. Brennan, seconded by Fr G. Ducharme

**CARRIED (unanimous)**

### 3. Adjournment

Moved by N. Brennan, seconded by L. Frederick, to adjourned at 5:41 p.m.

  
Paul Tufts,  
Chair

  
Paul Wilton,  
University Secretary