



## BOARD OF GOVERNORS

**Approved Minutes of the Meeting (Open Session)  
held on Tuesday, November 22, 2016 at 3:00 p.m.  
University Hall, Macdonald Building**

**MEMBERS PRESENT:** Larry Stordy (Chair), Ian Bezanson, Joyce Carter, Cassandra Dorrington, Wadih Fares, Richard Florizone, Kati George-Jim, Elaine Gibson, Robert (Bob) Hanf, Kevin Hewitt, Laurie Jennings, Courtney Larkin, Audrey Palmeter, Sherry Porter, Kathleen Reid, Robert Richardson, Paula Simon, Bart Soroka, Candace Thomas, Michele Williams

**NON-MEMBERS PRESENT:** Peter Fardy (Vice-President Advancement), Carolyn Watters (Provost and Vice-President Academic), Susan Brousseau (University Secretary)

**REGRETS:** Sara Austin, Michelle Awad, Jody Forsyth, Anne McLellan, Gail Tomblin Murphy, Martha Crago (Vice-President Research), Ian Nason (Vice-President Finance and Administration)

**GUESTS:** Tracy Kitch (President & CEO, IWK Health Centre), Catherine Bagnell Styles (AVP Communications & Marketing), June Davidson (Project Manager, 200<sup>th</sup> Anniversary), Arig al Shaibah (Vice-Provost Student Affairs), Andrea Power (Associate Secretary, Senate), Laurene Rehman (DFA Observer)

### 1. Approval of Agenda

Moved by C. Dorrington, seconded by L. Jennings:

**THAT the agenda be approved as circulated.**

**CARRIED.**

### 2. Consent Agenda

There was a request to remove Item 2.2 from the consent agenda. The remaining item (Item 2.1 - Minutes of the Meeting of October 18, 2016), was approved by consent.

#### 2.2 Board Committee Terms of Reference

B. Soroka noted the importance of student representation for board committees and the fact that the DSU President had previously been a member of the Board Executive Committee. He queried whether there was an opportunity to have a further look at whether student members might serve on the following committees: Finance, Audit, Investment & Risk Committee; Executive Committee; and Governance and Human Resources Committee (G&HR). He noted that he recognizes that the last committee may be more problematic, given the human resources component of the G&HR mandate.

L. Stordy noted that the composition of the Executive Committee reflects the membership prescribed in the statutes and that committee chairs do have the ability to seek additional members if they feel that this is appropriate for their particular committee. The principle recommended by the governance consultant and G&HR is that Board members generally sit on one standing committee (excluding the Executive Committee), and that membership generally not reference particular constituencies. It is then the role of

G&HR to recommend members to sit on individual committees taking into account skills needs, interests and balance in membership among committees. He noted that this matter could be considered further by G&HR if the Board felt that this was desirable.

Following brief discussion, it was agreed that the terms of reference documents for the six standing committees should be presented for approval today, but that G&HR be asked to give further consideration to this issue before the next Board meeting in February 2017. Mr. Soroka indicated his agreement with this proposal. It was also proposed that G&HR give further consideration to the word “practical and advisable” in the Executive Committee Terms of Reference under “Duties and Responsibilities”. C. Thomas, Chair of G&HR, responded that this language was recommended by the consultant but that she was open to bringing this to the Committee when it next meets.

Moved by S. Porter, seconded by W. Fares:

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the Terms of Reference for each of the following Board standing committees: Academic and Student Affairs; Capital Projects and Facilities; Community Affairs; Executive; Finance, Audit, Investment and Risk; and Governance and Human Resources.**

**AND THAT the Terms of Reference for each Committee be effective as of the date of Board approval.**

**CARRIED.**

### **3. Business Arising from the Minutes**

There was no business noted.

### **4. Chair’s Report**

L. Stordy reported briefly on the recent meeting of the Board chair and vice-chair with the Senate officers and the President on November 1st. The group jointly received and discussed an update presentation on Strategic Priority 5.2 (“Foster a collegial culture grounded in diversity and inclusiveness”). As part of this progress report, the group was briefed on the project plan and goals for 5.2, the work to develop a diversity framework and strategy for Dalhousie, and also work on a University Indigenous Strategy. He noted that the Governance & HR Committee will also be receiving information on some of this work at their next meeting at the end of the month and he expects that some of this will also be presented to the full Board in the New Year.

Mr. Stordy also noted that he and University Secretary Susan Brousseau recently attended a Board Executive meeting for CUBA ( the Canadian University Boards Association), this past weekend, where they presented the final report on the successful national conference co-hosted by Dalhousie last April. Mr. Stordy noted several recent and exciting events and achievements within the Dalhousie community, including the announcement of Maike van Niekerk as Dalhousie’s 90<sup>th</sup> Rhodes Scholar. He also spoke to the recent, impressive contributions to the University for the IDEA project and the Ocean Frontier Institute. Lastly, Mr. Stordy reminded members of the joint reception for Board and Senate members immediately following the meeting.

### **5. President’s Report**

R. Florizone reported that it has been a very positive and successful semester to date and spoke to several highlights in his written report. He noted that great progress has been made in several areas, especially in fundraising, research, and work on student retention. Dr. Florizone also noted several

recent exciting announcements involving members of the Dalhousie community, including the appointment of Dr. Wanda Thomas Bernard to the Senate of Canada, and the naming of student Maïke van Niekerk as Dalhousie's 90<sup>th</sup> Rhodes Scholar. He introduced Dalhousie's new ombudsperson, Diane Hawco, and noted that her appointment is another step in Dalhousie's focus on being a more student-centred institution.

During questions following the report, K. Reid noted that the Dalhousie Census is a good way to receive input from staff and students, but she commented that perhaps there could be consideration of a wider range of options for students and others who don't identify with the diversity groups that are currently listed. R. Florizone agreed, noting that suggestions for how to improve on this are always welcome and he would be happy to receive these following the meeting. B. Soroka suggested that R. Florizone hold a "town hall" with students as a means of learning more about student issues and concerns. Dr. Florizone thanked him for this suggestion, noting that he is always interested in ways to connect with students.

C. Thomas noted that she attended the Discovery Centre Awards recently and was very impressed with the number of Dalhousie people honoured at this event. She noted that it would be useful for the Board to hear from time to time about what is happening in terms of research awards and recognitions in the other Faculties (in addition to the very successful research funding that Dalhousie has received in recent months).

## **6. Dalhousie Student Union President's Report**

K. Reid noted some highlights of her written report, including arrangements for 24-hour study space during the exam period, a workshop series offered through the DSU's Equity and Accessibility Office, and the expansion of the mandate and services of the Dalhousie Student Advocacy Service to include student code of conduct issues in addition to academic offences. Lastly, Ms. Reid reported that about 1000 students attended the National Student Day of Action march in Halifax on November 2nd. Ms. Reid also noted that she has joined the provincial Sexual Violence Prevention Committee; the Dean of the Law School, Camille Cameron, is also a member of the Committee.

E. Gibson and R. Florizone spoke to the success of recent Blanket Exercise sessions that were offered to first-year law students and to Senate members as a means of raising awareness around aboriginal history through experiential learning. E. Gibson noted that it would be excellent to see this expanded to a larger number of students. It was also noted that this is something that perhaps the Board could consider participating in at some future time.

## **7. Items for Decision**

### **7.1 SIF: IDEA Project – Clean Tech Hub (F and P Buildings) – Board 2 Approval**

W. Fares introduced the item, highlighting the information circulated to members in the meeting package. He noted that the Clean Tech Hub project is time sensitive as a result of the timelines imposed under the SIF program funding requirements. Questions following the introduction focused on plans to deal with scheduling issues if the April 2018 completion date becomes a concern and whether there is provision for any contingency funding. Mr. Fares and R. Florizone agreed that the SIF program timeline does create a certain element of risk; however the management team has spent time on this issue and is comfortable and confident with the planning around meeting the deadlines established. It was also noted that other universities across Canada who are funded under SIF are facing similar risks and there is some discussion of this at the national level. Further questions focused on LEED certification and sustainable buildings. Mr. Fares responded that the goal at Dalhousie is for all new buildings to meet LEED Gold standard.

Moved by W. Fares, seconded by A. Palmeter:

**THAT the Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, provide Board 2 Approval to proceed with the Implementation of the Clean Tech Hub Project with a budget not to exceed \$16.65M.**

**CARRIED.**

## **7.2 Facilities Renewal Preliminary Budget 2017-18 [Strategic Priorities 5.5 & 5.6]**

W. Fares briefly reviewed the Facilities Renewal Budget information as circulated, noting that this motion is presented to the Board annually. There were no questions.

Moved by A. Palmeter, seconded by B. Soroka:

**THAT the Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, approve funding not to exceed \$1 million for preliminary design and procurement work prior to the commencement of the fiscal year 2017-18 and approve the expenditure in fiscal year 2017-18 of the remaining funds for the included list of proposed Facilities Renewal projects greater than \$250K in estimated cost.**

**CARRIED.**

## **8. Items for Information**

### **8.1 Building an Innovation Ecosystem: Lessons from MIT**

R. Florizone introduced Tracy Kitch, President and CEO of the IWK Health Centre. Together, they presented on Dalhousie's experience with MIT's Regional Entrepreneurship Acceleration Program (REAP) and on building an innovation ecosystem for Dalhousie and local communities. R. Florizone noted that it was encouraging that the Dalhousie team came away from the experience feeling very much that it is on the right track. In discussing the five "lens" that drive REAP, Dr. Florizone noted that the downside is that this has meant a lack of diversity on Dalhousie's team. Going forward, there will be the option to rotate other participants in to the team if they meet the categories prescribed by the program. As well, in terms of implementation, he noted that there is absolutely a need to connect with diverse communities. With respect to next steps, Dr. Florizone reported that planning is underway to have MIT faculty from the REAP program come to Halifax to engage in public lectures and/or other activities. Additionally, the team from Iceland has expressed interest in coming to Halifax for a visit to see first-hand what is happening here. He noted too that REAP appears to be a good "fit" with where the federal government appears to be going in terms of an "innovation" budget in 2017.

T Kitch congratulated Dalhousie on the announcement of its 90<sup>th</sup> Rhodes Scholar and the fact that this is recognition of a student who has the potential to become a world leader. She noted that this is an excellent representation of why the Nova Scotia REAP team sees value in the REAP program; this province and region need these kinds of environments to foster student innovation and creativity. Ms. Kitch noted that the IWK is thrilled to be involved as innovation is also relevant to the life sciences and the health care system. She spoke to the "homework" that the local team must complete over the next six months. Ms. Kitch noted that while the core team is not inclusive as the team would like, the success will be in how the partners move forward to implementation, where there will be opportunities for more meaningful attention to diversity and stakeholder engagement.

Board members commented that the presentation was both inspiring and exciting. Members also noted their agreement that there is a need to ensure diversity and inclusiveness moving forward. Student members noted the need to communicate with students so that they understand the program and what it is all about. Dr. Florizone agreed that this is important and noted that he would not be involved in this initiative if he did not believe it will benefit students.

Other questions focused on the commitment of the province to this work and how various Faculties/units of the University will be involved. In response to the latter issue, C. Watters spoke to various initiatives around entrepreneurship and innovation that are in progress across the campus, including a number of new programs and certificates. Both she and Dr. Florizone noted that this venture will only be successful if the University can engage students; suggestions for a framework to encourage this engagement would be very welcome. Ms. Kitch noted that as the Nova Scotia MIT-REAP team builds out its stakeholder groups for consultation, students have been identified as a key constituency, but suggestions for identifying specific groups would certainly be helpful.

### **8.2 Dalhousie's 200<sup>th</sup> Anniversary – Update**

S. Porter reported that the Community Affairs Committee received this presentation at its first meeting and members were excited by it. She also noted that several Board members are members of the Advisory Committee for the 200<sup>th</sup> Anniversary, including Kevin Hewitt, Courtney Larkin, Kathleen Reid, and Gail Tomblin Murphy.

C. Bagnell-Styles and J. Davidson presented on plans for Dalhousie's 200<sup>th</sup> Anniversary. Following the presentation, members congratulated Ms. Bagnell Styles and Ms. Davidson on the work to date and the breadth and diversity of activities and events that are planned.

### **8.3 Student Affairs Strategy and Model**

A. al Shaibah presented on the student affairs strategy and model. L. Stordy and R. Hanf, Chair of the Academic & Student Affairs Committee, thanked her for the excellent work on this issue. Mr. Hanf noted that the data that is being collected is so important to being able to drill down on these issues.

K. Reid commented on the proposed SEM Framework, suggesting that it would be useful for both the Steering Committee and the operational teams to include consultation with some student societies; she noted in particular that it would be useful to include the VP Academics for the Faculty student societies. K. George-Jim noted her experience with respect to out-of-province students and commented that she is excited with the direction of this initiative. She noted that she believes that Dalhousie already has a number of these resources and services, but these need to be better coordinated. She supported the suggestion to use students in the Faculties and on Faculty societies to inform these issues. B. Soroka noted that students in different Faculties and programs often have different experiences (for example, undergraduate/ graduate/professional) and so various perspectives would be useful. He also offered that representation on the steering committee from a student who is not involved in student government would offer a different student perspective. Dr. al Shaibah spoke to the importance of outreach to students in multiple ways and at multiple times.

R. Florizone thanked Dr. al Shaibah as well, noting that he values the holistic, data-driven and principled approach of this project. Good data assists in identifying the highest risks and priorities, and in then defining pilot projects aimed at targeted groups. These initiatives then provide opportunities to seek donor support for these programs.

#### **8.4 Board Standing Committee Reports**

W. Fares, Chair of the Capital Projects and Facilities Committee, offered some highlights from the recent capital projects report, noting that all projects are proceeding well. A. Palmeto, Chair of the Finance, Audit, Investment & Risk Committee, noted the incredible performance of funds over the last four years – over a 10% annualized rate of return.

There were no questions for the committee chairs.

#### **9. In Camera Session**

The Board moved to an *in camera* session.

#### **10. Adjournment**

The meeting adjourned at 6:00 p.m.