

**SENATE**  
**APPROVED Minutes of the Meeting held on**  
**Monday, February 27, 2017**  
**3:00pm – 5:00pm**  
**Theatre A, Sir Charles Tupper Medical Building, Carleton Campus, Halifax**

The Senate met in regular session on Monday, February 27, 2017 in Theatre A, Sir Charles Tupper Medical Building.

**Present** with Kevin Hewitt in the chair were the following: A. Abawajy, N. Ali, F. Baylis, P. Bodorik, D. Bourne-Tyson, C. Brown, C. Cameron, R. Chang, J. Chen, A. Cochrane, M. Crago, L. Diepeveen, J. Erdman, S. Faridi, R. Florizone, J. Gahagan, R. Goodday, J. Grant, K. Harman, S. Holmes, J. Hughes, E. Johnson, K. Kesselring, S. Kirk, Y. Kotlyarova, S. Kuzak, D. Langille, E. Leach, Y. Ma, Corinne MacDonald, M. Macdonald, L. Meynell, C. Moore, R. Mopoho, M. Pacurar, R. Parker, D. Patterson, K. Reid, C. Richardson, L. Spiteri, T. Tennessen, G. Wang-Pruski, C. Watters, J. White

**Regrets:** A. Aiken, D. Anderson, M. Aston, T. Boran, S. Charlebois, C. Dielman, D. Doman, N. Gear, D. Gray, L. Hackett, F. Harvey, J. Hoyle, W. Lahey, J. Leon, M. Leonard, T. MacRae, C. Macy, A. Rau-Chaplin, N. Savage, A. Stadnyk, P. Tyedmers, G. Wach, D. White

**Absent:** G.A. Finley, M. Ghasemi, M. Khan, Ch. Macdonald, P. McMullin, K. Mukhida, A. Quraishi

**Guests:** Susan Brousseau (Secretary of Senate), Keltie Jones, Daniela Loggia (Student Minute Taker), Ian Nason, Andrea Power (Recording Secretary)

**2017:24**

**Approval of Agenda**

Senator Meynell **MOVED**, seconded by Senator Brown:

**THAT** a representative from the Dalhousie Faculty Association (DFA) speak for 5-10 minutes immediately after the presentation of the Budget Advisory Committee Preliminary Operating Budget Plan for 2017-18.

In discussing the motion, it was noted that the views of the DFA were important to a fulsome discussion of this issue and that a representative of the DFA had originally been scheduled to speak at this meeting. However, the agenda had been amended to allow for Senators to have a fulsome discussion of the budget advisory committee report as there would be insufficient time for both items at this meeting. Instead time at another meeting will be allotted to allow for a complete discussion of the budget in general with the DFA contributing. This had been communicated to the DFA, who did not object.

The motion was **DEFEATED**.

The agenda was **adopted** as circulated.

**2017:25**

**Consent Agenda**

**Approval of Draft Minutes of January 23, 2017 Senate Meeting**

**THAT** Senate approve the draft minutes of the January 23, 2016 Senate meeting.

**APPROVED** by CONSENT.

**2017:26**

**Matters Arising from the January 23, 2017 Senate Meeting Minutes**

There were no matters arising.

**2017:27**

**Steps to Make Diversity and Inclusion a Reality**

Keltie Jones, Assistant Dean, Students and Academic Administration, Faculty of Agriculture, reported on steps being taken at the Agricultural Campus in relation to physical and visual spaces reflecting a more inclusive campus. Ms. Jones also spoke to new actions taken to support Aboriginal students, women, international students, LGBTQ students, and the African Nova Scotian community, including hanging visual images representative of the campus community, the addition of the Mik'maq name of River Rd to SPU AWTL. Next steps will include formal engagement with the African Nova Scotian Community. It was noted by Senate that this presentation reflected the importance of belonging, and identified lessons learned from the Dentistry issue.

**2017:28**

**IN CAMERA: Senate Honorary Degree Nominations**

Senator Hewitt announced that the Senate session would go *in camera*, and asked that all non-Senators leave the meeting. When Senate returned to open session, Senator Hewitt announced that the slate of Honorary Degree nominations had been approved. Senate then moved into an open session.

**2017:29**

**Budget Advisory Committee Preliminary Operating Budget Plan for 2017-18**

Senator Watters, Chair of the Budget Advisory Committee (BAC), presented on the Preliminary Operating Budget Plan for 2017-18. She spoke to the strategy being used for BAC, which implements earlier consultation and more extensive feedback that will lead to a revised plan in April and a full budget for the Board of Governors in June. BAC budget plans will also be created with a multi-year lens in order to address outcomes over a three year window. Ian Nason, Vice-President of Finance and Administration, addressed questions on the BAC plan along with Senator Watters. In discussion of the plan, the following was discussed:

- There is a current focus on increasing financial aid instead of on lowering tuition increases. This is to ensure that students who need the most financial help are prioritized. However, it was noted that students in general are distressed by a continuous 3% increase in tuition. A longer term model for the decreased use of the 3% cap hasn't been approached, but it may be possible in the future.
- Senator Baylis presented a series of questions (appended) with a request to discuss one of the questions at the meeting today, with the balance to be discussed at future meetings of Senate.
- It was clarified that the difference between cuts at the Faculty level and increased faculty costs is roughly 1%. It was noted that the increase in total expenditures contemplates a provision for compensation adjustment next year. Although these cuts will not disappear completely over time, it was noted that using a three-year lens allows for long-term, sustainable planning.
- Regarding the inclusion of faculty renewal as a priority, it was noted that the issue is included under the broader priority of support for teaching and learning. It was also noted that, although the BAC cannot make recommendations regarding specific numbers of faculty members, it can recommend that more money be left in Faculties so that deans can address the issue.
- It was noted that the intention of increasing the budget for infrastructure is to mitigate the risk of failure, which, if significant, would result in the use of funding from a one-time contingency source.
- The percentage of the budget dedicated to academics has decreased over the past ten or so years and is now stable. The budget distribution has been brought in line with comparator universities, and areas such as student supports have increased significantly. It was also noted that faculty renewal is determined by the number of faculty members as well as by the number of students. There has been an increase in the

recruiting in order to allow for a growth in enrollment. Increased spending regarding environment, health, and safety has also increased in recent years in response to r changing legislative standards.

- Regarding the amount of the 'internal transfer' for the current year that amount is not yet known.
- University contributions to the pension fund are at 20%. Employees are responsible for 8%, and the University operating budget is responsible for 12%. A pension valuation is due no later than March 31<sup>st</sup>, 2017, and more information will be available as the year progresses.
- Questions were raised regarding the accuracy of ERBA data. This data can be examined more carefully. It was noted that enrollment in the Faculty of Law, for example, are steady, whereas enrollment in the Faculty of Arts and Social Sciences tends to undulate.
- It was requested that information be made available regarding student-faculty ratios for each Faculty, along with the cost per student over time for each Faculty. It was agreed that this information can be included in the report.
- The issue of increases in inter-fund transfers between operating and capital funds was raised. It was questioned as to how these increases fulfilled the University's mission regarding teaching, learning, and research. It was noted that a major element of these funds was money set aside for facilities renewal and teaching equipment. Also, Nova Scotia is the only province (if not one of two) where deferred maintenance funding is not provided in significant funds, whereas other provinces provide large endowments for maintenance. It was also noted that new buildings mainly use external funding.
- The importance of increasing revenue was highlighted, especially with regards to program innovation. It was noted that program innovation falls within the central responsibility of the Senate.
- Senators were encouraged to attend the BAC town hall meetings.

## **2017:30**

### **Reports**

#### Chair of Senate's Report

Senator Moore **MOVED**, seconded by Senator Harman:

**THAT** the Senate offer congratulations to Dr. Jeff Dahn, Department of Physics and Atmospheric Science, on receiving the 2017 Gerhard Herzberg Canada Gold Medal from the Natural Sciences and Engineering Research Council (NSERC) of Canada.

The motion **CARRIED**.

Senator Hewitt additionally noted the following:

- The second joint meeting of the Senate and Board of Governors regarding technology enabled teaching and learning will occur on April 18, 2017.
- Senator Hewitt has met on a regular basis with stakeholders across campus (including the Board, the Provost Committee, Dean's Council, and the DFA). This semester, he will visit as many Faculty Council meetings as possible, as well as meet with the DSU.
- Senator Hewitt reviewed highlights of the mid-year Feedback Survey from December 2016.
- The University Inter-fund presentation and the DFA presentation will hopefully be scheduled during that month, but they will not be scheduled during a regular Senate meeting time to allow for sufficient time for discussion.

#### Provost's Report

Senator Watters reported the following:

- As a result of the IT infrastructure event that occurred in December 2016, a centralized support centre is being planned to be implemented by April 2017. There will no longer be a ticket system, and support will be standardized.

- In response to the US travel ban, the Student Affairs Office's first concern was for stranded students and students who were unsure about their status. Collaborating with other Canadian universities, Dalhousie engaged in a lobbying effort for students with valid US visas to be accepted by Global Affairs Canada. 155 students and 35 staff members at Dalhousie were affected by the ban. More activity in this area is expected upon the release of the revised ban.
- The search for the next Dean of Dentistry is currently in progress.
- Novell is being removed by the end of March 2017.
- Lots of work is being done regarding recruitment in FASS. A small decline in enrollment is expected in FASS, but overall enrollment at Dalhousie is predicted to remain steady.

#### Questions for Reports

Senator Kirk thanked the University for its leadership during the US travel ban and noted that Dalhousie would be a welcoming place for students whose studies in the US may be affected.

#### **2017:31**

##### **Question Period**

There were no questions.

#### **2017:32**

##### **Other Business**

There was no other business.

#### **2017:33**

##### **Adjournment**

The meeting adjourned at 5:00 p.m.

## **BAC Report Questions presented by Senator Baylis**

1. P. 4 The #1 priority identified by faculty is "faculty renewal/teaching support". This is not listed among the BAC selected priorities which have been listed as "student assistance, facilities improvement, technology infrastructure, strategic initiatives". How were these priorities chosen and on what basis? For years I, and other faculty, keep listing faculty renewal as a priority, and it never makes it on the list. What do faculty need to do to get this on the priority list?
2. P.10 The categories "Academic, Service & Support and Administration" may be clearly defined by CAUBO (Canadian Association of University Business Officers), but the definitions are not transparent to me (us) and transparency is one of the stated goals for the BAC process. Can the terms be clearly defined, especially as the CAUBO definitions may not map on to intuitive understandings of these terms. For many "academic" refers to academics (i.e., faculty) and yet this category seems to mean "in faculties" and so includes lots of administration (CLERKS and ADMs of various levels). Can the information be "reframed" for our purposes so that we know what is spent on faculty (salaries) and what is spent on administration and administrative support (regardless of location in faculties or upper campus)?
3. P.11 The experience of many is that ERBA does not so much provide "an incentive for Faculties to increase student recruitment and retention", rather it provides an incentive for Faculties to teach courses "in-house" instead of having students take courses offered in Departments (Faculties) that have the relevant expertise. This has a distinct impact on FASS. If one had a different understanding of the impact of ERBA, one might have a different perspective on how to address this issue. How might this alternative understanding of the impact of ERBA affect budgeting decisions?
4. P.17 "Recommendation: A 1.9% reduction be applied to all Faculties and service units for 2017-2018" Every year since I have been on Senate there have been across the board cuts. Every year the percentage changes, but not the strategy. Why is this a continued practice when it is well recognized that some units can better work with a 1.9% cut than others?
5. P. 38 Apparently there are 100 faculty over the age of 65. Has any thought been given to offering incentives to retire and how this would affect the budgeting?
6. P. 38 The number of faculty keeps changing. The first graph says there are 926 faculty in 2016. The last graph on this same page (on academic appointment types) has a total of 1010 tenure track-career stream. The "Dalhousie by the numbers" document in the Senate package says there are 1002 faculty. How many faculty are there? Can we work with one number per academic year?
7. Using data from the Dalhousie analytics page, undergraduate enrolment since 2008 is up 26%. Given this % increase in the number of students and the % increase in tuition fees over this same time frame, can you explain where is the "new" money going? Is this going to Admin? to IT? to campus renewal?
8. What is the net inter-fund transfer between the operating and capital budgets expected to be this year?