



BOARD OF GOVERNORS

**Approved Minutes of the Meeting (Open Session) held on
Monday, April 16, 2018, 3:00 p.m.
University Hall, Macdonald Building**

MEMBERS PRESENT:

Lawrence (Larry) Stordy (Chair), Amina Abawajy, Eleanor Bernard, Ian Bezanson, Cassandra Dorrington, Richard Florizone, Kati George-Jim, Elaine Gibson, Bob Hanf, Kevin Hewitt, Laurie Jennings, Brian Johnston, Anne McLellan, Robert Richardson, Jeremy Ryant, Paula Simon, Candace Thomas, Gail Tomblin Murphy.

NON-MEMBERS PRESENT:

Peter Fardy (Vice-President Advancement), Ian Nason (Vice-President Finance and Administration), Carolyn Watters (Provost and Vice-President Academic), Martha Casey (Chief of Staff and Executive Director, President's Office), Cheryl MacDonald (Board Governance Assistant).

REGRETS: Joyce Carter, Brenda Hogan, Iain Klugman, Aubrey Palmetter, Sherry Porter, Michele Williams, Susan Brousseau (University Secretary)

GUESTS: Heather Doyle (Senior Advisor on Retention and Director, Student Academic Success), Matt Hebb (AVP Government Relations & Economic Development), Darren Abramson (DFA President)

1. Approval of Agenda

The agenda was adopted as presented.

2. Student Retention – Fundraising Model

C. Watters and P. Fardy presented on progress in improving Dalhousie University's student enrolment and retention, a key priority for the University under Strategic Directions 2014-2018. The starting point for this initiative was that retention rates at Dalhousie University were lower than the average of its U15 peers (80.9% compared to 87%). The analysis of this issue (under Strategic Priority 1.1) included an examination of what other universities were doing to sustain and improve student retention. Additionally, factors that appeared to correlate with retention and their intersectionality were analyzed, as were best practices to address each factor.

P. Fardy spoke to the relationship between the Provost and Vice-President's Office and the Office of Student Affairs. These teams collaborated throughout the entire process. As such, by the time donors were engaged in support of retention initiatives, the issues and their alignment with institutional strategy were well understood. The concept of retention was attractive to donors and a discussion paper helped to inform them of the issues. Targeted solutions that aligned with each donor's mandate were then proposed. Reporting back to donors with hard data was very powerful from a fundraising standpoint. This initiative was an example of tackling challenges with a data-driven approach and suggests that this methodology can be applied to other challenges.

Following the presentation, questions and comments focused on retention strategies for students who complete a first degree at Dalhousie University and choose to move away for a second degree; and the need for individualized retention strategies, particularly in light of barriers that may be faced by Indigenous and African Nova Scotian students specifically, that were not highlighted in the data sets. The presenters responded that there is still work to be done, but one of the underlying principles of the initiative is that interventions should be tailored to meet diverse student needs.

3. Consent Agenda

The Chair noted that Motion 3 under Item 3.2 would be subject to the formal ratification of the nominations by the Dalhousie Student Union; this ratification was anticipated to happen prior to this meeting, but will now not occur until after the meeting today.

All items on the Consent Agenda were approved by Consent.

3.1 Approval of Minutes of Meeting of February 13, 2018

THAT the Board of Governors approve the minutes of the meeting of February 13, 2018.

Approved by CONSENT.

3.2 Board of Governors Appointments 2018-19

Motion 1:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the nominations of Cassandra Dorrington, Sherry Porter and Michele Williams for recommendation to the Governor in Council for reappointment to the Board of Governors of Dalhousie University for a three-year term from July 1, 2018 to June 30, 2021.

Approved by CONSENT.

Motion 2:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the reappointment of Paula Simon to the Board of Governors of Dalhousie University for a three-year term from July 1, 2018 to June 30, 2021.

Approved by CONSENT.

Motion 3:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Aaron Prosper as a student Board member on the Board of Governors of Dalhousie University for a one-year term from May 1, 2018 to April 30, 2019, and the appointment of Kathleen Olds as a student Board member on the Board of Governors of Dalhousie University for a two-year term from May 1, 2018 to April 30, 2020.

Approved by CONSENT.

Motion 4:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Dr. Carolan McLarney as a faculty Board member to the Board of Governors of Dalhousie University for a three-year term from July 1, 2018 to June 30, 2021.

Approved by CONSENT.

3.3 Search Committee – Provost & VP Academic

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Candace Thomas as the Board representative on the search committee for the Provost and Vice-President Academic effective immediately.

Approved by CONSENT.

3.4 Interim Spending Authority

THAT in order to allow the continued operation of the University until such time as the 2018-19 operating budget is given financial approval, it is recommended that the Board of Governors authorize expenditures of up to 25% of the 2017-18 approved operating budget amounts. The President or his designate, in consultation with the Executive Committee of the Board, is authorized to approve expenditures in excess of 25% in special cases to permit orderly management of the University.

Approved by CONSENT.

3.5 Seismic Station Land Lease

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee approve a land lease with Natural Resources Canada, governing the continued use of seismic station on University property.

Approved by CONSENT.

3.6 Matters from Senate

3.6.1 Name Change: School of Human Communication Disorders

THAT the Board of Governors approve the name change for the School of Human Communication Disorders to the School of Communication and Sciences and Disorders, effective immediately.

Approved by CONSENT.

4. Business Arising from the Minutes

There was no business noted.

5. Chair's Report

L. Stordy welcomed incoming Board members Kathleen Olds and Aaron Prosper who will commence their terms on the Board on May 1st. He congratulated the five students who received this year's Governors Awards at the Student Impact Awards ceremony on March 22nd: Yaser Alkayale, Leah Carrier, Jeremy Stroud, Martha Paynter and Jad Sinno. These awards are the university's top award for student life, presented annually to recognize exceptional contributions or leadership in the extracurricular realm in such areas as building community on campus, service in the broader community, and improving diversity and inclusion.

L. Stordy also congratulated student Board member J. Ryant on being selected as an advocate for the Smith Shield Moot next year; the Smith Shield is a very prestigious competition where four of the law school's best mooters make their arguments before a distinguished panel of judges. L. Stordy also noted the 16 upcoming spring convocation ceremonies between May 11th and June 2nd and encouraged Board members to attend one or more of the events. He also spoke briefly to his attendance at the recent annual conference of the Canadian University Boards Association (CUBA) in Victoria, B.C.

Lastly, L. Stordy referred Board members to the Report of the Executive Committee in the meeting materials and the motion approved on behalf of the Board, effective March 1, 2018. The motion is as follows:

THAT the Board Executive Committee, on behalf of the Board of Governors, ratify and approve the collective agreement with the Dalhousie Faculty Association for the three-year period from July 1, 2017 to June 30, 2020.

At the conclusion of his report, L. Stordy, on behalf of the Board, thanked A. Abawajy and K. George-Jim for their service to the Board.

6. President's Report

R. Florizone spoke to various highlights in his written report, noting particularly progress and achievements under the four "Rs" of Strategic Directions: Retention, Research, Returns to Society and Respect. Dr. Florizone also reported on planning and preparations that have begun for renewing Dalhousie's next strategic planning cycle while still maintaining momentum in the final year of the current strategic plan. He reviewed the proposed planning timeline, noting that a draft document is planned for the spring of 2019.

Following his report, Dr. Florizone responded to questions on the development of an internationalization strategy; current search processes for senior administrative positions, including the Provost; a recent meeting with the Premier of Nova Scotia; and progress on finalizing an appointment to the James R. Johnston Chair in Black Canadian Studies.

7. Dalhousie Student Union President's Report

A. Abawajy thanked all Board members and acknowledged the opportunities and challenges that came with her current role on the Board. Students who attended this Board meeting in different capacities were also acknowledged. The Board was reminded of the impact of its decisions on students. Specifically, A. Abawajy stated that year after year, students are asked to pay more for less.

A. Abawajy emphasized the need for an additional student representative on the Budget Advisory Committee (BAC) and spoke to the concerns of students on how they are informed about budget

increases. The current process, whereby students are informed later in the academic term, can create challenges for a student's financial management. A. Abawajy also reported that the DSU is currently developing a consultation policy and that this work is about having students involved in governance at Dalhousie University. She encouraged the Board to also develop a policy on consultation. In response to questions about improvements that would come with a consultation policy, she noted that it would provide a standardized framework that is university wide. Currently, consultation happens on an ad hoc basis.

On the conclusion of her report, A. Abawajy was thanked for her service on the Board.

8. Items for Discussion

8.1 Budget Advisory Committee Final Report LVI

C. Watters provided highlights from the BAC's Final Report LVI, including an overview of the community and stakeholder consultation undertaken and the development process for the 2018-19 operating budget plan. She noted that over 1600+ students, faculty, and staff provided input through surveys, town halls, and feedback sessions. The overall use of operating budget funds was further compared to Dalhousie University's U15 peers. Over 90% of the University's revenue comes from two sources: (1) government grants, and (2) tuition. Almost 74% of expenditures are on faculty and staff compensation, and this is to be expected as universities are a people-oriented enterprise. The bottom line is that while expenditure pressures increase, the revenue sources are not keeping pace. The BAC priority expenditure recommendations were also reviewed, including support for international students, financial aid for students in need, classroom renovations and study space, technology, facilities renewal, and the strategic initiative fund.

Following her report, Dr. Watters responded to questions on the number of students requiring financial aid, noting that roughly 60% of Dalhousie University students receive some type of financial support. Reference was also made to the ongoing work of the Board's ad hoc Financial Planning Committee; a report from the Committee is expected next year and the recommendations included may inform or provide an approach to future budget planning exercises.

9. Items for Decision

9.1 . Finance, Audit, Investment & Risk Committee: 2018-2019 Student Fee Proposal

I. Nason provided introductory comments on behalf of the Chair of the Finance, Audit, Investment and Risk Committee (FAIR). He noted that the motions presented are consistent with the recommendations in the BAC Final Report LVI.

9.1.1 Tuition and Facilities Renewal Fees

L. Stordy moved (on behalf of the Chair of FAIR), seconded by R. Richardson:

Motion 1:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment & Risk Committee, approve the 2018-19 tuition fees as presented in the attached tuition fee schedule including:

- a) A 3% general tuition fee increase applied to tuition fees for all programs and the international differential fee effective April 2018.**

CARRIED.

It was queried whether BAC could implement a process to educate students more clearly about how their fees are used. It was also noted that each Dean has a list of dedicated funds and has a responsibility to consult with students on the use of these.

Motion 2:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment & Risk Committee, approve a 3% increase in the auxiliary fee for facilities renewal to \$92.20 per term for full-time and \$30.65 for part-time students effective April 2018.

CARRIED.

9.1.2 Auxiliary Fees

I. Nason noted that auxiliary fees are fees levied by faculties and departments in addition to tuition to cover specific additional costs pertaining to certain courses or programs.

L. Stordy moved (on behalf of the Chair of FAIR), seconded by R. Richardson:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the Auxiliary fee changes for 2018-19 as presented.

CARRIED.

(Eleanor Bernard abstained)

9.1.3 Student Services Fees

L. Stordy moved (on behalf of the Chair of FAIR), seconded by R. Richardson:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2018-19 Student Service fees as follows:

The Student Service fee for all Halifax campus students be increased by:

- **\$4.75 per term for a full-time student,**
- **\$3.15 for a full-time summer student, and**
- **\$1.30 for part-time students in the fall, winter and summer terms.**

The Student Service fee for professional faculties on the Halifax campus be increased by \$9.40 per 8-month period for full-time students in Medicine and Dentistry.

The Student Service fee for the Truro campus students be increased by:

- **\$4.30 per term for a full-time student,**
- **\$2.70 for a full-time summer student, and**
- **\$0.85 for part-time students in fall, winter and summer terms.**

CARRIED.

9.1.4 Residence and Food Services Fee

Residence and apartment rates and meal plan rates are proposed to increase for 2018-2019 as set out in the attached schedule provided in the materials for Board members.

R. Richardson moved, seconded by J. Ryant:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2018-19 residence room and meal plan rate schedule as presented.

CARRIED.

9.1.5 Student Referendum Fee Proposals

In accordance with the referendums held by the Dalhousie Student Union, fee increases are support by Dalhousie Pharmacy students and Dalhousie Commerce students.

A. Abawajy moved, seconded by J. Ryant:

Motion 1:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment & Risk Committee, approve the increase to the Dalhousie Pharmacy fee of \$3.00 per full-time student, per Fall and Winter semester (to a total of \$23.50 per Fall and Winter semester) on the Halifax campus.

CARRIED.

Moved by A. Abawajy, seconded by K. George-Jim:

Motion 2:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment & Risk Committee, approve the increase to the Dalhousie Commerce Society fee of \$5.00 per full-time student per semester (to a total of \$22.00 per semester) on the Halifax campus.

CARRIED.

9.1.6 Halifax Transit U-Pass Fee Increase

Moved by R. Richardson, seconded by E. Gibson:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2018-19 U-Pass fee of \$157.00 for full-time (fall/winter) students (pro-rated to \$78.50 for the winter and summer terms), effective for the Fall term 2018.

CARRIED.

10. Items for Information

10.1 The Ocean Supercluster – Update

M. Hebb, AVP Government Relations & Economic Development, presented on the Ocean Supercluster, noting that this very significant endeavour was catalyzed by Dalhousie University and involves collaboration with, and support from, both industry and government. It creates a common platform for research and development and supports innovation and technology solutions. Mr. Hebb spoke to the opportunities to introduce innovation and reduce barriers, and the way in which the Ocean Supercluster can enhance Dalhousie University's social impact in the region, the country and internationally.

10.2 Board Standing Committee Reports

The Chair noted that committee reports are included in the meeting materials. There were no questions on the reports.

11. *In Camera* Session

The Board moved to an *in camera* session.

12. Adjournment

The meeting was adjourned at 6:20 p.m.