



**SENATE**  
**APPROVED Minutes of the Meeting held on**  
**Monday, March 12, 2018**  
**3:00pm – 5:00pm**  
**Theatre A, Sir Charles Tupper Medical Building, Carleton Campus, Halifax**

The Senate met in regular session on Monday, March 12, 2018 in Theatre A, Sir Charles Tupper Medical Building.

**Present:** with Kevin Hewitt in the chair were the following: **Present:** with Kevin Hewitt in the chair were the following: A. Abawajy, M. Aston, R. Agu, J. Blustein, V. Bhargava, D. Bourne-Tyson, C. Brown, S. Charlebois, C. Cameron, A. Cochrane, R. Croll, L. Diepeveen, T. Duck, S. Faridi, R. Florizone, B. Foster, J. Gantar, R. Goodday, D. Grujic, A. Habib, L. Hackett, J. Hall, A. Hayden, J. Hoyle, D. Kelley, Masuma Khan, M. Leonard, L. Macdonald, C. Macy, C. Moore, R. Mopoho, N. Nadeem, M. Numer, T. Packer, J. Penney, A. Prosper, C. Richardson, K. Sherren, L. Spiteri, J. Stamp, F. Taheri, G. Wang-Pruski, C. Watters

**Regrets:** N. Ali, A. Aiken, D. Anderson S. Chowdhury, T. Cyrus, B. Davis, M. Denike, G.A. Finley, L. Goldberg, J. Graham, S. Holmes, C. Macdonald, B. Merritt, S. Ponomarenko, A. Rau-Chaplin, S. Somogyi, A. Steenbeek, E. Welsh, D. White, H. Xu

**Absent:** K. Dakin-Hache, C. Dieleman, N. Gear, M. Ghasemi Ghodrat, D. Gray, C. Helland, E. Johnson, Muhammad Khan, S. Kuzak, W. Lahey, J. Leon, R. Parker

**Guests:** Susan Brousseau (Secretary of Senate), Bayo Majekolagbe (Student Minute Taker), Ian Nason (Vice-Present, Finance & Administration), Sundari Pashupathi (Acting Recording Secretary), Andrea Power (Recording Secretary), , Mike Smit (Member, Senate Work Group and Associate Professor & Acting Associate Dean (Research), Faculty of Management).

**2018:36**

**Approval of Agenda**

The January 8, 2017 agenda was **approved** as circulated with the exclusion of item 8.2 at the request of the president of the DSU.

**2018:37**

**Consent Agenda**

Senate Nominating Committee: Senate Standing Committee Nominations

**APPROVED by consent.**

**2018:38**

**Matters Arising from the February 26, 2018 Senate Meeting Minutes**

There were no matters arising.

**2018:39**

**Steps to Make Diversity and Inclusion a Reality: Enhancing Access with Lecture Recording: Reaching More Students More Often**

Jennifer Stamp of the Department of Psychology spoke on the subject of enhancing access through lecture recording. This entails visual recording during face to face lecture. And while it might not be appropriate for all classes, it is apt for traditional lecture sessions, especially large classes. Making reference to students' reviews, she listed the advantages of lecture recording as including: helping to breach the communication barrier for foreign students, assists students with disabilities, useful to students who are unable to make it to class due to parenting responsibility, financial challenges, work schedules, family emergency etc. Contrary to criticisms that such initiative encourages 'spoon feeding' and students skipping classes, she noted that these have not been the case.

**2018:40**

**Senate Planning and Governance Committee: Appointment of Senate Faculty Representative on the Board of Governors 2018 – 2021**

Senator Hewitt spoke to the motion noting that there are two elective seats for the senate on the Board of Governors, one of which is presently occupied by Ms. Elaine Gibson from the school of law. Since it is an election process, Senator Hewitt made a procedural call for nominees three times; to which there was no show of hands from the floor.

Senator Hewitt **MOVED**, on behalf of the Senate Planning and Governance Committee:

**THAT the Senate appoint Carolan McLarney, Faculty of Management, as a Senate faculty representative on the Board of Governors for the term July 2018 to June 2021.**

Senator Hewitt further highlighted some of the nominee's qualifications as contained in her curriculum vitae including her past involvement at the senate and research interest in strategic governance. He noted that for the first time, voting will be done electronically; a test case to determine whether such can be incorporated into subsequent voting processes. He noted the anonymous feature of the platform.

Further to the observation that the e-voting platform has maxed out, recourse was made to paper ballot.

The motion **CARRIED**.

**2018:41**

**Interim Report to Senate Outcome of the Engagement with the Board of Governors on the Ad Hoc Committee of Senate Report on Fossil Fuel Divestment**

Professor Mike Smit of the Faculty of Management spoke to the report noting that the committee's terms of reference are two-pronged – University's practices and policies on reducing its carbon footprint and investment in fossil fuel companies. While the committee is satisfied with the first limb, he highlighted few points on the issue of investment, including that: the focus of the committee was on the attitude of the companies to climate change (e.g. climate deniers or admitters). The committee finds that the attitudinal disposition of companies should be the key metric to determine whether or not the University

will keep engaging such company. He further noted that there are challenges operationalizing such recommendation, including the fact that the institution deals more with pool funds than direct investment, hence it is difficult to decipher which investment is fossil fuel related. Another challenge is the issue of data on companies' attitudinal disposition. One way of resolving this challenge is to engage an external consultant. The committee however does not have the budget for such an endeavour. Going forward he noted that, Ian Nason is proposing to the Board FAIR Committee that the report on fossil fuel divestment be presented to them. He further noted that there are marked distinctions between the proposal in the report and the status quo. He ended by asking Senate to confirm if it wants to extend the committee's mandate OR wants the committee to review the report completely or should the ad-hoc committee end its mandate as a working group.

In response to Prof. Smit's presentation, the following points were made:

- On the subject of possible effect of the report on students on coop programmes in fossil fuel companies, it was noted that the report is not against oil and gas companies generally but climate deniers. Such nuanced approach should limit any possible effect on coop students.
- On the issue of third party engagement, the presenter reiterated that the ad-hoc committee's mandate did not include the engagement of a third-party consultant neither did they have such budget. He, however, further stated that the committee supports such engagement and have made that indication in the report.
- It was reported that the Board has directed that the Investment Committee look into the issue of third party search.
- That the report appears to have proceeded on the assumption that a segregated fund will have adversely impact on bursaries and scholarships, and that the report does not take into consideration that ethical investment is more profitable. The presenter clarified that segregated funds impact the university investment risk profile. It was however suggested that the portion on segregated funds impacting scholarship (page 2 of draft report) be expunged.
- That rather than focusing only on investment, focus should be on a whole suite of package which will involve university faculty more robustly. In response, it was noted that the previous report considered some other initiatives to reduce the University's carbon footprint.
- That Dalhousie should seize this opportunity to be a climate leader among the U-15.
- The clarification was made that the former report was not on divestment, but ethical investing.
- That more students should be represented on the committee considering that students are directly impacted by the issues at stake.

**2018:42**

**Draft Budget Advisory Committee Report**

Senator Watters spoke to the report noting that the committee has robustly engaged the university community with respect to the budget. Noting that the budget pertains only to operations, a draft report will be delivered to the President before same proceeds to the Board. She noted that the operating budget helps the university to maintain excellent outputs and remain competitive nation wide. Further, while the University spends 62.8% of its budget on academic expenditure, 30.9% is expended on service and support, and 6.3% on administration. It was highlighted that the University's academic expenditure is higher than the U-15 average. Explaining the reason for increase in expenditure, she referenced increase in remuneration, library materials, student assistance and facilities upgrade. As regards the survey conducted, it was noted that there is no marked difference from previous budget surveys, with financial assistance for students still ranking first. In this wise, an additional \$500,000 has been budgeted to help

students with needs. It was also highlighted that \$350,000 has been budgeted for international students. On revenue source, she highlighted a 3% increase in all tuitions including international differential and faculty and service unit stability (entailing a further reduction of 0.3% - 1.5%). She concluded by indicating that further consultation sessions are scheduled for the coming weeks.

In reaction to the presentation, it was noted that:

- On the issues of international students' access to funding and accessibility related budgetary allocation, it was noted that while international students have access to funding, the university is working with the province on the implementation on the legislation on accessibility, and what investment is expected to be made in an institution like Dalhousie. The point was however made that more still needs to be done on the subject of equity related facilities, like gender neutral washrooms. On whether a proportion of the budget is being allocated, it was noted that such figures are contained in the annual report on how facility budgetary allocations are spent, and that while it is provided in June, same can be provided now.
- The coinage 'other revenue' as a revenue source was said to entail endowment and federal government grant.
- The question on whether new sources of revenue are being considered was answered in the affirmative.
- The Board Ad-hoc financial planning committee have an eye on the University's long-term and mid-term financial planning; BAC spent a long time thinking about alignment with Board's longer term, hence, both committees will not be working at cross-purposes.
- On when the continuous faculty budget cuts will end and initiatives to end such cuts, it was noted that universities have different budget models and Dal's model allows faculty lines to stay within the faculty. One of the initiatives is to encourage faculty to generate revenue lines of their own, which they can spend on their projects. The projection is to get the cuts down to 1% next year and to keep working on it. New sources of revenues must be explored.
- On Dal 200 expenditure, it was noted that ongoing expenditure should not mixed up with the one-time celebration. It was further noted that supports for students have grown.
- On international graduate students, continuous increase in fees, the difficulty in attracting high calibre graduate students, using University of Toronto as a comparator, it was noted that while U of T recycles moneys collected from graduate students, Dal is the only U-15 university left that retains the continuing fee model at PhD level. There is an option of evening the fees out for the students. It was also noted that some faculties pay for their international graduate students' differentials.
- On the allotted \$350,000 to support international students and how same will be distributed among faculties, particularly Faculty of Management which has the largest number of such students, it was noted that the allocation will be made by head count. It was also noted that Management already got an extra \$200,000 in 2018 in recognition of the build up.
- On the connection between fee increase and attracting foreign students, it was noted that there is no evidence that students are price-sensitive in deciding on where to school. Instead, they are more concerned about the availability and quality of desired programmes. It was further noted that a strategy on getting financial support to the students who need it the most needs to be developed.
- On the justification for increase in fees, it was noted that expenditures have increased relative to the increase in revenue from the provincial government. It is therefore inevitable that tuition be increased, while students in need of support are assisted.

- On attempts being made to increase bursary from the provincial governments, the necessity to partner the students to lobby government was accentuated.
- On the performance of the pension plan, it was noted that such performance depends on what happens to market and in the United States. However, March 2017 evaluation gave some relief and December return are about where they need to be. Market has dropped since February, but some are beginning to recover. Returns have been slightly positive between January and March 2018. There is hope of maintaining stability. However, the annual demand for evaluation in the province rather than a three-year evaluation does not aid stability from an investment point of view.
- On the inadequate student representation on the BAC and the non-inclusion of an international student, it was noted that previously shortlisted members were unable to participate due to their personal constraints. The plan this year is to start the search early.
- On the subject of the involvement of students in the University's lobbying effort, it was noted that the lobbying process is ongoing and there has always been an open invitation to students for such engagement.

## **2018:43**

### **Reports**

#### **Chair of Senate's Report**

Senator Hewitt removed his report from the agenda. In lieu, a special presentation was made to Ms. Andrea Power, Senate Secretary, in respect of her impending departure from the University. Ms. Power's sterling professional and supportive role she has played over the years to the Senate, were duly recognized and applauded by Senators. In response, Ms. Powers thanked the Senate encouraging Senators to keep up the good work.

#### **Provost's Report**

Spoke to the need to pay attention to the retention and support of students, in addition to the senate's focus on diversity and inclusion. Noted that when the initiative on retention started, Dal was at the lowest retention rate among the U-15. Since then, various initiatives have been embarked on. The initiatives over the last three years have resulted in a 3 – 3.5% increase in retention, where the university is presently at. There is a plan to invite faculties with effective and successful support initiatives to address Senate for 5 minutes in each senate meeting till the end of the academic year.

#### **Questions for Reports**

There were no questions.

## **2018:44**

### **Question Period**

There were no questions.

## **2018:45**

### **Other Business**

No other business arising.

**2018:46**

**Adjournment**

Meeting adjourned at 5:03pm.