



BOARD OF GOVERNORS
Approved Minutes of the Meeting (Open Session) held on
Tuesday, February 15, 2022, 3:00 p.m.
Via Videoconference

MEMBERS PRESENT:

Robert Hanf (Chair), Scott Brison, Anne Campbell, Level Chan, Glen Dexter, Cassandra Dorrington, Cheryl Fraser, Murray Lyu, Angeline Gillis, Ahsan Habib, Kristan Hines, Joyce Hoeven, Laurie Jennings, Jonathon Frontain, Jay MacIsaac, Merle MacIsaac, Catherine MacPherson, Carolan McLarney, Arvin Ramlakhan, Robert Richardson, Deep Saini, Devarsh Sood, Louise Spiteri, Madeleine Stinson

MEMBERS REGRETS:

Paul Beesley

NON-MEMBERS PRESENT:

Alice Aiken (Vice-President Research & Innovation), Peter Fardy (Vice-President Advancement), Frank Harvey (Provost & Vice-President Academic), Matt Hebb (Vice-President Government & Global Relations), Gitta Kulczycki (Vice-President Finance & Administration), Susan Brousseau (University Secretary), Cheryl MacDonald (Board Governance Assistant), Judith Ng'ethe (Associate Secretary of Senate)

GUESTS:

Quenta Adams (Director, Student Academic Success), Leanne French-Munn (Assistant Vice-Provost Planning and Strategy), John Hope (General Counsel), Michelle Mahoney (Administrative Assistant, Schulich School of Law), Tara Perrot (DFA Observer), Matt Proctor (Assistant Vice-President Communications, Marketing and Creative Services), Susan Robertson (Assistant Vice-President Financial Services), Mary-Ann Rowlston (Director Budgets and Financial Analysis), Erica Seeleman (Governors' Award Recipient), Cheryl Smith (Administrative Assistant to the Vice-Provost, Student Affairs), Anya Waite (Associate Vice-President Research (Ocean) and OFI Scientific Director), Jasmine Walsh (Assistant Vice-President Human Resources), Rukayat Ibrahim (Student Minute Taker)

1. Approval of Agenda

The agenda was approved as presented.

2. Presentations

2.1 2022 Board of Governors' Award Presentation

R. Hanf presented Erica Seeleman, Master of Science student in the Department of Physiology and Biophysics, with the 2022 Board of Governor's award in recognition of her outstanding leadership and exceptional contributions to Dalhousie University. R. Hanf thanked Board members L. Chan, A. Habib, M. Stinson and D. Saini for their service on the Governors' Awards selection committee.

2.2 Presentation: Ocean Frontier Institute: Ocean Carbon Monitoring Initiative

A. Aiken introduced Dr. Anya Waite, Assistant Vice-President Research (Ocean) and Scientific Director and CEO of the Ocean Frontier Institute.

A. Waite presented key ideas for Dalhousie's application to the Canada First Research Excellence Fund (CFREF) competition, titled Transforming Climate Action: Resolving the Ocean Nexus. She spoke to work done over the past 1.5 years on the North Atlantic Carbon Observatory concept through "The Ocean is

Missing” initiative, noting that the ocean is the most important global carbon reservoir and is critical when considering a net-zero future and meeting emission targets. The Ocean Frontier Institute proposes that Canada lead a global carbon observatory, akin to an “International Ocean Space Station”, beginning with a North Atlantic Carbon Observatory, that will serve as a multidisciplinary transnational hub for climate-linked ocean research. A. Waite noted the gap between modelled and assumed climate behaviour and actual observed outcomes is growing. Canada has the opportunity to initiate global leadership in this area, which has been identified as a major gap in climate policy. The creation of a North Atlantic Carbon Observatory will address this knowledge gap and allow for observations, trends and near real time information to be directly communicated to policymakers and citizens for the evaluation of climate targets.

A. Waite reviewed the CFREF Research Strategy and highlighted possible partnerships nationally, noting talks underway with several universities, as well as international engagement.

Following the report, A. Waite responded to questions related to assumptions of mitigation and how to ensure mitigation efforts are accurately measured. She also spoke to the relationships the OFI has with the Creative Destructive Lab and the Centre for Ocean Ventures and Entrepreneurship, as well as other ocean science-related start-ups, highlighting efforts by A. Aiken to identify and align synergies in research and innovation happening at Dalhousie.

B Hanf, on behalf of the Board, thanked A. Waite for her informative report and commended her for the work being done by the Ocean Frontier Institute.

3. Consent Agenda

All items were adopted by consent.

3.1 Minutes of Meeting of November 23, 2021

THAT the minutes of the meeting of November 23, 2021 be approved as presented.

CARRIED.

3.2 Order-in-Council Reappointment

THAT the Board of Governors, on the recommendation of the Governance and Human Resource Committee, approve the nomination of Robert Hanf for recommendation to the Governor-in-Council for reappointment to the Board of Governors of Dalhousie University for a one-year term from July 1, 2022 to June 30, 2023.

CARRIED.

3.3 Finance, Audit, Investment & Risk Committee – Amendment to Terms of Reference

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve an amendment to the Duties and Responsibilities section, item (b) of the Terms of Reference for the Finance, Audit, Investment and Risk Committee as presented.

CARRIED.

3.4 Matters from Senate

3.4.1 New Academic Program: Master of Fine Arts in Fiction

THAT the Board of Governors approve the program proposal for a Master of Fine Arts in Fiction, University of King’s College – School of Journalism and the Dalhousie Faculty of Graduate Studies as presented.

CARRIED.

4. Business Arising from the Minutes

There was no business noted.

5. Chair's Report

R. Hanf congratulated L. Spiteri on her appointment as the Chair of Senate for a three-year term commencing July 1, 2022, at the expiry of her current term as Interim Chair. He also reported on a meeting of Board and Senate Officers that took place on January 6. The meeting focused on Dalhousie's Agricultural Campus and advancing the vision and planning for a more comprehensive campus in Truro.

R. Hanf provided an update on the external governance review initiated under Dalhousie's strategic plan. The consultants engaged to undertake the review have completed the consultation phase, which included interviews and surveys of Board and Senate members. Meetings between R. Hanf and the consultants as well as of the Governance Review Advisory Group continue on a regular basis and receipt of the report is targeted for April 2022.

R. Hanf noted that the March Board meeting will be held online due to continuing pandemic-related restrictions, with the hope that in-person meetings will resume later in the spring. He encouraged feedback from Board members related to the mode and format of future Board meetings.

R. Hanf closed his report by congratulating Susan Robertson, Assistant Vice-President Finance & Administration on her upcoming retirement, and thanked her for her dedication and exemplary service to Dalhousie for the past 30 years. He also acknowledged Jasmine Walsh, Assistant Vice-President Human Resources, who is leaving Dalhousie to take a position as Chair of the Nova Scotia Labour Board. He thanked her for her leadership and significant support to the Board during her time at Dalhousie.

6. President's Report

D. Saini expressed his gratitude to both S. Robertson and J. Walsh for their outstanding commitment and service to the University.

D. Saini noted that February is African Heritage Month and recognized the recent passing of Wanda Robson, youngest sister of Nova Scotia Black civil rights activist Viola Desmond. Dalhousie continues to honour Viola and Wanda Desmond with the Viola Desmond Legacy Lecture Series that addresses persistent social justice concerns. D. Saini also expressed appreciation to the African Heritage Planning Committee for organizing events throughout the month that provide an opportunity to learn and reflect, as well as support people of African descent in our community.

D. Saini referenced the presentation by Dr. Anya Waite, noting the significant work being done by the Ocean Frontier Institute. These efforts will move Dalhousie more firmly into the area of climate change, particularly in relation to mitigation, affording the opportunity to make a positive impact on a global scale.

D. Saini spoke to the University's response to a request from the Province and the Nova Scotia Health Authority for assistance in navigating staffing shortages as a result of the recent Omicron outbreak. 91% of students in the Faculty of Health and School of Nursing who were asked to volunteer agreed to adjust their clinical placements in order to support this critical sector. D. Saini acknowledged the many units across campus that came together to facilitate this ask and ensure its success.

D. Saini noted that Cheryl Earle, a Dal alumna, will be joining Dalhousie as the CFO and Assistant Vice-President Finance, effective March 14. He noted that Dr. Balakrishnan Prithiviraj has been appointed the Assistant Vice-President Global Relations, a position in which he has been acting since December 2020. Finally, he noted the recent arrival of new Chief Information Officer and Assistant Vice-President Information Technology Services Jody Couch, who assumed this role in January.

Lastly, D. Saini reported on the leadership briefings being held in support of the launch of the comprehensive campaign. The first briefing was hosted last week by Board Chair R. Hanf, and discussion was robust. The briefings

will continue over the course of the next four months locally and nationally, with international stakeholders also included.

7. Dalhousie Student Union President's Report

M. Stinson referred members to her report included in the meeting materials. She spoke to student concerns related to ever-increasing tuition costs and noted that students do not feel adequate information and communication has been provided by Administration regarding how these fees are allocated to student services and scholarship and bursary support. She noted senior-level students feel an increasing divide in the relationship between students and Administration, which may have future impacts on the University's relationship with alumni.

M. Stinson also spoke to the matter she raised at the November meeting regarding Dalhousie's divestment activities noting an update would be welcome. G. Kulczycki will follow up with M. Stinson regarding her request.

Following the report, F. Harvey spoke to the challenges encountered annually in relation to student consultations related to budget preparation, noting that this year students indicated their preference to provide feedback by email and via a survey rather than in person. Considerable student feedback was generated through these means on tuition and other recommendations, highlights of which are included in the draft Budget Advisory Committee report.

R. Hanf noted that the Board keeps students top of mind in all decision-making and wants to ensure students that their voices are heard. He thanked M. Stinson for her continued advocacy on behalf of all students.

8. Items for Decision

8.1 AUCRETT Policy

C. Dorrington presented the AUCRETT Policy for approval, which deals with the consolidation, renaming, establishment, termination or transfer of academic units. She noted the policy originated with the University Senate and proceeded through several levels of review, including the Board's Academic and Student Affairs and Finance, Audit, Investment and Risk committees. This new policy provides a clear and consistent approach to dealing with these matters, which previously have been addressed on an ad hoc basis. Senate and Board officers have discussed that it may be appropriate to commence a review of the policy within 1-2 years of approval in order to consider the experience of units engaged in these processes.

L. Spiteri noted that the policy is currently in use by the Faculty of Management and confirmed the expectation to initiate a review in a year or so to ensure its effectiveness. She highlighted this is a case of the Board and Senate working together efficiently to move this policy forward; she would like to see the two bodies work together on reviewing it at the appropriate time.

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

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee and the Academic and Student Affairs Committee, approve the Policy and Procedures set out in Appendix A, for Academic Unit Consolidation, Renaming, Establishment, Transfer and Termination.

CARRIED.

9. Items for Information

9.1 Budget Advisory Committee (BAC) Report LXII

F. Harvey and G. Kulczycki presented the draft Budget Advisory Committee Report LXII. F. Harvey spoke to budgetary challenges, noting that the University's operating costs increase at rate faster than government support, which is a block grant and not adjusted to match increases in student enrolment. The gap created needs to be addressed by increasing revenue or adjusting expenditures. One of the priorities embedded in the strategic plan "Third Century Promise" is to assess the balance in tuition rates for domestic and international students, and the International Tuition Task Force will continue consultations with Deans and

stakeholders over the next month. Speaking to expenses, F. Harvey noted that compensation makes up the largest portion of operating expenditures. He also reviewed comparisons between Dalhousie and U15 and other Nova Scotian universities regarding administrative costs, noting that Dalhousie spends significantly less than comparators.

G. Kulczycki spoke to assumptions in the balanced 2022-23 budget plan. Enrolment is expected to be in line with the current year, with no change in tuition revenue anticipated compared to the 2021-22 budget. Recommendations in the 2022-23 budget plan include Faculties and units to address a 1.5% gap between expenditures and funding allocated. A 2% inflationary lift will be provided on non-compensation budgets, and there will be \$3.8M in Enrolment Related Budget Allocations (ERBA) to Faculties based on enrolment increases. Areas of priority investment include \$9M towards strategic plan and essential investments; \$4M for deferred maintenance; \$500K for classroom technology; and \$2M reserved for continued pandemic related losses/costs. Additional recommendations include a 3% increase in tuition for all programs, and the implementation of the final year of the multi-year international tuition fee increase of \$1473 that was approved in April 2019. Student assistance will include a \$2.5M increase in endowment support, \$1M in ongoing support for scholarships and bursaries, and the continuation of increased support for First Nations/Indigenous Black scholarships.

G. Kulczycki noted the BAC Operating Budget plan for 2022-23 was released in draft form in January to allow for consultation and consideration of feedback. Opportunities for community input include a student survey, a Senate think tank session, and written feedback via email. She reviewed early feedback from the student survey, which includes recommendations for improved online learning infrastructure; mental health supports; academic supports; and study space and training and support for faculty. G. Kulczycki noted that work has begun on the development of a new budget model, and the International Tuition review continues, with a new international tuition model expected to be implemented for new students entering in the fall of 2023.

Following the report, S. Robertson responded to a request for a detailed breakdown in student support allocations, noting that the final BAC report will include further information on the money allocated to scholarships and bursaries. F. Harvey noted that work to gain focussed feedback from students will continue.

G. Kulczycki responded to a question of clarification related to international tuition, noting that the new tuition model being developed for implementation for fall 2023 will not impact the 2022-23 budget.

G. Dexter spoke to robust discussion at the Finance, Audit, Investment and Risk Committee meeting in relation to the recommendations of the BAC report, noting that while members and Administration alike recognize tuition increases are a significant and continuing concern, the University must present a balanced budget, which, given all other considerations, was not possible without the tuition increase.

9.2 Dalhousie Accessibility Plan Report

F. Harvey introduced this item and spoke to the Nova Scotia Accessibility Act that was passed in 2017. This legislation set a goal of making Nova Scotia accessible by 2030, and, as a public body, Dalhousie is required to produce an accessibility plan outlining its strategy to remove barriers to participation in several areas. He introduced the Accessibility Advisory Committee co-chairs Jasmine Walsh and Quenta Adams, as well as Michelle Mahoney, an employee in the Schulich School of Law, a committee member, and also co-chair of Dalhousie's (dis)Ability Caucus.

M. Mahoney shared her experiences as a university student and as a Dalhousie employee who identifies with having a disability. She noted that 30% of Nova Scotians identify with having at least one disability and of the Dalhousie community 4% of Faculty, 9% of staff and 11% of students identified as having a disability in the annual Be Counted census, though the actual number is likely higher. She noted that Dalhousie's (dis)Ability Caucus is the only one of its kind among Canadian universities and it seeks to educate on critical disability issues and advocate for an accessible institution.

Q. Adams spoke to the development of the accessibility plan, which began in 2019 with the formation of an Accessibility Advisory Committee, Steering Group, Core Project Team and six working groups organized to develop specific recommendations around the priority areas of Teaching, Learning & Research; Employment; the Built Environment; Goods & Services; Information & Communication; and Transportation. This work aligns with Dalhousie's strategic plan "Third Century Promise", which explicitly lays out this commitment to inclusive excellence across multiple Plan pillars. She reviewed progress completed to date noting that work is on track to meeting the Province's submission deadline for the multi-year accessibility plan in April 2022.

J. Walsh reviewed several recommendations to be brought forward for review and revision prior to submission of the plan. They include the development and introduction of an Accessible Course Design Policy; incorporating accessibility measures into the Multi-Campus Master Plan; creating broader awareness around the role accessible employment plays in formal accommodations; reviewing how goods and services are provided and creating approaches from an accessibility lens; development of a central online resource promoting all information around accessibility and accommodations for faculty, staff and students; and development of a multi-year budget and annual allocation process for accessible transportation initiatives. J. Walsh spoke to next steps, noting that engagement sessions with leaders who will be responsible for implementing these recommendations are underway. The final plan will be reviewed and approved by the Provost Committee prior to submission to the provincial government in April 2022.

Following the report, J. Walsh responded to a question regarding implementing the recommendations, setting priorities, and measuring progress, noting that work is in progress now to develop these elements and will include engaging the leaders who will be accountable for advancing the plan. Actioning the plan recommendations will begin once the plan is approved by the provincial government.

F. Harvey noted the significant work completed to date on this initiative and thanked M. Mahoney, Q. Adams and J. Walsh for their hard work and dedication.

9.3 Board Standing Committee Reports

R. Hanf referred members to the reports included in the meeting materials. There were no comments on the reports.

10. In Camera Session

The Board moved to the *in camera* session.

11. Adjournment

The meeting adjourned at 6:00 p.m.