



## BOARD OF GOVERNORS

**Approved Minutes of the Meeting (Open Session)  
held on Tuesday, November 26, 2013 at 3:00 p.m.  
MacDonald Building, University Hall**

**MEMBERS PRESENT:** Jim Spatz (Chair), Michelle Awad, John Baxter, Barrie Black, William Black, Joyce Carter, Wadih Fares, Richard Florizone, Lloyd Fraser, John Hutton, Laurie Jennings, Sagar Jha, Courtney Larkin, Lori MacLean, Ibrahim Merdan, Aubrey Palmetter, Sherry Porter, Chris Smith, Larry Stordy, Candace Thomas

**NON-MEMBERS PRESENT:** Floyd Dykeman (VP External), Ian Nason (Acting VP Finance & Administration), Bonnie Neuman (VP Student Services), Carolyn Watters (VP Academic & Provost), Catherine Bagnell Styles (Assistant Vice-President Communications and Marketing), Philip Coppard (Stormy Lake Consulting), Susan Brousseau (University Secretary), Kate Mercier (Minute Taker),

**REGRETS:** Jay Abbass, Fred Fountain, Bob Hanf, George McLellan, Gail-Tomblin Murphy, Paula Simon, Rob Sobey, Martha Crago (VP Research)

### 1. Approval of Agenda

Moved by S. Jha, seconded by J. Hutton:

**THAT** the agenda for November 26, 2013 be approved as presented.

**The motion CARRIED.**

### 2. Presentation of Environmental Health and Safety Award

J. Spatz and R. Florizone presented the 2013 Environmental Health and Safety Award to three recipients: Dr. Gerald Johnston, Faculty of Medicine, for his leadership in establishing a medical surveillance program for individuals working with biological agents; Professor Mark Obrovac, Department of Chemistry, Faculty of Science, for his work on a number of initiatives to unify the safety policies and practices in his department; and Mr. Ian Wagschal, Department of Facilities Management, for his work to initiate a system of contractor oversight that has led to a greater understanding by contractors and Dalhousie staff of the importance of safety at Dalhousie.

### 3. Consent Agenda

#### 3.1 Approval of Minutes of the Meeting of October 15, 2013

**THAT** the minutes of the meeting held on October 15, 2013 be approved as presented.

**Approved by CONSENT.**

### 3.2 Academic Affairs & Research Committee-Revised Terms of Reference

THAT the Board of Governors, on the recommendation of the Governance and Nominating Committee, approve the revisions to the Terms of Reference for the Academic Affairs and Research Committee as presented.

Approved by CONSENT.

### 3.3 Draft Revised Endowment Signing Policy

THAT the Board of Governors, on the recommendation of the Operations Committee, approve the amendments to the Endowment Signing Authority Policy as presented, including that the existing policy be renamed the University & Endowment Investment Signing Authority Policy.

Approved by CONSENT.

### 3.4 Appointment of Trustee for PTF and RTF

THAT the Board of Governors, on the recommendation of the Governance and Nominating Committee, approve the amended list of trustees for the Pension Trust Fund and the Retirees Trust Fund as follows:

#### Pension Trust Fund (PTF):

George McLellan (Board of Governors)  
Chris Smith (Board of Governors)  
Rob Sobey (Board of Governors)  
Iraj Fooladi (Senate)  
Ron Pink (Dalhousie Faculty Association)  
Paul Conrod (General Public)  
Richard Florizone (President)  
Ian Nason (Acting Vice-President, Finance & Administration)

#### Term:

July 1, 2009 – June 30, 2015  
July 1, 2011 - June 30, 2014  
July 1, 2013 - June 30, 2016  
July 1, 2009 – June 30, 2015  
June 22, 2010 – June 30, 2014  
July 1, 2011 – June 30, 2014  
July 1, 2013 – June 30, 2019  
Term to coincide with term as  
Acting VP Finance &  
Administration appointment.

#### Retirees Trust Fund (RTF):

##### Members:

George McLellan (Board of Governors)  
Chris Smith (Board of Governors)  
Rob Sobey (Board of Governors)  
Iraj Fooladi (Senate)  
Ron Pink (Dalhousie Faculty Association)  
David Cameron (Retiree)  
Paul Conrod (General Public)  
Richard Florizone (President)  
Ian Nason (Acting Vice-President, Finance & Administration)

#### Term:

July 1, 2009 – June 30, 2015  
July 1, 2011 – June 30, 2014  
July 1, 2013 – June 30, 2016  
July 1, 2009 – June 30, 2015  
June 22, 2010 – June 30, 2014  
July 1, 2009 – June 30, 2015  
July 1, 2011 – June 30, 2014  
July 1, 2013 – June 30, 2019  
Term to coincide with term as  
Acting VP Finance &  
Administration appointment.

Approved by CONSENT.

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

##### **4.1 Library Acquisitions Budget**

C. Watters reported on actions taken to address the funding shortfall in the library acquisitions budget. As of November 1, 2013, special funds were provided to the Libraries to continue purchasing materials for the current academic year. In terms of ensuring the sustainability of the acquisitions budget in the longer term, a review was conducted by Dr. Watters, the Vice-President Finance and Administration, the University Librarian and an Associate University Librarian, with the following recommendations made as a result of this process: A three-year moratorium on any further cuts to the acquisitions budget; the annual shortfall in purchasing power from exchange rate fluctuations to be covered by central funds; an annual adjustment for increases due to inflation to be built into the acquisitions budget based on an external metric (for example, the Consumer Price Index (CPI)); funds in the acquisitions budget to remain restricted to the purchase of library material and select related expenses (such as interlibrary loans); a base budget adjustment for inflationary increases that were not covered in recent years.

Following Dr. Watters report, there was brief discussion of some of the points raised, particularly around the budget operating costs, such as Novanet, which are part of acquisition budget, and how Dalhousie's library budget compares to that of other institutions.

#### **5. Chair's Report**

J. Spatz reminded Board members of the annual holiday reception at the President's residence immediately following the meeting.

#### **6. President's Report**

R. Florizone highlighted several items in his report, including the completion of his 100 Days of Listening process and the final report which will synthesize key findings and implications and provide the basis for further discussions in 2014 on Dalhousie's strategic direction; he anticipates releasing the report before the end of December. Dr. Florizone reported briefly on external accreditation processes underway in the Faculty of Engineering and the Rowe School of Business, and noted several recent research initiatives, including Dalhousie's involvement in a recent Council of Atlantic Premiers mission to Brazil. The mission resulted in the signing of several scientific agreements with the government of Brazil and the announcement of a number of funded projects between Dalhousie and Brazilian researchers. Dr. Florizone also noted the appointment of Ian Nason as Acting Vice-President (Finance and Administration), and Susan Robertson as Acting Assistant Vice-President (Finance). A search for the Vice-President position will begin early in 2014.

Following his report, Dr. Florizone responded to questions concerning the state of physical facilities on the Sexton campus and the potential impact for the current accreditation process for the Faculty of Engineering. He noted that while this is a top priority for the university, it has been challenging to find the resources to move forward with renovations. He noted that the university struggled during the recent capital campaign to attract donor funds in support of the proposed IDEA Building and other capital projects. The work now is to determine if Dalhousie can draw on other sources of support to move forward on this and other projects.

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

S. Jha noted the presence of a number of students from Divest Dalhousie and referred members to the motion in his written report urging the University to take a number of steps to divest from publicly-traded fossil fuel companies; the motion was unanimously approved by the DSU Council at a recent meeting. He also presented a petition from more than 1200 students calling for the restoration of funding to ensure the continued quality of the academic student experience at Dalhousie. He referred

members to other items in his written report, including work on the library acquisitions budget issue and the Student Union Building renovation project. Lastly, Mr. Jha expressed his interest and willingness to meet informally with individual Board members to chat about any issues of interest to them.

Following Mr. Jha's report, Dr. Florizone responded that he welcomes the conversation on the issues raised by Divest Dalhousie; universities are the places for this kind of debate and discussion. He noted that divestment raises complex questions as it involves balancing a number of considerations, including the university's commitment to sustainable practices and its fiduciary responsibilities. The Investment Committee of the Board of Governors is currently examining this issue and approaches to environmental, social and governance investing. While there are competing obligations, it is important to have this discussion and he believes the Investment Committee is the right place for this discussion to happen.

J. Hutton, Board student representative, read the letter from Divest Dalhousie, and this will be distributed to Board Members following the meeting.

## **8. Items for Decision**

### **8.1 Facilities Renewal Preliminary Budget 2014-15**

W. Fares presented the Facilities Renewal Preliminary Budget 2014-15, with funding for sixteen proposed facilities renewal projects greater than \$250,000 to be commenced in 2014-15, which are recommended for approval by the Capital Projects and Facilities Committee. The Board is asked annually to approve a list of facilities renewal projects which exceed \$250,000 in advance of approval of the annual operating budget, in order to allow preliminary design and procurement work for these projects to commence in a timely fashion. These projects fall under a variety of categories including alterations and renovations, classroom renewal, maintenance renewal and energy projects.

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

**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 2014-15 and approve the expenditure in fiscal year 2014-15 of the remaining funds for the included list of proposed Facilities Renewal projects greater than \$250k in estimated cost.**

**The motion CARRIED.**

### **8.2 Tupper Energy Performance Project**

W. Fares introduced the item and presented the motion for approval.

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

**THAT the Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, approve the expenditure of a sum not to exceed \$635,000 to complete the Project Development work for the Tupper Building Energy Performance Contract.**

**The motion CARRIED.**

### **8.3 Metro Transit Summer U-Pass Fee**

A. Palmetter presented this item and the motion for approval.

A question was posed regarding the specifics concerning which students would be eligible for the summer U-pass and which students could be exempt, given that the registration of full-time students is somewhat more complex in the summer semester (in that students can register progressively through the summer). S. Jha and B. Neuman responded, noting that there is flexibility to ensure that students not intended to be “caught” in the “full-time” category will not be charged for the pass. B. Neuman noted that once the summer U-pass is approved, a communication strategy will be implemented to make students aware of the pass and advise them as to how to ensure they are eligible for it (if they intend to take courses throughout the summer period).

Moved by A. Palmeter, seconded by J. Hutton:

**THAT the Board of Governors, on the recommendation of the Operations Committee, approve the new summer U-Pass fee of \$72.50 for full-time summer students, this fee to be implemented for summer 2014.**

**The motion CARRIED.**

## **9. Items for Presentation**

### **9.1 Dalhousie Reputation Research Project**

F. Dykeman, Vice-President External, provided an introduction to the project initiative and C. Bagnell Styles, Assistant Vice-President Communications and Marketing, reviewed the process and timeline since the project launch in February 2013. Philip Coppard of Stormy Lake Consulting presented the research findings gathered to explore Dalhousie’s reputation and, in particular, to determine the attributes which impact the University’s reputation and the potential opportunities to enhance reputation among key influencers. The presentation focused on a summary of the research to date and recommendations for brand positioning. The recommendations will eventually form the basis for the development of a strategic communications plan.

Following the presentation, members provided comments and a variety of perspectives on the project, the importance and relevance of the research and the proposed Promise. It was noted by several members that the research is important to understanding how others see Dalhousie and in identifying where the University may need to do better in terms of the gaps in how it is perceived versus how it wants to be perceived. It also prompts a discussion of what Dalhousie wants to be known for across Canada and how it can offer something unique in the Canadian higher education landscape (such that people will come specifically because of what Dalhousie has to offer). It was also noted that reputation is important in terms of attracting students, faculty, research, funding and other resources that the University needs in order to remain competitive in the current marketplace.

## **10. Items for Information**

### **10.1 Board Standing Committee Reports**

A. Palmeter, on behalf of the Operation Committee, reported on the development of a draft external debt policy and the Committee’s discussion of it, as referenced in the report of the Committee. He also spoke briefly to the recent actuarial valuation of the University’s staff pension plan.

W. Fares, Chair of the Capital Projects and Facilities Committee, provided a brief update on the arena project and spoke briefly to the Student Union Building renovation project brought forward recently by the Dalhousie Student Union.

## **11. In Camera Session**

The Board moved to an *in camera* session.

## 12. Adjournment

The meeting adjourned at 6:00 p.m.

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Jim Spatz, Chair

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Joyce Carter, Honorary Secretary