



BOARD OF GOVERNORS
Approved Minutes of the Meeting (Open Session) held on
Tuesday, October 19, 2021, 3:00 p.m.
Via Videoconference

MEMBERS PRESENT:

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

NON-MEMBERS PRESENT:

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

GUESTS:

Leanne French-Munn (Assistant Vice-Provost Planning and Strategy), John Hope (General Counsel), Chris Moore (Associate Vice-Provost Academic), Tara Perrot (Dalhousie Faculty Association Observer), Emily Marshall (Student Minute Taker)

1. Approval of Agenda

R. Hanf welcomed new Board members A. Campbell, G. Dexter, L. Spiteri and C. MacPherson to the meeting. The agenda was approved as presented.

2. Consent Agenda

All items were adopted by consent.

2.1 Minutes of Meeting of June 22, 2021

THAT the Board of Governors approve the minutes of the meetings of June 22, 2021 as presented.

Approved by CONSENT

2.2 Items from Senate

2.2.1 Major Modification – Bachelor of Engineering – Civil Engineering

THAT the Board of Governors approve the major modifications to the Bachelor of Engineering – Civil Engineering program as approved by Senate.

Approved by CONSENT

2.2.2 Major Modification – Bachelor of Engineering – Environmental Engineering

THAT the Board of Governors approve the major modifications to the Bachelor of Engineering – Environmental Engineering program as approved by Senate.

Approved by CONSENT

3. Business Arising from the Minutes

There was no business noted.

4. Chair's Report

R. Hanf advised Board members of the resignation of Student Board member Aparna Mohan, effective September 27, 2021. On behalf of the Board, R. Hanf formally thanked Aparna Mohan for her service and engagement. He noted that the Board looks forward to welcoming new student members to fill the two current vacancies following the DSU by-election this fall. R. Hanf recognized the achievements of students graduating in fall 2021 and noted the recent virtual convocation ceremony.

B. Hanf referred Board members to motions approved by the Executive Committee on behalf of the Board of Governors since the last meeting in June 2021.

The following motion was approved effective June 23, 2021:

THAT the Board Executive Committee, on behalf of the Board of Governors, and on the recommendation of the Governance and Human Resources Committee, approve the appointment of Arvin Ramlakhan as an alumni representative on the Board for a two-year term from July 1, 2021 to June 30, 2023.

The following motion was approved on July 8, 2021:

THAT the Board Executive Committee, on behalf of the Board of Governors and on the recommendation of the Capital Projects and Facilities Committee and the Finance, Audit, Investment and Risk Committee, approve the purchase of 1245 Edward Street and the approval of the Agreement of Purchase and Sale at a cost not to exceed \$1.0M plus associated taxes and fees.

The following motion was approved on July 27, 2021:

THAT the Board Executive Committee, on behalf of the Board of Governors, approve the appointment of Matt Hebb as Vice-President Government and Global Relations, effective August 1, 2021.

The following motion was approved effective September 22, 2021:

THAT the Board Executive Committee, on behalf of the Board of Governors, and on the recommendation of the Governance and Human Resources Committee, appoint Arvin Ramlakhan to the Community Affairs Committee for a term to run from the date of Board approval to June 30, 2022.

The following motion was approved effective September 22, 2021:

THAT the Board Executive Committee, on behalf of the Board of Governors, and on the recommendation of the Governance and Human Resources Committee, appoint Laurie Jennings as the Board representative on the review committee for the Vice-President Research and Innovation effective immediately.

B. Hanf highlighted the excellent and informative orientation sessions that concluded last week and thanked new and returning Board members and members of the senior administrative team for their participation. He advised that the Governance and Human Resources Committee, on the recommendation of the President and members of the executive team, has agreed to postpone the Board's annual retreat to winter or early spring, due to continuing gathering limits related to the pandemic. Additionally, he noted that the Committee has agreed that the Board will remain online for the February and March 2022 meetings, with hopes to return to in person meetings next April.

5. President's Report

D. Saini welcomed new and returning Board members and highlighted several items from his written report included in the meeting materials. He noted that students and faculty were welcomed back to campus for in-person classes this September, and a President's COVID-19 Science Advisory Committee has been created to leverage leading experts and researchers from across Dalhousie to provide guidance on emerging issues. He spoke to vaccination status mandates, noting that 96% of faculty, staff and students who regularly visit campus have been vaccinated. Those not yet fully vaccinated are required to complete biweekly COVID-19 tests and there is a campus testing site as well as testing kits available. In addition, mask guidelines have been extended through to the end of December.

In response to the recent unsanctioned street parties, D. Saini noted this is a complex issue and preventing future occurrences will require cooperation from many stakeholders including civic authorities, Halifax Regional Police, student leadership, senior administration, and parents. He spoke to student enrolment, which has increased by 3.8% since last year, with the majority of the increase from Canadians and permanent residents.

Under the leadership of Vice-President Research and Innovation A. Aiken, a strategy has been developed to improve Dalhousie's current Times Higher Education World University Rankings, with a goal to be in the top 200. D. Saini noted that M. Hebb has been permanently appointed Vice-President Government and Global Relations, and, in conjunction with Advancement, the Registrar's Office and Communications, Marketing and Creative Services, has begun to formulate a dedicated strategy to address enrolment growth, partnerships and mobility in five key global markets.

D. Saini spoke to the launch this summer of Dal Innovates, which is a network of initiatives that provide opportunities for students and faculty to explore innovation and entrepreneurship while developing knowledge and skills. Jeff Larsen, Assistant Vice-President, Innovation and Entrepreneurship, will provide a report to the Board later this fall.

D. Saini noted the 11th annual Mawio'mi held last week and thanked event organizer Michele Graveline, Dalhousie's Indigenous student advisor, and all who participated. He noted the upcoming Black Student Advising Centre's 10th Annual Black Scholar reception, which provides an opportunity to celebrate new and returning student scholars of African and Afro-Caribbean heritage from Dalhousie and the University of King's College. He also congratulated all of Dalhousie's recent graduates on their achievements.

A Board member inquired whether current infrastructure and facilities management projects are on budget. R. Hanf asked that this question be held until committee reports.

5.1 University Strategic Plan – Update

D. Saini provided an update on the implementation of the University's Strategic Plan 2021-2026, noting that implementation is underway in several areas, particularly Pillar 5 - A Foundation for Inclusion and Distinction.

F. Harvey provided an update on how implementation is unfolding, noting that the strategic planning process is now in Phase Three. The implementation plan has been approved by the Provost Committee and continued work includes establishing Project Development Committees, defining goals and timelines, selecting metrics, and assigning resources. The goal of the plan is to be integrated with four core principles of being sustainable, collaborative, aligned and change-ready. He reviewed oversight, including Executive Sponsors and Strategic Pillar Leads, and key deliverables, which include establishing Project Development Committees (PDCs); working with PDCs and Exec Sponsors to assign responsibilities for strategic action leads, defining objectives and outcomes for action items; developing charters for action items; assigning quantitative and qualitative targets; and providing a high-level progress report to the Pillar's Executive Sponsor and the Board and Senate each quarter.

F. Harvey briefly reviewed the strategic plan of the Faculty of Management, which outlines the Faculty's priorities and goals embedded in its plan and action items for the various pillars linked to the strategic plan. Careful coordination in reporting structures with minimize administrivia and concerns related to excessive overlapping, reporting requirements and competing timelines.

Following the report, the Board noted it would be helpful to have the information added to the meeting materials. D. Saini noted that Advancement's campaign development is another priority that is quite well advanced.

6. Dalhousie Student Union President's Report

M. Stinson provided an overview of her report included in the meeting materials. She highlighted the DSU's Executive Goals for 2021-22, which include a governance review and a review of the strategic plan, and student programming efforts focussed on building the community that students lost as a result of the pandemic. Advocacy efforts are focussed on the student housing crisis, mental health and general wellness, accessible education, and harm reduction through a variety of means including food access and safe drinking habits.

M. Stinson spoke to the Board governance model, noting that Board membership is not proportionally representative of the University community, with 6 members of 24 representing students and faculty members. She also noted that the timing of the Board meeting held to review tuition fee recommendations is challenging, as it currently falls around the end of term and the exam period. She noted that while there is recognition that this timing is tied to the fiscal year of the University and related deadlines, holding the meeting at a different time of year would allow more students the opportunity to participate.

M. Stinson noted that in recognition of Mi'kmaq History Month an installation highlighting the Truth and Reconciliation Commission's calls to action that pertain to higher education, students and academia is on display at the Student Union Building.

Following the report, M. Stinson noted she would be happy to meet with new Board members to provide them with more information on the student perspective.

7. Items for Information

7.1 Board Standing Committee Reports

R. Richardson addressed a question, noting that all major Facilities projects are tracking well, with the exception of the Arts Centre project which has experienced significant supply chain issues as a result of the pandemic.

K. Hines, Chair of the Community Affairs Committee, welcomed new Board members and thanked M. Stinson for her report, expressing a desire to hear more related to the building of the student community as they return to campus.

8. In Camera Session

The Board moved to the *in camera* session.

9. Adjournment

The meeting adjourned at 6:00 p.m.