



**BOARD OF GOVERNORS**  
**Approved Minutes of the Meeting (Open Session) held on**  
**Tuesday, March 29, 2022, 3:00 p.m.**  
**Via Microsoft Teams**

**MEMBERS PRESENT:**

Cassandra Dorrington (Vice-Chair and Meeting Chair), Paul Beesley, Scott Brison, Level Chan, Glen Dexter, Cheryl Fraser, Murray Lyu, Angeline Gillis, Ahsan Habib, Kristan Hines, Joyce Hoeven, Laurie Jennings, Jonathon Frontain, Jay MacIsaac, Catherine MacPherson, Arvin Ramlakhan, Deep Saini, Devarsh Sood, Louise Spiteri, Madeleine Stinson

**MEMBERS REGRETS:**

Anne Campbell, Robert Hanf (Chair), Merle MacIsaac, Carolan McLarney, Robert Richardson

**NON-MEMBERS PRESENT:**

Alice Aiken (Vice-President Research & Innovation), Peter Fardy (Vice-President Advancement), 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:**

Cheryl Earle (Chief Financial Officer & Assistant Vice-President Finance), John Hope (General Counsel), Matt Proctor (Assistant Vice-President Communications, Marketing & Creative Services), Mary-Ann Rowston (Director Budgets & Financial Analysis), Verity Turpin (Acting Vice-Provost Student Affairs)

**1. Approval of Agenda**

The agenda was approved as presented.

C. Dorrington welcomed Cheryl Earle, Dalhousie's new CFO and Assistant Vice-President Finance.

**2. Consent Agenda**

The following items were adopted by consent.

**2.1 Board of Governors Appointments 2022-23**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the nominations of Shona Kinley and Caroline Zayid for recommendation to the Governor in Council for appointment to the Board of Governors of Dalhousie University for a three-year term from July 1, 2022 to June 30, 2025.**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the nominations of Level Chan and Jay MacIsaac 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, 2022 to June 30, 2025.**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the reappointment of Kristan Hines to the Board of Governors of Dalhousie University, for a three-year term from July 1, 2022 to June 30, 2025.**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Aparna Mohan as a student Board member on the Board of Governors of Dalhousie University for a one-year term from May 1, 2022 to April 30, 2023.**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the reappointment of Jonathon Frontain as a student Board member on the Board of Governors of Dalhousie University for a one-year term from May 1, 2022 to April 30, 2023.**

**Approved by CONSENT.**

### **3. Items for Information**

#### **3.1 Budget Advisory Committee (BAC) Final Report LXII**

G. Kulczycki presented an overview of the recommendations in the Budget Advisory Committee (BAC) Report LXII. She reviewed campus engagement, which included a survey to students, faculty and staff, and a consultation session with Deans and senior leaders, as well as a Senate Think Tank session and written feedback. She spoke to challenges in balancing the budget, noting that projected operating costs increase at a faster rate than government support, creating a gap that must be addressed by increasing revenue and/or adjusting expenditures. Recommendations for the 2022-23 budget plan include a 3% increase in tuition for all programs as well as the final year implementation of \$1,473 multi-year international tuition fee increase, and Faculties and units are asked to address a 1.5% gap between expenditures and funding allocated. A 2% inflationary lift has been budgeted on non-compensation budgets and there will be \$3.8M in Enrolment Related Budget Allocations (ERBA) to Faculties based on enrolment increases. Additionally, \$2M has been provided for continued pandemic related losses/costs.

G. Kulczycki provided a summary of student feedback related to priorities for investment, which include improved online infrastructure; mental health supports; academic supports; and study space and training support for Faculty. She reviewed areas of priority investment including \$2.6M in increased endowment support to students; \$1M in ongoing support for scholarships and bursaries; \$500,000 for classroom technology; \$200,000 to support First Nations/Indigenous Black scholarships; and a \$4M increase for deferred maintenance. Additionally, \$9M has been allocated for Strategic Initiatives Funding (SIF) directed towards accomplishing key objectives in the strategic plan "Third Century Promise" and other essential investments. SIF funding is available for proposals from units and Faculties.

Following the report, G. Kulczycki responded to questions. She spoke to bursary and scholarship funding disbursement, which is allocated through the Registrar's Office in alignment with scholarship and bursary criteria. She explained that as this money has not yet been disbursed, it is difficult to predict precisely how it will be allocated, but information on past allocations can be gathered to track past trends. It was noted this information would be helpful to gain a fuller understanding of how much of the funding is needs based.

Responding to a question related to BAC's consideration of student feedback, G. Kulczycki noted the Committee meets weekly to review and discuss all feedback received from the Dalhousie community, highlighting that Committee membership includes student members who actively participate in the review of all feedback. She suggested that going forward it would be beneficial to have assistance from the Dalhousie Student Union in communicating more broadly to students how their feedback is considered and incorporated into the budget development process; this will be helpful in ensuring continued student engagement in the budget process.

G. Kulczycki also provided additional information on the establishment of a budget model steering group that will assist with the development of a new budget model for the University, as identified as a priority in the strategic plan "Third Century Promise".

## 4. Items for Decision

### Finance, Audit, Investment & Risk Committee

#### 4.1 2022-2023 University Operating Budget

J. Hoeven provided introductory comments, noting that the operating budget and fee recommendations presented today were given robust consideration by the Finance, Audit, Investment and Risk (FAIR) Committee at its meeting on March 9, 2022, and that these were approved unanimously for recommendation to the Board. She noted that historically the University's operating budget is presented for approval in June; beginning in the 2022-23 fiscal year the approval process was accelerated to March to provide for approval in advance of the start of the fiscal year.

J. Hoeven reviewed highlights from the budget including \$1M in ongoing support for scholarships and bursaries; \$4M in deferred maintenance; \$3.8M in enrolment-related tuition adjustments; and \$500,000 for classroom technology.

Moved by J. Hoeven, seconded by G. Dexter:

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2022-2023 Operating Budget with revenues and expenditures each of \$516.7 million.**

**CARRIED.**

#### 4.2 2022-2023 University Fee Proposals

J. Hoeven introduced this item, noting the BAC's extensive engagement with the University community. She spoke to key points related to the proposed tuition and fee recommendations, noting that the major revenue sources are tuition and the government grant, which is fixed. As such, tuition fees will continue to be an important revenue stream to universities. She noted that Administration recognizes the importance of providing access to university education and that tuition increases are a genuine concern for students. In response to this, investments have been made in student assistance to help those most in need of financial support.

J. Hoeven noted that the FAIR Committee also reviewed other adjustments to fees pertaining to auxiliary fees, residence and meal plan rates, Student Services fees, and Halifax Transit U-Pass fees; the FAIR Committee is recommending these fee increases as presented.

Following the report, G. Kulczycki responded to questions related to the BACs review and consideration of all feedback during the budget development process. She also spoke to ongoing challenges in balancing the budget, particularly given that the provincial grant is fixed, and highlighted the University's focus on providing bursaries and financial support to students to ensure education remains accessible. D. Saini reiterated these points and advised that the new budget model will assist in creating a more sustainable path going forward.

M. Stinson spoke to the potential impact these continual tuition fee increases may have on students' ability to afford university education. J. Hoeven noted the FAIR Committee shares these concerns and the need to find a more tenable path forward, highlighting that the new budget model will help achieve these goals. D. Saini shared his interest in exploring any creative ideas students may have in solving these continuing budgetary challenges.

Board members agreed to consider the motions together.

Moved by P. Beesley, seconded by J. MacIsaac:

#### **4.2.1 Tuition and Facilities Renewal Fees**

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2022-23 tuition fees as presented in the attached tuition fee schedule including:**

**In 2022-23, a 3% general tuition fee increase applied to tuition fees for all programs effective April 1, 2022.**

**AND**

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve a 3% increase in the auxiliary fee for facilities renewal to \$100.60 per term for full time students effective April 1, 2022.**

**CARRIED.**

(J. Frontain, M. Lyu, M. Stinson against)

#### **4.2.2 Other Fees**

J. Hoeven presented the motions on the proposed fee increases including Facility Auxiliary fees, Residence and Meal Plan rates, Student Services fees, and Halifax Transit U-Pass fees.

Board members agreed to consider the motions together.

Moved by C. Fraser, seconded by P. Beesley:

##### **4.2.2.1 Facility Auxiliary Fees**

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the Auxiliary fee changes for 2022-23 as presented, effective April 1, 2022.**

**CARRIED.**

(J. Frontain, M. Lyu, M. Stinson against)

##### **4.2.2.2 Residence and Meal Plan Rates**

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2022-23 residence and meal plan rate schedule as presented, effective for the Fall term 2022.**

**CARRIED.**

##### **4.2.2.3 Student Services Fees**

**THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2022-23 Student Services fees as follows:**

**The Student Services fees for all Halifax campus students be increased by:**

- **\$5.00 per term for a full-time student, to a total of \$172.40**
- **\$3.35 for a full-time summer student, to a total of \$114.10, and**
- **\$1.40 for part-time students in fall, winter and summer terms, to a total of \$47.80**

The Student Services fees be increased by \$10.00 per 8-month period for full-time students in Medicine and Dentistry on the Halifax campus, to a total of \$344.80.

The Student Services fees for all Truro campus students be increased by:

- \$4.50 per term for a full-time student, to a total of \$155.80
- \$2.85 for a full-time summer student, to a total of \$97.50, and
- \$0.90 for part-time students in fall, winter and summer terms, to a total of \$31.25.

CARRIED.

#### 4.2.2.4 Halifax Transit U-Pass Fees

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2022-23 U-Pass fee of \$167.70 for full-time (fall/winter) students (pro-rated to \$83.85 for the winter and summer terms), effective for the Fall term 2022.

CARRIED.

### 4.2.3 DSU-Proposed Fees

#### 4.2.3.1 Student Health and Dental Plan

J. Hoeven presented the motions on the proposed fee increases, which were approved by the DSU Council.

Board members agreed to consider the motions together.

Moved by G. Dexter, seconded by L. Spiteri:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve an increase to the DSU Domestic Health and Dental Plan single student fee of \$11.31 (to a total of \$479.95 per year) for all full-time students at both the Halifax and Truro campuses.

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve an increase to the DSU Domestic Health and Dental Plan family fee of \$11.31 (to a total of \$479.95 per year) for all full-time students at both the Halifax and Truro campuses. These fees are in addition to single fees.

CARRIED.

## 5. In Camera Session

The Board moved to the *in camera* session.

## 6. Adjournment

The meeting adjourned at 4:15 p.m.