



BOARD OF GOVERNORS
Approved Minutes of the Meeting (Open Session) held on
Tuesday, October 16, 2018, 3:00 p.m.
University Hall, Macdonald Building

MEMBERS PRESENT:

Lawrence (Larry) Stordy (Chair), Eleanor Bernard, Ian Bezanson, Richard Florizone, Elaine Gibson, Kevin Hewitt, Joyce Hoeven, Brenda Hogan, Chris Huskilson, Laurie Jennings, Brian Johnston, Carolan McLarney, Anne McLellan, Kathleen Olds, Aubrey Palmetter, Aaron Prosper, Robert Richardson, Jeremy Ryant, Paula Simon, Candace Thomas

NON-MEMBERS PRESENT:

Alice Aiken (Vice President Research & Innovation), Peter Fardy (Vice-President Advancement), Chris Moore (Provost and Vice President Academic, Acting), Susan Brousseau (University Secretary), Sundari Pashupathi (Associate Secretary of Senate), Cheryl MacDonald (Board Governance Assistant)

REGRETS: Joyce Carter, Cassandra Dorrington, Robert (Bob) Hanf, Iain Klugman, Ian Nason (Vice President Finance and Administration), Sherry Porter, Michele Williams

GUESTS: Rochelle Owen (Executive Director, Office of Sustainability), David Westwood (DFA Observer)

1. Approval of Agenda

Before moving for the adoption of the agenda, L. Stordy welcomed new Board members - J. Hoeven, C. Huskilson, and C. McLarney. He further recognised the presence of C. Moore, Acting Provost and Vice-President Academic. L. Stordy also reminded members, as the Board begins a new year, of their fiduciary responsibilities as trustees of the university, including acting in the best interests of Dalhousie and avoiding conflicts of interest.

The agenda was adopted as presented.

2. Consent Agenda

All items on the Consent Agenda were approved.

2.1 Minutes of the Meeting of June 26, 2018

THAT the Board of Governors approve the minutes of the meeting of June 26, 2018 as presented.

Approved by CONSENT.

2.2 Appointment of Board Representative – Search Committee for Advisor and AVP Equity and Inclusion

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Brenda Hogan as Board representative on the search committee for the University Advisor & Assistant Vice-President, Equity and Inclusion, such appointment to be effective on the date of Board approval.

Approved by CONSENT.

2.3 Presidential Search Committee Membership

That the Board of Governors ratify the Presidential Search Committee membership as presented.

Approved by CONSENT.

2.4 Matters from Senate

2.4.1 Student Accommodation Policy – Minor Edits

THAT the Board of Governors approve the revision to the Student Accommodation Policy as presented.

Approved by CONSENT.

3. Business Arising from the Minutes

There was no business noted.

4. Chair's Report

L. Stordy highlighted several recent events that demonstrate the progress and momentum Dalhousie has enjoyed this fall, including the September IGNITE event (as part of the 200th Anniversary celebrations), the opening of the Emera IDEA building, and the recently announced \$10 million in funding from the province for the Arts Centre expansion. He congratulated J. Ryant on his participation in the recent 2018 Smith Shield Moot competition, C. Thomas on her award as a 100 Accomplished Black Canadian Women honoree for 2018, and S. Porter for being named as a Member of the Order of Canada. He referred members to the report of the Board Executive Committee, noting the motions that were approved on behalf of the Board since the annual meeting in June. The motions approved on July 30, 2018 are as follows:

Motions re: Provost & Vice-President Academic/Acting Provost & Vice-President Academic

1. THAT the Board Executive Committee, on behalf of the Board of Governors, approve the appointment of Dr. Teresa Balsler as Provost and Vice-President Academic for a term from November 1, 2018 to June 30, 2023.
2. THAT the Board of Governors approve the appointment of Chris Moore as Acting Provost and Vice-President Academic for a term from August 1, 2018 to October 31, 2018.
3. THAT the Board of Governors authorize Chris Moore to sign on behalf of the University all documents covered under the Document Execution/Contract Signing Authority Policy while serving as Acting Provost and Vice-President Academic.

Motions re: Presidential Search Committee – Board Appointees

1. THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Cassandra Dorrington, Anne McLellan and Robert Richardson to the Presidential Search Committee, effective immediately.
2. THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Robert (Bob) Hanf to the Presidential Search Committee, effective immediately.
3. THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Sherry Porter to the Presidential Search Committee, effective immediately.

4. THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Candace Thomas to the Presidential Search Committee, effective immediately.

5. President's Report

R. Florizone referred members to his written report and spoke to highlights in various areas over the past several months. He noted that his priorities in his last few months as president are to continue momentum on a number of initiatives under the university's strategic direction and to support the Board in a positive transition to new leadership. He spoke briefly to student enrolment, progress on various capital projects, and several senior administrative changes. He highlighted the completion of the IDEA Building project and the excellent fund-raising results that saw the project completed within budget and without impinging on the operating budget.

Following his report, R. Florizone responded to several questions focused on his sense of the federal budget and how this may impact universities this year, and also the status of discussions with the Province regarding a new Memorandum of Understanding on operating grant funding for universities. In response to a question on the annual Maclean's magazine survey and Dalhousie's performance in other national and international rankings, Dr. Florizone noted that Dalhousie's approach is to pay attention to this information, but not allow surveys to drive or control its priorities. He noted that where the university can make progress on its own strategies, this can have an impact on the rankings.

At the conclusion of his remarks, Dr. Florizone expressed his appreciation to Martha Casey, Chief of Staff and Executive Director of his office, who is moving on to a new role external to Dalhousie in November.

6. Dalhousie Student Union President's Report

A. Prosper gave an overview of the operations, leadership and priorities of the Dalhousie Students Union (DSU). The union represents close to 19,000 students and is governed through participatory democracy. One of the initiatives of the union is the new Ambassador program, which launched in September 2018. The program helps students become more involved on campus and better integrate into the university community. While there is a target to grow volunteers involved in the program to 500 students by the end of the year, there are currently about 200 participants. He further informed the Board that the Union oversees various services, including a sustainability office and a student advocacy service; manages on-campus printing and food service businesses; and oversees and funds a wide range of student societies. With respect to Tiger Patrol, the DSU's joint initiative with Dal Security that aims to provide safe transportation for students, he noted that there is work ongoing to make the service's vehicles wheelchair-accessible. He also referred to the Union's annual Racial Justice Symposium and the Sexual Assault and Harassment Phone Line.

7. Items for Information

7.1 Research and Innovation Strategic Direction

A. Aiken, Vice-President Research and Innovation, presented the University's Research and Innovation Strategic Direction for 2018-2023, titled "Impact Together", highlighting the process and the significant community engagement utilized in developing the strategic direction document. Noting that the Strategic Direction should inform research plans, Dr. Aiken highlighted Dal's leadership in diversity and innovation. The framing of the research strategy was informed by the United Nations' Sustainable Development Goals (SDGs), as the goals represent global problems and priorities. The University is the first U15 Canadian university to premise its research strategy on the SDGs.

The strategic direction outlined in the document focuses on five signature research clusters – sustainable ocean; healthy people, healthy communities, healthy populations; food security; culture, society, community development; and clean technology, energy, the environment. Innovation and Entrepreneurship, and Big Data are the overarching themes for all of these areas.

Dr. Aiken referenced a four-component strategic road map for achieving the University's research vision. The University will propel research and innovation excellence by attracting and retaining the best researchers and graduate students. Hence, there is an aim to double the number of doctoral students by 2023 and increase external research income by 5% annually. Another strategic priority is to connect researchers in the university and promote interdisciplinary culture. This also includes advancing and developing a peer review culture at the University. Further, the university will enhance its research partnership with international, industry and government partners. Translational research and innovation with global and societal impact will also be a focus.

Following the presentation, A. Aiken responded to questions in several areas, including strategies for increasing the number of graduate students. On this point, R. Florizone noted the importance of research funding and highlighted that Dalhousie's situation is unusual and challenging in terms of the relatively small amount of funding that comes from the Province. He noted that the Province's creation of Research Nova Scotia is a step in the right direction, but that there is still a long way to go to reach the level of funding provided in other areas of the country; Dalhousie lags the U15 group of universities in terms of provincial funding. He noted that Dalhousie has a special role in the province as a medical-doctoral institution and that research is intrinsic to this role. He encouraged Board members to continue to be conscious of, and to promote Dalhousie's special role and to be aware of the importance of increasing provincial funding and support for research. In response to a query, A. Aiken noted that her team is working on metrics to assess the success of the strategic direction.

7.2 University Sustainability Programs and Progress/Climate Change Plan

L Stordy noted that the Community Affairs Committee had recommended this presentation come to the full Board for information, as committee members found the information to be very interesting and engaging.

Rochelle Owen, Executive Director of the Office of Sustainability, presented on this item, speaking to the many University-wide activities and initiatives of her office, and the approaches used to undertake this work. She noted the monies that Dalhousie has invested in sustainability projects and initiatives since 2009, the successes achieved in reaching targets in a wide range of areas, and spoke to future directions for Dalhousie around climate and energy, waste and water, sustainable transport and the natural environment, food and procurement, and university community engagement. Following this presentation, R. Owen responded to a question around student consultation on certain recent capital projects and the sustainability initiatives related to these.

7.3 Fundraising Report and Advancement Growth Strategy

I. Bezanson, on behalf of Community Affairs Committee Chair Sherry Porter, introduced the presentation, commending the forward-looking approach of the Advancement Growth Strategy. P. Fardy presented on the item, speaking to the mandate of the Advancement unit, the 2018 fiscal year fund-raising results, fund-raising performance over the past ten years, and ambitions for growing fund-raising activities and results for the future. He noted that the mandate of the Advancement team is to attract external resources to support the University's mission, emphasizing that it is critical to the University's success in this area that there be an alignment between sourced funding and the mission of the University.

P. Fardy noted, in term of future growth and activity, that there is a correlation between investment in advancement and the return on such investment. While noting that possible factors like constrained resource, constrained opportunity, and/or constrained competence could impede possible growth, there is no indication that opportunities are limited. He emphasised that smart resource allocation and further investment in advancement will generate growth. Advancement should, therefore, be seen and approached not as a 'cost centre' but as a 'contribution centre'. He concluded by noting the key role played by the president in advancement activities and applauded R. Florizone for providing significant leadership and support for advancement activities during his tenure, including building key external relationships.

Responding to questions, Mr. Fardy noted that Advancement can play a key role in the research priority of doubling PhD students (as noted by Dr. Aiken in her earlier presentation) and encouraging donors to fund fellowships; this is an example of aligning fund-raising with the University's priorities. On the funding structure of the Advancement unit, he noted that while the unit is currently managing well, there will be need in the future to develop a different

model for funding advancement activities and spoke to an emerging model at other institutions and organizations. He also pointed out that as the alumni base of the university becomes more global, alumni strategies will also need to evolve; this is an issue other Canadian universities face as well.

7.4 Board Standing Committee Reports

L. Stordy referred members of the Board to the reports in the meeting package.

8. *In Camera Session*

The Board moved to the in-camera session.

9. Adjournment

The meeting adjourned at 6:00 p.m.