



BOARD OF GOVERNORS
Approved Minutes of the Meeting (Open Session) held on
Tuesday, April 16, 2019, 3:00 p.m.
University Hall, Macdonald Building

MEMBERS PRESENT:

Lawrence (Larry) Stordy (Chair), Ian Bezanson, Joyce Carter, Robert (Bob) Hanf, Kevin Hewitt, Joyce Hoeven, Brenda Hogan, Laurie Jennings, Brian Johnston, Peter MacKinnon, Carolan McLarney, Kathleen Olds, Aubrey Palmeter, Aaron Prosper, Robert Richardson, Jeremy Ryant, Candace Thomas, Michele Williams

NON-MEMBERS PRESENT:

Teresa Balsler (Provost and Vice-President, Academic), Peter Fardy (Vice-President, Advancement), Ian Nason (Vice-President, Finance and Administration), Susan Brousseau (University Secretary)

REGRETS:

Eleanor Bernard, Cassandra Dorrington, Elaine Gibson, Chris Huskison, Iain Klugman, Sherry Porter

GUESTS:

Barbara Hamilton-Hinch (Assistant Professor, School of Health and Human Performance), Susan Robertson (AVP, Financial Services), Nathan Rogers (Assistant Director, Capital Planning), Mary Ann Rowlston (Director, Budgets and Financial Analysis), Jasmine Walsh (AVP Human Resources), David Westwood (DFA Observer), Sundari Pashupathi (Associate Secretary of Senate), Cheryl MacDonald (Board Governance Assistant)

1. Approval of Agenda

The agenda was adopted as presented.

2. Consent Agenda

All items on the Consent Agenda were approved.

2.1 Minutes of the Meeting of February 12, 2019

THAT the Board of Governors approve the minutes of the meeting of February 12, 2019 as presented.

Approved by CONSENT.

2.2 Board of Governors Appointments 2019-20

Motion 1:

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 appointment to the Board of Governors of Dalhousie University for a three-year term from July 1, 2019 to June 30, 2022.

Approved by CONSENT.

Motion 2:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the reappointment of Robert Richardson to the Board of Governors of Dalhousie University for a three-year term from July 1, 2019 to June 30, 2022.

Approved by CONSENT.

Motion 3:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Aisha Abawajy as a student Board member on the Board of Governors of Dalhousie University for a one-year term from May 1, 2019 to April 30, 2020, and the appointment of Fatima Beydoun as a student Board member on the Board of Governors of Dalhousie University for a two-year term from May 1, 2019 to April 30, 2021.

Approved by CONSENT.

2.3 Interim Spending Authority

Motion:

THAT in order to allow the continued operation of the University until such time as the 2019-20 operating budget is given final approval, it is recommended that the Board of Governors authorize expenditures of up to 25% of the 2018-19 approved operating budget amounts. The President or his designate, in consultation with the Executive Committee of the Board, is authorized to approve expenditures in excess of 25% in special cases to permit the orderly management of the University.

Approved by CONSENT.

2.4 Matters from Senate

2.4.1 Department Name Change: Earth Sciences to Earth and Environmental Science

Motion:

THAT the Board of Governors approve the change in name of the Department of Earth Sciences to the Department of Earth and Environmental Sciences as a result of the merger of the Department of Earth Sciences and the Environmental Science program.

Approved by CONSENT.

2.4.2 Tenure-Stream Appointments in Clinical Departments – Faculty of Medicine

Motion:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve tenure-stream appointments in clinical departments in the Faculty of Medicine, as presented.

Approved by CONSENT.

3. Business Arising from the Minutes

There was no business noted.

4. Chair's Report

L. Stordy welcomed the two new student Board members, Aisha Abawajy, the incoming president of the DSU, and Fatima Beydoun, who will begin their terms on May 1. He extended his congratulations to the five students who were awarded a Governors' Award at the recent Student Impact Awards; to Jeremy Ryant on his position as law clerk at the Federal Court of Appeal beginning in 2021; and to Kathleen Olds on her acceptance to Yale Law School. The upcoming spring convocation ceremonies were noted, and he encouraged Board members to attend.

L. Stordy referred Board members to the report of the Executive Committee in the meeting materials and the motion approved on behalf of the Board on March 7, 2019. The motion is as follows:

THAT the Board Executive Committee, on the behalf of the Board of Governors, ratify and approve the collective agreement with the Nova Scotia Government & General Employees Union (NSGEU) Local 77 for a three-year period from July 1, 2017 to June 30, 2020.

Lastly, he thanked, on behalf of the Board, the retiring student Board members, Kathleen Olds, Aaron Prosper, and Jeremy Ryant, who conclude their terms on April 30, 2019.

5. President's Report

P. MacKinnon referred members to his written report. He highlighted strategies being undertaken to enhance international student success, including a rapid task force recently struck by Provost Balsler to explore the capacity and needs related to the international student population. He also spoke to a review he has initiated of Dalhousie's international portfolio in relation to international activities; an external consultant has been secured to facilitate the process with a completion deadline of early fall 2019.

P. MacKinnon highlighted recent travel to Ottawa to meet with several government officials, as well as meetings held with local government representatives. He provided an update on the Memorandum of Understanding with the Province, indicating that discussions should conclude shortly with regard to finalizing an agreement on operating budget funding for the next year, but that arrangements for a longer period are not clear at this point. He noted the need for a robust discussion of the public policy issues that are related to university funding more generally.

P. MacKinnon thanked K. Olds for her assistance with the recent campus event held to discuss diversity and inclusion on campus. He also spoke to and acknowledged the significant commitment made by Board members serving on the senior administrative appointment searches currently underway.

6. Dalhousie Student Union President's Report

A. Prosper presented to the Board signed petitions on behalf of students regarding the recommended tuition increases. He spoke to his desire to engage in the budget consultation process early in his tenure as President of the DSU, though discussions did not begin until the end of the fall semester. He recommended re-envisioning the BAC consultation process to increase effectiveness and ensure the student engagement process is adequate. In closing, A. Prosper thanked the Board members, as well as his team and the DSU executive, for their support during his tenure. Members of the Board thanked A. Prosper for his leadership this year.

7. Items for Decision

7.1 Budget Advisory Committee Final Report LVIII

T. Balsler provided highlights from the Budget Advisory Committee (BAC) Final Report LVIII, including an overview of the community and stakeholder consultation undertaken and the development process for the 2019-20 operating budget plan. She noted that students, faculty, and staff provided input through surveys and information sessions.

Dr. Balsler reviewed the BAC priority expenditure recommendations, including infrastructure and facilities renewal, faculty budget allocation and renewal, strategic investment and innovation, and student experience and support as well as student financial and international support. A rapid task force will be struck to examine how international students are currently supported; this initiative is in response to student concerns voiced during the BAC information sessions. Addressing concerns regarding the increase in international tuition, T. Balsler spoke to the 226% increase in international student enrolment in the past decade, fueling the need for additional supports, and outlined plans in place to offset the impact this tuition fee increase may have for students beginning in fall 2019.

T. Balsler spoke to her agreement to present the demands from student protestors occupying the President's Office this past week, the first being that their concerns be brought to the Board, including the impact of the tuition increase on competitiveness, diversity, affordability and the fairness associated with international students paying higher tuition fees as compared to domestic students. She spoke to the challenges all universities currently face in sustaining higher education, research universities in particular, noting that Dalhousie has lagged behind other U15 institutions in not adjusting international tuition over the last decade, nor adjusting student and faculty supports and services to better reflect the increased population.

Following her report, T. Balsler responded to questions regarding securing increased funding support from the Province. She also spoke to the need to develop deliberate strategies around equitable access, particularly regarding countries where students have more limited opportunities to access funding sources and may be more significantly impacted by the increases in international student tuition fees.

8. Items for Decision

8.1 2019-2020 Student Fee Proposals

J. Carter provided introductory comments, noting that the BAC Report LVIII was reviewed at the March 26, 2019 meeting of the Finance, Audit Investment and Risk Committee (FAIR). She highlighted that the FAIR Committee received regular updates regarding the budget process and shared that the Committee felt the process was open and transparent. Speaking to the gap in revenue and expenditures, she noted that the decision to increase fees was not taken lightly. She noted the BAC principles around ensuring that the budget is balanced, that it supports the University's strategic plan and mission, and that it considers the financial sustainability of the institution. J. Carter reported that the recommendations were given robust consideration by FAIR and that these were approved unanimously for recommendation to the Board.

8.1.1 Tuition and Facilities Renewal Fees

J. Carter moved, seconded by A. Palmetter:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2019-20 tuition fees as presented in the attached tuition fee schedule including:

Motion 1: Tuition and International Fees

a) A 3% general tuition fee increase applied to tuition fees for all programs effective April 2019.

b) Further to the increase in a) above, for 2019-20, and for each of the next three years, tuition for international students in undergraduate and non-thesis master's programs be increased by an additional \$1,473. This increase will apply to students entering programs in the fall of 2019.

c) For PhD students entering in the fall of 2019, tuition fees will be adjusted as follows:

i) The continuing fee of \$2,514 will be eliminated and students will pay the same fee for all years of their program.

ii) The additional tuition fee of \$6,570 for international students will be eliminated.

iii) For PhD students in the Faculty of Arts and Social Sciences the tuition will be reduced to \$4,146 (from \$8,481).

iv) For all other PhD students, the tuition will be reduced to \$6,147 (from between \$9,606 and \$11,721 depending on the program).

v) The tuition in iii. and iv. will be assessed in each year of the student's program.

Following presentation of the motion, K. Olds read a statement on behalf of the Dalhousie International Student Association urging the Board to vote against the proposed motion to increase tuition fees, specifically the international student tuition fees.

J. Ryant acknowledged that the tuition increases will have an impact on the international student community at Dalhousie and offered a proposed amendment to the motion for consideration.

Moved by J. Ryant, seconded by K. Olds:

THAT the Board of Governors mandate the rapid task force that the Provost is convening to report back to the Board by the end of November 2019 with a comprehensive report crafted in partnership with international students on the impacts of tuition increases at Dalhousie University.

Discussion of the proposed amendment focused on clarifying the intent of the amendment and how this aligns with or impacts the current terms of reference of the planned rapid task force. There were also questions on the timing of the deadline and whether this is reasonable, given that many students will be away over the summer and not returning until September. T. Balsler responded, noting that the terms of reference are currently being finalized, but the intent is to involve international students and to consult broadly. She noted that the goal is to be agile around this initiative while not leaving out any voices that should be heard. The intent currently is to have the data collected and then, by November, to have a better sense of the student experience side. On this basis, members expressed that the intent of the proposed amendment appears to be captured by the planned terms of reference for the rapid task force. It was noted that accountability to the Board is key.

Board members noted that the proposed amendment does not fit well with the original motion presented and was not considered by FAIR as part of that motion. It was agreed that the amendment proposed should be considered as a separate motion later in the meeting.

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

THAT the proposed amendment to Motion 1 be considered as a separate motion.

CARRIED.

J. Carter moved, seconded by A. Palmeter:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2019-20 tuition fees as presented in the attached tuition fee schedule including:

Motion 1: Tuition and International Fees

- a) A 3% general tuition fee increase applied to tuition fees for all programs effective April 2019.
- b) Further to the increase in a) above, for 2019-20, and for each of the next three years, tuition for international students in undergraduate and non-thesis master's programs be increased by an additional \$1,473. This increase will apply to students entering programs in the fall of 2019.
- c) For PhD students entering in the fall of 2019, tuition fees will be adjusted as follows:
- i) The continuing fee of \$2,514 will be eliminated and students will pay the same fee for all years of their program.
 - ii) The additional tuition fee of \$6,570 for international students will be eliminated.
 - iii) For PhD students in the Faculty of Arts and Social Sciences the tuition will be reduced to \$4,146 (from \$8,481).
 - iv) For all other PhD students, the tuition will be reduced to \$6,147 (from between \$9,606 and \$11,721 depending on the program).
 - v) The tuition in iii. and iv. will be assessed in each year of the student's program.

CARRIED.

Motion 2: Facilities Renewal Fee

Moved by J. Carter, seconded by B. Hanf:

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 \$94.90 per term for full-time students effective April 2019.

CARRIED.

8.1.2 Auxiliary Fees

J. Carter moved, seconded by J. Hoeven:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the Auxiliary fee changes for 2019-20 as presented.

CARRIED.

8.1.3 Student Services Fees

J. Carter moved, seconded by M. Williams:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2019-20 Student Services fees as follows:

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

- \$4.85 per term for a full-time student,
- \$3.20 for a full-time summer student, and
- \$1.35 for part-time students in fall, winter and summer terms.

The Student Services fees be increased by \$9.80 per 8-month period for full-time students in Medicine and Dentistry on the Halifax campus.

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

- \$4.40 per term for a full-time student,
- \$2.75 for a full-time summer student, and
- \$0.85 for part-time students in fall, winter and summer terms.

CARRIED.

8.1.4 Residence and Food Service Fees

J. Carter moved, seconded by C. McLarney:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2019-20 residence and meal plan rate schedule as presented.

CARRIED.

8.1.5 Student Referendum Fee Proposal

J. Carter reported that, in accordance with the referendum held by the Dalhousie Student Union, fee increases are supported by Dalhousie Nursing students.

J. Carter moved, seconded by A. Prosper:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the increase to the Dalhousie Nursing fee from \$21.00 in fall and winter semesters to \$21.00 in fall, winter and summer semesters, per full-time student, per semester on the Halifax campus.

CARRIED.

8.1.6 DSU Student Health and Dental Plan Fee

Members agreed to deal with all four motions together.

J. Carter moved, seconded by A. Prosper:

Motion 1:

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 \$180.00 (to a total of \$464.00 per year) for all full-time students at both the Halifax and Truro campuses.

Motion 2:

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 \$360.00 (to a total of \$928.00 per year) for all full-time students at both the Halifax and Truro campuses.

Motion 3:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve an increase to the DSU International Health Plan single student fee of \$34.00 (to a total of \$728.00 per year) for all full-time international students at both the Halifax and Truro campuses.

Motion 4:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve an increase to the DSU International Health Plan family fee of \$100.00 (to a total of \$1104.00 per year) for all full-time international students at both the Halifax and Truro campuses.

CARRIED.

8.1.7 Halifax Transit U-Pass Fee Increase

J. Carter moved, seconded by L. Jennings:

THAT the Board of Governors, on the recommendation of the Finance, Audit, Investment and Risk Committee, approve the 2019-20 U-Pass fee of \$160.30 for full-time (fall/winter) students (pro-rated to \$80.15 for the winter and summer terms), effective for the Fall term 2019.

CARRIED.

Members then returned to the motion proposed by J. Ryant under Item 8.1.1.

Moved by J. Ryant, seconded by K. Olds:

THAT the Board of Governors mandate the rapid task force that the Provost is convening to report back to the Board by the end of November 2019 with a comprehensive report crafted in partnership with international students on the impacts of tuition increases at Dalhousie University.

Moved by P. MacKinnon, seconded by R. Richardson:

THAT the motion be amended to substitute wording so that it reads as follows:

THAT the Board of Governors mandate the rapid task force that the Provost is convening to report back to the Board by the end of November 2019 with an interim report crafted in consultation with international students on the impact of tuition increases.

CARRIED.

Moved by J. Ryant, seconded by R. Richardson:

THAT the Board of Governors mandate the rapid task force that the Provost is convening to report back to the Board by the end of November 2019 with an interim report crafted in consultation with international students on the impact of tuition increases.

CARRIED.

9. Items for Information

9.1 Board Standing Committee Reports

L. Stordy referred members to the reports of several committees in the meeting package. There were no questions on the reports. C. Thomas noted that the Governance and Human Resources Committee will be undertaking a review of the standing committee structure and terms of reference this spring and committee chairs will have received a communication with respect to this. R. Hanf reported, on behalf of the Academic and Student Affairs Committee, that the Committee has recommended that the Board receive a presentation in the fall on the integrated student health and wellness model and strategies.

9.2 Diversity & Inclusiveness Strategy Progress Report (Strategic Priority 5.2)

J. Walsh reviewed the strategic priority planning process and progress made to date as well as the Equity, Diversity & Inclusiveness goals. B. Hamilton-Hinch reviewed key highlights including the launch of the Elders in Residence program, the creation of 31 new positions, and the establishment of the Belong speaker series.

Responding to questions, B. Hamilton-Hinch shared they are looking to the broader community for leading practices that could be adapted for use at Dalhousie, and that they are looking at ways to better communicate progress and successes with the community. Community consultation has focused on what Dalhousie has done well, what has it missed, and what the focus should be moving forward.

10. In Camera Session

The Board moved to the *in-camera* session.

11. Adjournment

The meeting adjourned at 6:00 p.m.