



BOARD OF GOVERNORS

**Approved Minutes of the Meeting (Open Session) held on
Tuesday, October 15, 2019, 3:00 p.m.
University Hall, Macdonald Building**

MEMBERS PRESENT:

Candace Thomas (Chair), Aisha Abawajy, Theresa (Teri) Balsler, Paul Beesley, Fatima Beydoun, Level Chan, Elaine Gibson, Kevin Hewitt, Kristan Hines, Joyce Hoeven, Brenda Hogan, Chris Huskison, Brian Johnston, Jay MacIsaac, Carolan McLarney, Anne McLellan, Sherry Porter, Robert Richardson, Devarsh Sood, Michele Williams

NON-MEMBERS PRESENT:

Alice Aiken (Vice President Research & Innovation), Peter Fardy (Vice President Advancement), Chris Moore (Acting Provost and Vice President Academic), Ian Nason (Vice President Finance & Administration), Susan Brousseau (University Secretary)

REGRETS: Cassandra Dorrington, Robert Hanf, Laurie Jennings

GUESTS: John Hope (General Counsel), Ivan Joseph (Vice Provost, Student Affairs), Verity Turpin (Assistant Vice Provost, Student Affairs), Madi Sutton (Dalhousie alumnus), Julia Wright (DFA Observer)

1. Approval of Agenda

Before moving for the adoption of the agenda, C. Thomas welcomed new Board members P. Beesley, F. Beydoun, L. Chan, K. Hines, J. MacIsaac, and D. Sood. She further recognised the presence of C. Moore, Acting Provost and Vice-President Academic, and Theresa (Teri) Balsler, Interim President. She also thanked all Board members and the 2019-20 Board standing committees chairs for their significant volunteer public service. C. Thomas 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

It was requested that item 2.2 be removed from the consent agenda. The two remaining items were approved by consent.

2.1 Minutes of the Meeting of June 25, 2019

THAT the Board of Governors approve the minutes of the meeting of June 25, 2019 as presented.

Approved by CONSENT.

2.3 Board Committee Appointment – 2019-20

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the appointment of Robert Hanf to the Board Governance and Human Resources Committee for 2019-20, effective immediately.

Approved by CONSENT.

2.2 Regulations Concerning Continuing Appointment with Annual Academic Career Development

A concern was noted that the criteria for consideration of continuing appointment in the Regulations document presented seem to focus to a lesser extent on student outcomes than research and other areas of evaluation. Discussion ensued with note made of references in the appendix documents that speak to student teaching and supervision, student-centred learning and success, etc. It was also noted that the faculty collective agreement and the tenure and promotion guidelines in individual Faculties have very specific criteria in each area of evaluation, including teaching. There was note that a broader discussion on the integration of criteria focused on student outcomes across Faculties would be useful. Others noted that clarity around what is mean by “student outcomes” would be helpful. C. Moore, Provost and Vice-President Academic (acting) undertook to follow up with the Dean of Medicine on these Regulations specifically.

Moved by K. Hewitt, seconded by B. Johnston:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the proposed revisions to the Regulations Concerning Continuing Appointment with Annual Academic Career Development as presented.

CARRIED.

3. Business Arising from the Minutes

There was no business noted.

4. Chair's Report

C. Thomas presented the Chair's report. She referred members to the report of the Board Executive Committee which reports on the motion approved by the Executive Committee on August 27, 2019 to ratify the collective agreement with the Public Service Alliance of Canada, Local 86001. The motion approved is as follows:

THAT the Board Executive Committee, on behalf of the Board of Governors, ratify and approve the collective agreement with the Public Service Alliance of Canada (PSAC), Local 86001, for the three-year period from January 1, 2019 to December 31, 2021.

C. Thomas thanked the organizers and presenters for this year's orientation session for new Board members which took place earlier in the day. She also noted the success of the fall convocation events and thanked University Chancellor Anne McLellan for presiding over convocation, speaking to her significant contributions to making the ceremonies so meaningful and memorable over her five years in office. C. Thomas also noted Dalhousie's bestowal of an honorary degree on award-winning filmmaker Selwyn Jacob.

C. Thomas also noted the recent event in September to formally receive the report of the Scholarly Panel to Examine Lord Dalhousie's History on Slavery and Race, thanking the panel members for their extensive research and work in preparing the report. C. Thomas also acknowledged the recent showing at the Atlantic Film Festival of the film *There's Something in the Water*, based on Dr. Ingrid Waldron's book of the same name on environmental racism; Dr. Waldron is a faculty member in the School of Nursing and Department of Psychiatry. Lastly, she acknowledged the recent passing of the late Barrie Black, a former Board member and former president of the Dalhousie Alumni Association.

5. President's Report

T. Balsler referred members to her written report and spoke to highlights in various areas over the past several months. She provided an update on the progress of the planning process for the renewal of the University's strategic plan and priorities. The planning process moved into its third phase as of mid-September with the presentation of the work of Learning Circle teams and the formation of eight self-study teams on the subjects of research future; campus health and well-being; sustainability and environmental responsibility; future of teaching and learning; international and global engagement; culture and climate; student experience and student success; and Dalhousie's purpose/social responsibility.

Dr. Balser provided an update on student enrolment numbers for 2019-20 and discussed opportunities for supporting international students, noting that a report on the work of the rapid task force on international student support will come to the November meeting. Dr. Balser also spoke to work in the area of equity, diversity and inclusion, noting the recommendations from the Lord Dalhousie Panel, and the upcoming African Nova Scotian strategy; recommendation from these reports, along with the work on the Indigenous strategy, will be embedded into a forthcoming strategy plan under the leadership of Dalhousie's new Vice-Provost of Equity and Inclusion, Dr. Theresa Rajack-Talley.

Dr. Balser noted that amazing staff and students she has had the pleasure of meeting and working with and commended those who responded so ably to the recent Hurricane Dorian event that impacted the University and the wider community.

In response to a question, Dr. Balser also provided an update on the search for a new Dean of Management; the search is continuing with the same committee and she expects a new dean to be recommended in the coming months.

6. Dalhousie Student Union President's Report

A. Abawajy presented highlights from her written report, speaking particularly to DSU efforts to encourage students to become informed and vote in the upcoming federal election; work on the DSU's strategic plan; and the issue of food insecurity among students. At the conclusion of her report, she circulated a letter outlining the DSU's response to the change in the liquor license designate position.

Following her report, A. Abawajy responded to brief questions on initiatives to address food insecurity. Board Chair C. Thomas thanked her and the DSU for their work in getting students out to vote in the upcoming election.

7. Items for Information

7.1 Budget Advisory Committee Process 2019-20

T. Balser reported on the changes to the Budget Advisory Committee (BAC) process for this year. She spoke to the two key roles for BAC, the first of which is to make recommendations to the Board on how to close the gap between revenue and expenditures. The second is to make recommendations that recognize the numerous priority areas and to propose the allocation of funds across the major priority areas. She noted the limitations of the current process and spoke to the changes that will see a focus on having a continuing process for BAC. In addition, a broader, more inclusive, and more comprehensive consultation process for seeking input from students, staff and faculty will be implemented. This year, budget input forums and surveys will be introduced to solicit more relevant and useful feedback. She noted that one goal of the revised process is to more fully explain the role of the BAC and to make the process more transparent overall. C. Moore added that the intention is to move beyond an annual budget balancing process to a longer-term process that recognizes the need to grow and innovate and that looks at long-term sustainability.

K. Hewitt noted that the terms of reference of the Senate Planning and Governance Committee (SPGC) speak to providing recommendations to BAC and to the President on academic priorities guiding the deployment of resources. He proposed a conversation with the Provost about how input from SPGC could be incorporated into the process.

7.2 Shifting our Approach: Advancing Student Health & Well-being at Dalhousie

I. Joseph, Vice-Provost Student Affairs, introduced the item and invited V. Turpin, Assistant Vice-Provost, Student Affairs, to make the presentation. V. Turpin summarized the purpose of Student Health and Wellness as being to provide responsive, quality healthcare and to support the well-being of students on campus. Student Health and Wellness' research has led them to maintain the same top three priorities over the last several years: mental health, alcohol and substance use harm reduction, and sexual health, with this presentation focusing on mental health. V. Turpin further noted that stress, anxiety, and sleep difficulties are the top three issues affecting the academic performance of students. She shared some key statistics from the National College Health Assessment

(NCHA) which revealed the prevalence of these issues at Dalhousie. Of particular note were the fact that Dalhousie students report higher levels of stress and anxiety than Canadian comparator institutions, and that only approximately one third of Dalhousie students report getting enough sleep at least once a week. Students' top three worries are (1) academics, (2) finances, and (3) sleep.

V. Turpin went on to briefly summarize the shift in approach that has been undertaken by Student Health and Wellness since the leadership changes made in 2012, noting in particular the launch of an interprofessional collaborative health care model, and their contribution to the development of the Mental Health Commission of Canada (MHCC) and CSA Standard for Psychological Health and Safety for Post-secondary Students. She also highlighted some key performance indicators, noting that Student Health and Wellness has achieved its goal of reducing the wait time for access to primary and mental health support to within one day, and also significantly reduced the average number of students on the personal counselling waitlist for ongoing therapy. V. Turpin then shared some statistics showing that Dalhousie students are accessing mental health services at higher rates than before, and at higher rates than its Canadian comparators, noting that some of the future areas of focus for Student Health and Wellness will include the launch of the aforementioned MHCC and CSA Standard and an increased emphasis on intercultural competency training.

V. Turpin introduced Madi Sutton, a recent Dalhousie graduate and a member of the MHCC Youth Council. M. Sutton shared her personal story of dealing with treatment-resistant depression while studying at Dalhousie. She also emphasized the importance of evidence-based knowledge of the kind that the MHCC standards will endeavour to provide.

V. Turpin and M. Sutton (joined by Glenn Andrea, Medical Director, Student Health and Wellness; Krista Cross, Director of Operations, Student Health and Wellness; and David Pilon, Director, Counselling and Psychological Services, Student Health and Wellness) responded to questions from the Board. Questions and discussion focused on a variety of issues, including how the interprofessional collaborative healthcare model has been able to increase access; concern over the high rates of suicide-related reports; the importance of intercultural competency training (which has been identified by staff as a high-priority learning need for the coming year); the planned analysis of existing data from a number of sources to better understand the student populations Dalhousie Health & Wellness is serving and which are underserved; and the representation of equity-seeking groups among health and wellness clinic employees and whether there are gaps that can be identified. In response to the discussion on the needs of diverse students and the diversity of Health & Wellness staff, the presenters noted that the hiring of physicians in Nova Scotia is largely controlled by the Nova Scotia Health Authority (NSHA), but that hiring physicians who identify in under-represented groups is a priority when there is opportunity to do so. It was also noted that of the nine permanent DFA counsellors, three identify as visible minorities and one as Indigenous. It was noted that Student Affairs leadership has primarily focused on improving access as the first step; going forward, attention to the student experience will also be a focus. The presenters noted that a significant amount of data is currently available through Dalhousie, as well as national and international survey tools and that this needs to be examined to inform resources and priorities; a data analyst will be hired to work with Institutional Analysis and Planning to look specifically at health and wellness. The longer-term goal is a more coordinated approach to campus health and wellness through Dalhousie's strategic plan.

7.3 Annual Fundraising Report

This item was deferred due to time.

7.4 Board Standing Committee Reports

The Chair referred members to the reports of several of the standing committees in the meeting package. There were no questions on the reports.

8. In Camera Session

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

9. Adjournment

The meeting adjourned at 6:20 p.m.