



**BOARD OF GOVERNORS**  
**Approved Minutes of the Meeting (Open Session) held on**  
**Tuesday, November 26, 2019, 3:00 p.m.**  
**University Hall, Macdonald Building**

**MEMBERS PRESENT:**

Candace Thomas (Chair), Aisha Abawajy, Theresa (Teri) Balsler (Interim President), Fatima Beydoun, Level Chan, Cassandra Dorrington Elaine Gibson, Robert Hanf, Kevin Hewitt, Kristan Hines, Joyce Hoeven, Brenda Hogan, Chris Huskilson, Laurie Jennings, 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 (Provost and Vice President Academic - Acting), Ian Nason (Vice President Finance & Administration), Deep Saini (President Elect), Susan Brousseau (University Secretary), Cheryl MacDonald (Board Governance Assistant), Sundari Pashupathi (Associate Secretary of Senate)

**REGRETS:**

Paul Beesley

**1. Approval of Agenda**

Before moving for the adoption of the agenda, C. Thomas welcomed incoming president D. Saini to the meeting. The agenda was amended with the addition of item 6.1- Report on Forum - Embedding Equity, Diversity and Inclusion in Teaching and Learning. The agenda was approved as amended.

**2. Consent Agenda**

All items were adopted by consent.

**2.1 Minutes of the Meeting of October 15, 2019**

**THAT the Board of Governors approve the minutes of the meeting of October 15, 2019 as presented.**

**Approved by CONSENT**

**2.2 Appointment of Board Representative – Search Committee for Vice President Finance and Administration**

**THAT the Board of Governors, on recommendation of the Governance and Human Resources Committee, approve the appointment of Michele Williams as the Board representative on the search committee for the Vice-President Finance and Administration, such appointment effective as of the date of Board approval.**

**Approved by CONSENT**

**2.3 Items from Senate**

**2.3.1 New Program Proposal: PhD in Psychiatry Research, Faculty of Medicine**

**THAT the Board of Governors approve the program proposal for the PhD in Psychiatry Research as presented.**

**Approved by CONSENT**

### **2.3.2 New Program Proposal: Master of Digital Innovation, Faculty of Computer Science**

**THAT the Board of Governors approve the program proposal for the Master of Digital Innovation as presented.**

**Approved by CONSENT**

## **3. Business Arising from the Minutes**

### **3.1 Faculty of Medicine Regulations Concerning Continuing Appointment with Annual Academic Career Development**

C. Moore reported on his follow-up with Dr. David Anderson, Dean of the Faculty of Medicine, with respect to the question at the previous meeting regarding whether there is appropriate focus on student outcomes in the criteria for consideration of continuing appointment within the Faculty Regulations document. Dr. Moore reported that Dr. Anderson confirmed that student learning outcomes are assessed by reference to the course learning outcomes and the student assessment in relation to these outcomes and spoke to evidence of this. Based on this conversation he is satisfied that the criteria in the Regulations, as noted previously, do give significant attention to student outcomes.

## **4. Chair's Report**

C. Thomas acknowledged the recently announced retirement of Ian Nason, Vice-President Finance and Administration, which will be effective June 30, 2020. She thanked I. Nason for his many years of exemplary service to Dalhousie and his many contributions to the University over his tenure. C. Thomas also noted the recent appointment of Matt Proctor as Assistant Vice-President, Communications & Marketing, and sincerely thanked Janet MacMillan for her service as interim AVP Communications & Marketing. She also thanked Board member C. Huskison and former Board member I. Bezanson for serving on the search committee for this appointment.

C. Thomas reported briefly on several recent events she attended, including the Shaar Shalom lecture by former Governor General Michaëlle Jean on October 16. She also thanked T. Balsler for her presentation on the Fourth Industrial Revolution and the future of teaching and learning at the Dalhousie Advisory Council meeting which took place in Toronto on October 17 and 18. She noted as well the Dalhousie Medical Research Foundation's 4<sup>th</sup> annual Breakthrough Breakfast in November, which featured an inspiring presentation by three world-renowned Dalhousie faculty members on their research on frailty and aging.

C. Thomas reported briefly on the "Conversation with President Barack Obama" event which took place in Halifax on November 13, noting Dalhousie's involvement as a sponsor and the opportunities made available for students to attend. She acknowledged the official launch of the Future Leaders program, with Stewart McKelvey as the Future Leaders Champion, and thanked Dalhousie for hosting this event on campus. Finally, she acknowledged and thanked L. Jennings for the recent gift from the Jennings family to the Faculty of Agriculture to support a bursary for Faculty of Agriculture students aspiring to start or expand a family business.

## **5. President's Report**

T. Balsler began by thanking I. Nason for his many years of service and contributions to Dalhousie. She also thanked Janet McMillan for serving as acting AVP Communications & Marketing and welcomed incoming president D. Saini.

Referring members to her written report, T. Balsler provided an update on the strategic planning work, highlighting the progress in the third phase of planning, including the formation of the self-study teams for each of the eight strategic themes that have emerged through the earlier phases of the process. Each self-study team is working with an Executive Champion and will produce a report with high-level recommendations for the incoming president. She also noted that the Board will have a chance to engage as stakeholders in this process at the annual retreat.

T. Balseer spoke to several highlights in her report, including recent student enrolment data for 2019-20, the recent symposium on EDI in Teaching and Learning, and the receipt of a Rhodes Scholarship by King's and Dalhousie student Isabel Roach. She also acknowledged the recent success of several Dalhousie faculty members in receiving a number of prestigious awards and other recognition.

## **6. Dalhousie Student Union President's Report**

A. Abawajy highlighted several items, including the DSU Executive's focus on student engagement and efforts to meet students through a variety of media and venues. She noted that she has struck a President's Committee which will provide a direct line for students to meet with her. A. Abawajy also highlighted several initiatives in the area of mental health which the DSU has identified as a key issue for students. She noted the support of the Dalhousie Alumni Association (DAA) for the DSU food bank and thanked B. Johnson, DAA President and Board member for this support. Responding to a question regarding statistics on the number of students who utilize offered services, as well as the percentages of those students who live on-campus versus off-campus, A. Abawajy noted that the DSU does not currently track this, but she will look into the possibility of tracking this information.

In response to the report, R. Hanf noted his belief that students, Administration and the Board need to consider and work together on the issue of food insecurity; the food bank provides a needed service, but the issue is broader than this and it is important to consider what other approaches could help to address the issue.

### **6.1 Embedding Equity, Diversity and Inclusion in Teaching and Learning**

K. Hewitt reported briefly on the recent Forum on Embedding Equity, Diversity and Inclusion in Teaching and Learning that took place on November 13. The event, which focused on curriculum innovation, was conceived and developed in partnership with the Provost's Office with the primary purpose of working to motivate and generate curriculum diversification. He noted that students do not always see themselves represented in the classroom and the Forum was intended to start the conversation on creating a more inclusive curriculum and learning environment. K. Hewitt highlighted the evident interest across the university community to create a more inclusive teaching and learning environment for students, noting that the forum was very well attended. He added that work will continue in collaboration with the Provost's office to define next steps and emphasized that if Dalhousie is successful in this area, students will see themselves better reflected in the teaching and learning environment, resulting in increased engagement, improved recruitment and retention, and greater student success.

Several Board members, including student members, noted the importance of these conversations around curriculum diversification and expressed the hope that although these shifts take time, that the momentum continues. K. Hewitt noted that momentum at this time is in the right direction and that Senate will work with Administration to advance these initiatives. He noted that Senate is requesting more accountability around these kinds of questions in its policies governing program and Faculty reviews. C. Thomas noted that the Board supports this initiative as well, particularly as a priority under Strategic priority 5.2, and will be interested to follow this work as it develops.

## **7. Items for Decision**

### **Capital Projects & Facilities Committee:**

R. Richardson presented the following three items on behalf of the Capital Projects & Facilities Committee:

#### **7.1 Proposed Amendments to Facilities Renewal Annual Approval Process**

R. Richardson referred Board members to the meeting materials, noting the included appendix which indicates that the proposal is in line with thresholds at other Canadian universities.

Responding to question regarding ongoing operational expenses arising out of individual projects, I. Nason noted that incremental increases would be factored into projects and operational expenses are built into the project budget presented to the Board for approval.

Moved by S. Porter R. Hanf, seconded by R. Hanf:

**THAT THE Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, approve the adoption of a revised Facilities Renewal Budget approval process upon the following principles:**

- 1. In November of each year the Capital Projects and Facilities Committee will be provided with a summary schedule identifying the major areas of planned spending for the coming year along with a list of significant individual projects (greater than \$1 million) which will be implemented as part of the overall program.**
- 2. A list of the significant projects (greater than \$1 million) proposed for implementation in the upcoming fiscal year will be presented to the Capital Project and Facilities Committee in November of each year for approval of preliminary design and procurement work prior to commencement of the fiscal year. The total value of these proposed projects will not exceed 75% of the total of the current fiscal year Facilities Renewal funding. Significant projects which are determined to be necessary for implementation subsequent to the submission of this November list may be proposed for approval as part of the Operating Budget submission in the Spring of the upcoming fiscal year.**
- 3. Facilities Management is authorized, prior to the following June, to spend and enter into contractual commitments totaling no more than \$10 million to support the implementation of the approved Facilities Renewal projects.**
- 4. 'In-year' and 'end-year' project status reports will be submitted to the Capital Project and Facilities Committee substantiating the achievement of various strategic goals within the Facilities Renewal budget relative to the summary schedule submitted during the Operating Budget approval process.**

**CARRIED.**

## **7.2 Facilities Renewal Preliminary Budget 2020-21**

R. Richardson introduced the item and referred members to the information provided in the meeting package.

Moved by R. Hanf, seconded by S. Porter:

**THAT the Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, approve the list of significant projects (greater than \$250,000 for FY). The total value of these proposed projects will not exceed 75% of the total of the current fiscal year Facilities Renewal funding. Facilities Management is authorized, prior to the following June, to spend and enter into contractual commitments totaling no more than \$10 million to support the implementation of the approved Facilities Renewal projects.**

**CARRIED.**

## **7.3 Ruminant Animal Centre – Feed Barn Replacement and Interpretive Care Centre (Amended Board 2 Approval)**

R. Richardson introduced the item. I. Nason summarized the revisions to the initial budget now that final costs have been determined. The scope of the project will now include the Interpretive Centre fit-up.

Moved by C. Dorrington, seconded by M. Williams:

**THAT the Board of Governors, on the recommendation of the Capital Projects and Facilities Committee, approve the expenditure of a sum not to exceed \$3,420,000 to complete the Feed Barn Replacement and the Interpretive Centre Shell and Interior Fit-up. (Amended Board 2 Approval)**

**CARRIED.**

## **Governance & Human Resources Committee:**

S. Porter presented the following three items on behalf of the Governance & Human Resources Committee:

### **7.4 Review of Standing Committees – Report [For Information]**

S. Porter briefly introduced this item, referring members to the report contained in the meeting materials. She noted that a thorough review of the Board standing committee structure was undertaken and significant changes are not recommended at this time. The Governance & HR Committee will continue to monitor the standing committees to ensure they are operating effectively.

### **7.5 Governance & HR Committee – Proposed Amendments to Terms of Reference**

S. Porter spoke to the proposed delegation to the Governance & Human Resources Committee.

Moved by S. Porter, seconded by R. Richardson:

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the revised Terms of Reference for the Governance and Human Resources Committee, effective as of the date of Board approval.**

**CARRIED.**

### **7.6 University Librarian – Proposed Change in Position Title**

S. Porter introduced this item, noting that changing the name of the position “University Librarian” to “Dean of Libraries” would put Dalhousie in line with other universities across the country.

S. Porter noted, in response to a Board member’s question, that the proposed change will have no financial consequences or effect on benefits and entitlements.

Moved by S. Porter, seconded by D. Sood:

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the change in senior administrative position classification from University Librarian to Dean of Libraries, such position to continue to be a term appointment reporting to the Provost and Vice-President Academic, with appointments to such positions to be approved by the Board Academic & Student Affairs Committee behalf of the Board of Governors, AND**

**THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve that the terms of reference for the Academic and Student Affairs Committee be amended to remove the reference to “University Librarian” in clause (e).**

**CARRIED.**

## **8. Items for Information**

### **8.1 International Student Support Rapid Task Force – Interim Report**

T. Balser reported on the work of the rapid task force and the recommendations coming out of its report. These include the formation of an ongoing working group to implement, oversee and monitor projects recommended; additional advisors for the International Student Centre and the Writing Centre; the development of pilot projects to increase international student success; and access to intercultural competency training for the university community.

T. Balser also spoke to the question of the impact of tuition increases on international students. This work is at an early stage and includes consideration of three or four metrics that may be useful in evaluating this impact. These could include overall student numbers, changes in the diversity of students and the factors

that might indicate financial strain (for example, access to services, access to housing, access to food banks, etc.). She noted that she would be happy to bring a regular report on this work back to the Board.

Questions and discussion following this report included whether the university collects information on socio-economic status when students apply or come to Dalhousie and whether there is data available on international student retention. There was also discussion of ways of balancing representation among international students, including strategic enrolment management and strategies around scholarships and bursaries. T. Balsler noted that the strategic enrolment management project is looking at some of these areas, but a more defined strategy is needed; in the current year, the SEM team has examined the diversity of countries represented within the student population, but a deeper look is needed. She also noted that the rapid task force was focused primarily on support *outside* of the classroom, so there are other aspects to examine and this will be something for the ongoing working group to consider. In response to a question on the deliverable for the more permanent working group, T. Balsler noted that the intent is to review proposals from various areas of the university to support international student success and to develop pilot projects. The group will also monitor progress on projects and initiatives implemented and will report annually to the Provost.

## **8.2 Annual Fundraising Report**

P. Fardy presented the Annual Fundraising Report, summarizing the progress that has been made in fundraising efforts. He began by reiterating the mandate of Advancement at Dalhousie: to attract external resources to support Dalhousie's mission. He also discussed some common misconceptions about fundraising. P. Fardy concluded his presentation by discussing the outlook for future fundraising efforts, noting that there are a wide range of opportunities and that further investment in advancement activities will continue to generate growth. He added that the incoming President is enthusiastic about advancement work and capable of adding significant value, and noted the importance of integrating the approach within Advancement and partnering effectively across the university by cultivating relationships.

Following the report, P. Fardy responded to a variety of questions, particularly around planning and priorities for the next campaign, relationship building and steps to measure the diversity of those relationships, and how fund-raising activities reflect the large increase in international students (and thus, international alumni) over the last several years. With respect to equity, diversity and inclusiveness (EDI) initiatives, he noted the challenge of collecting data from donors and alumni. He noted however that EDI is a focus in Advancement's strategy and in hiring within the unit and agreed that information on the diversity of the Advancement team could be included in future reports.

## **8.3 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.

## **9. In Camera Session**

The Board moved to the *in camera* session.

## **10. Adjournment**

The meeting adjourned at 6:05 p.m.