

# 24 OPERATING 25 BUDGET REPORT

2024-2025



**DALHOUSIE**  
UNIVERSITY

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## **BUDGET ADVISORY COMMITTEE MEMBERS**

The President established the Budget Advisory Committee (BAC) in 1992 to advise on budgetary matters. The BAC members do not represent particular interests but are chosen for their knowledge and expertise. The Committee employs an open and consultative approach to budget discussions at the University.

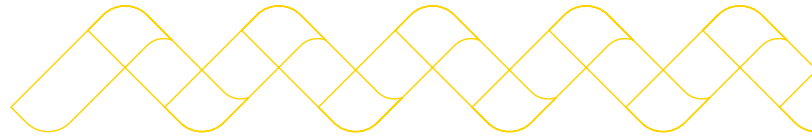
The current membership of the Committee includes:

**Frank Harvey (Chair)**, Provost and Vice-President, Academic  
**Gitta Kulczycki**, Vice-President, Finance and Administration  
**Christopher Hartt**, Professor, Faculty of Agriculture  
**Sophia Stone**, Professor and Chair, Department of Biology, Faculty of Science  
**Graham Gagnon**, Dean of Architecture and Planning  
**Jody Couch**, Chief Information Officer & Assistant Vice-President ITS  
**Allie Luscombe**, Student Member  
**Michael McEachern**, Student Member

The Committee's resource members are:

Cheryl Earle, Chief Financial Officer & Assistant Vice-President Finance – Sonia Beattie, Vice-Provost Planning and Analytics – Mary-Ann Rowlston, Senior Director, Budgets & Financial Analysis – Jennifer Murray, Chief of Staff and Executive Director, Provost Office – Cindy Bray-Willett, Executive Assistant & Operations Manager – Joanna Shipley, Manager, Budgets.

# PRESIDENT'S MESSAGE



## A message from Dr. Kim Brooks, President and Vice-Chancellor

Having served as a dean, faculty member, acting provost and now president, I've had several different vantage points into how Dalhousie's budget process works. The budget process is an important one: it's one of the places where we express our commitments to each other as a community. We know all too well the impact budget decisions have on our students, programs, research, and community.

This budget plan for 2024-25 reflects difficult choices in a challenging financial situation. We are navigating an uncertain global political climate, de-stabilization internationally and challenging financial conditions institutionally and for many in our community. Dalhousie is not alone in facing these realities: many of our peer universities provincially and nationally are also working to address rising costs, limited government revenue, financial pressures on families, constraints on international students, and a more competitive recruitment market. Recent government developments — a new funding framework with the Province of Nova Scotia and a federal cap on international study permits for which details are still pending — add further constraint and uncertainty to our budget scenario for this upcoming year. I know our budget team has deliberated carefully on the choices reflected in this plan, weighing options and prioritizing the protection of our academic mission and Faculty budgets as much as possible. I know it is frustrating to see investments deferred or delayed. I am pleased, however, to see that we have not only protected but increased student assistance funding this year as we have in the past. I am proud that in these times of restraint and uncertainty, we are nevertheless proposing a bold commitment to better support our PhD programs.

Hard choices become a bit easier when you can see a path forward. That's how I feel reviewing the summary of Faculty/unit priorities and projects funded through our first Integrated Planning process. These initiatives, pitched as

part of budget planning by Faculties and units across the university, are focused on achieving the shared goals of our Third Century Promise plan. They reflect the work of those Faculties and units to propose meaningful investments of our limited resources to improve our student experience, enhance our program and research impact, and make Dalhousie more effective and efficient.

I feel enthusiasm as we approach the launch of our next comprehensive fundraising campaign. Our collective work on that offers an exciting opportunity to bring together people and ideas to help fund big things for Dalhousie, our students, our researchers and our community.

We are committed to continuing to carefully and thoughtfully steward Dalhousie's resources to ensure we deliver on our mission to lift the intellectual, social, and economic vitality of our local, national, and global communities — right here from our exceptional home in Nova Scotia.

Sincerely,

**Kim Brooks**  
PRESIDENT AND VICE-CHANCELLOR  
Dalhousie University

# BUDGET ADVISORY COMMITTEE MESSAGE

## **A message from Dr. Frank Harvey, Provost and Vice-President Academic and Chair, Budget Advisory Committee**

On behalf of my colleagues on Dalhousie's Budget Advisory Committee (BAC), I am pleased to present this year's draft budget plan to the university community.

In the past, we have often referred to this document as the "BAC plan." That reflects the important work of the Budget Advisory Committee, which for more than 30 years has advised the university on budgetary matters. The Committee employs an open and consultative approach to budget discussions, and I am grateful to our committee members for their thoughtful contributions to the planning process.

This year's document has a new name to reflect a slightly broader focus. Most excitingly, it shares the results of our first year of Dalhousie's new Integrated Planning process, which aims to better align strategic investments in our mission and our Third Century Promise strategic plan with the university's financial and planning cycle. We hope the summary in this plan offers a window into some of the ways Faculties and units across the university are working to make better use of our limited resources to improve the Dalhousie experience for everyone who works and studies here.

At its core, the budget plan is focused on proposing a balanced operating budget that reflects our shared priorities as an academic community. It also reflects the core challenge of our operating budget scenario: expenses that rise at a faster rate than provincial funding, requiring a mix of tuition increases and cost reductions as necessary measures to balance the budget and avoid deeper cuts to programs and services.

We were already anticipating some difficult budget choices this year given the broader economic climate (including inflationary pressures) and lower-than-expected enrolment in 2023-24 (focused efforts are underway to improve

student recruitment and retention to help address this in future years). Just prior to this report's scheduled completion, the Province of Nova Scotia announced a new funding framework that freezes Dalhousie's operating funding for 2024-25 and caps tuition increases for Nova Scotian students at 2% versus the 3% at which they have been capped for over a decade.

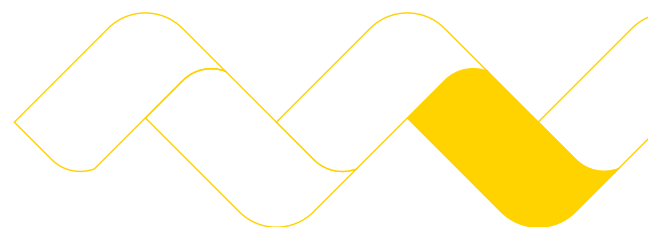
The proposed budget plan offers our best strategic thinking on how to balance the operating budget in light of these additional constraints, align with and protect the imperatives and values associated with our academic mission, and strategically align with provincial goals as we fulfill our commitments to the principles of a civic university.

Budget planning at Dalhousie would not be possible without the input of deans, administrative leaders, faculty, staff, students, and others. It is through continued engagement and dialogue that we ensure alignment between our financial capacities and our shared goals as a university. The preparation of this draft plan has been influenced by extensive conversations with Faculties, units, and various decision-making governing bodies, including a recent "think tank" session with the Dalhousie Senate. With the plan's release, we welcome input from across the university community on how we can continue to prioritize the right investments in our important work. This feedback will be considered in preparing the final budget plan, which is scheduled to be presented to the Board of Governors for approval in March.

Sincerely,

**Frank Harvey**  
PROVOST AND VICE-PRESIDENT ACADEMIC  
CHAIR, BUDGET ADVISORY COMMITTEE  
Dalhousie University

# EXECUTIVE SUMMARY



The 2024-25 Operating Budget reflects assumptions and recommendations associated with funding sources and expenditures that support the University's day-to-day operations, including teaching, research, and service to the community. The operating budget represents 70% of the University's financial activity and includes the operating, endowment, and ancillary funds. The remaining 30% relates to restricted funds supporting sponsored research.

The budget planning process is constrained by the requirement for Dalhousie to develop a balanced budget, which creates challenges when revenue growth does not keep pace with the increase in expenses. As well,

the following factors have made the process particularly challenging this year:

- On February 2nd, the provincial government announced that the 2024-25 operating grant will be frozen at the 2023-24 level of \$203 million. They also imposed a 2% cap on tuition increases for Nova Scotia students enrolled in undergraduate programs;
- The lack of enrolment growth in 2023-24 will have a long-term impact on tuition revenue, and;
- Inflation continues to impact operating expenditures, particularly the cost of negotiated salary settlements across all collective agreements.

## The following is a high-level summary of the Operating Budget for 2024-25:

### Overview of Projected Revenues and Expenditures for 2024-25 compared to 2023-24

	Thousands of Dollars		
	2023-24 Adjusted Budget	2024-25 Recommended Budget	Increase (Decrease)
<b>REVENUES</b>			
N.S. Government Grants	231,900	231,900	0
Tuition	264,004	256,704	(7,300)
Other Revenues	64,077	64,122	45
	559,981	552,726	(7,255)
<b>EXPENDITURES</b>			
Faculty and Unit Budget Allocations	417,227	421,220	3,993
Deferred Maintenance / Long Term Debt / Accessibility / Code Modification	53,659	50,884	(2,775)
Student Assistance	42,006	43,026	1,020
Energy, Water, Taxes and Insurance	28,864	27,214	(1,650)
Third Century Promise Initiatives and Essential Priorities	9,540	2,710	( 6,830)
Information Technology Infrastructure	3,912	4,108	196
Capital Expenditure	1,964	-	( 1,964)
Other (includes Contingency and Agent Fees)	2,809	3,564	755
	559,981	552,726	(7,255)
<b>SURPLUS (SHORTFALL)</b>	-	-	-

Dalhousie has taken a multi-faceted approach to balancing the budget for 2024-25. The following is a high-level summary of the main assumptions; a more detailed budget model is included in **Appendix A**:

- Enrolment for 2023-24 fell short of the 2023-24 budget by approximately 200 full-time students. The 2024-25 budget assumes enrolment levels will remain stable for 2024-25 at the current year (2023-24) enrolment levels.
- For domestic students, a general tuition fee increase of 2.0% will be applied across all programs for 2024-25. While the provincial government only required the cap to be applied to Nova Scotia students, Dalhousie has chosen to extend the cap to all students.
- For new and returning international students who are not part of the tuition guarantee pricing model, an average tuition fee increase of 7.2% will be applied.
- There will be no tuition fee increase for returning international students who are part of the 2023-24 tuition guarantee pricing model. The tuition guarantee model ensures a fixed tuition price; tuition will not increase or decrease throughout the guarantee.
- For new international students beginning programs in 2024-25 who are part of the tuition guarantee pricing model, there is an increase of 6.0% to the guaranteed tuition.
- A 2.0% facility renewal fee increase will apply to all students.
- There is no provision for inflationary increases on non-salary expenses for Faculty and Units.
- A budget cut of 1.75% is to be addressed by all Faculties and Units.

Even with these adjustments, a budget gap of approximately \$20 million (3.6% of the total operating budget) needed to be addressed by reducing budget allocations to the following expenditures:

- \$1.2 million savings in salary & benefits due to pension plan amendments related to CPP integration.
- \$5.7 million in savings resulting from the latest pension plan valuation.
- \$4.0 million in savings by limiting the increase in the facilities renewal budget allocation to a 2% inflationary adjustment.
- \$3.0 million in savings by reducing the allocation for accessibility and code modification projects in existing campus facilities to \$1.0 million. Sufficient funds remain to meet all commitments associated with existing projects.
- \$3.4 million in savings by reducing the budget allocation for centrally funded academic initiatives and additional international programs related to our new international tuition model. The funding was allocated to support new initiatives in the event of increased international enrolment. With the decline in enrolment in 2023-24, existing budget allocations are sufficient to meet all commitments associated with existing programs and initiatives.
- \$2.0 million in savings by eliminating the allocation to the capital reserve.

### Planning Process

For 2024-25, Dalhousie launched a new integrated planning framework to align the annual budget process with the various functional plans and the University’s long-term strategic objectives. The integrated planning process allowed the faculties and units to present their annual plans and request support for projects aligned with institutional priorities. The projects selected for support enhance the University’s financial sustainability and reflect the potential of cross-disciplinarity and cross-functional initiatives. A summary of the faculty and unit plans and projects identified for support is included in Section 2. The following illustrates the major phases of the new planning framework.

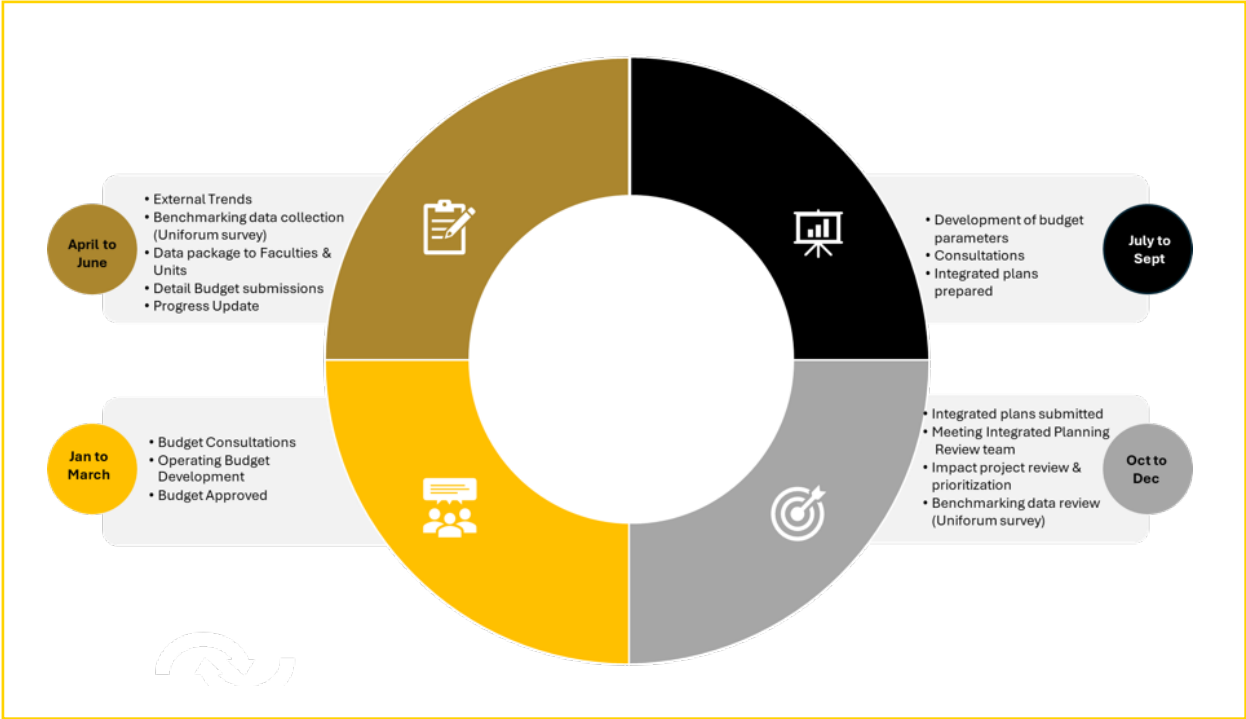
The resource allocations recommended by the Budget Advisory Committee (BAC) and the Integrated Planning Committee (IPC) support the University’s mission of teaching, learning, research, and service to the community while

advancing strategic priorities and allowing for investments in the projects identified for support as part of the integrated planning process. BAC and IPC committees followed the following guiding principles in making their recommendations:

- The operating budget is aligned with Dalhousie’s mission and strategic priorities.
- Recommendations are transparent.
- The operating budget must be financially sustainable.
- The operating budget must be balanced.

### Community Engagement

Both BAC and IPC engaged broadly with the Dalhousie community in developing recommendations. While there are differing views and opinions on using our limited resources, the discussion is healthy and helpful in developing the Operating Budget Plan for 2024-25 (see **Appendix A** for budget model).



# 01 OPERATING BUDGET 2024-25

The operating budget report includes revenues and related expenditures for the following funds:

- **Operating Fund:** consists of the unrestricted revenue and expenses for the day-to-day operations and administration of the University.
- **Endowment Fund:** consists of restricted donations and contributions that support student bursaries and scholarships, research, library materials and services, and academic chairs and salaries.
- **Ancillary Fund:** ancillary services include residence life, housing, food services, the bookstore, printing services, parking, the Dalhousie Arts Centre, and Dalplex. These units provide services to the University community and operate on a cost-recovery basis.

The operating budget comprises 70% of the university's financial activity, and the remaining 30% includes capital, research, and special purpose accounts, which are restricted and unavailable to support day-to-day operations; therefore, this report does not include details associated with those activities.

The following provides a summary of the 2024-25 recommended operating budget. The current year's budget and forecast provide additional context and assist BAC and IPC in developing recommendations for 2024-25.

## Overview of Projected Revenues and Expenditures

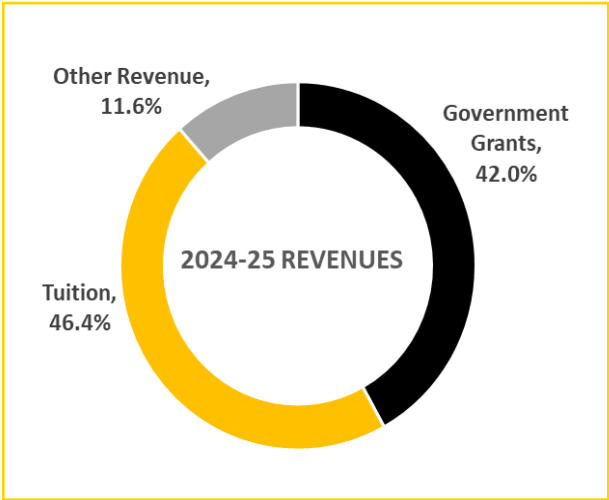
	Thousands of Dollars		
	2023-24 Adjusted Budget	2023-24 Projected Actuals	2024-25 Recommended Budget
<b>REVENUES</b>			
N.S. Government Grants	231,900	231,900	231,900
Tuition	264,004	245,604	256,704
Other Revenues	64,077	66,077	64,122
	559,981	543,581	552,726
<b>EXPENDITURES</b>			
Faculty and Unit Budget Allocations	417,227	411,547	421,220
Deferred Maintenance / Long Term Debt / Accessibility / Code Modification	53,659	52,159	50,884
Student Assistance	42,006	42,606	43,026
Energy, Water, Taxes and Insurance	28,864	28,114	27,214
Third Century Promise Initiatives and Essential Priorities	9,540	3,790	2,710
Information Technology Infrastructure	3,912	3,912	4,108
Capital Expenditure	1,964	1,964	-
Other (includes Contingency and Agent Fees)	2,809	2,409	3,564
	559,981	546,501	552,726
<b>SURPLUS (SHORTFALL)</b>	-	(2,920)	-



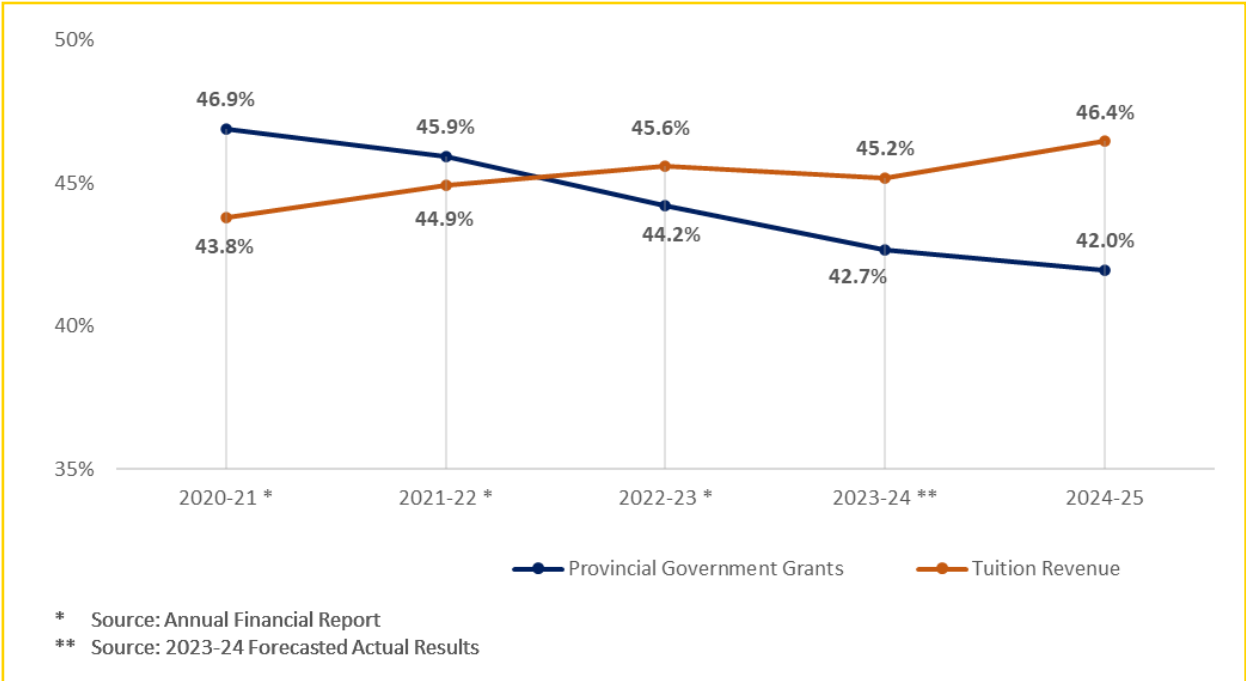
### Operating Revenues

University operating revenue of \$552.7 million primarily consists of government grants and tuition, which comprise 88.4% of total operating budget revenues. The remaining 11.6% of revenue comes from various smaller sources, most notably endowment income.

Tuition is the most significant portion of funds available to support operating expenses. The following graph shows that government support as a percentage of the operating budget has declined over the past five years. Like many other Canadian institutions, Dalhousie has had to rely more heavily on tuition revenue to fund expenditures.



### Government Grant and Tuition % of Total Revenue Over Time



Outlined below are significant assumptions, estimates, and recommendations on revenues for 2024-25.

**GOVERNMENT GRANTS**

With the current Memorandum of Understanding (MOU) expiring on March 31, 2024, the government of Nova Scotia announced a one-year bi-lateral funding arrangement with each of the province’s ten universities for 2024-25. Under this new agreement, Dalhousie’s operating grant for 2024-25 will be frozen at the 2023-24 level.

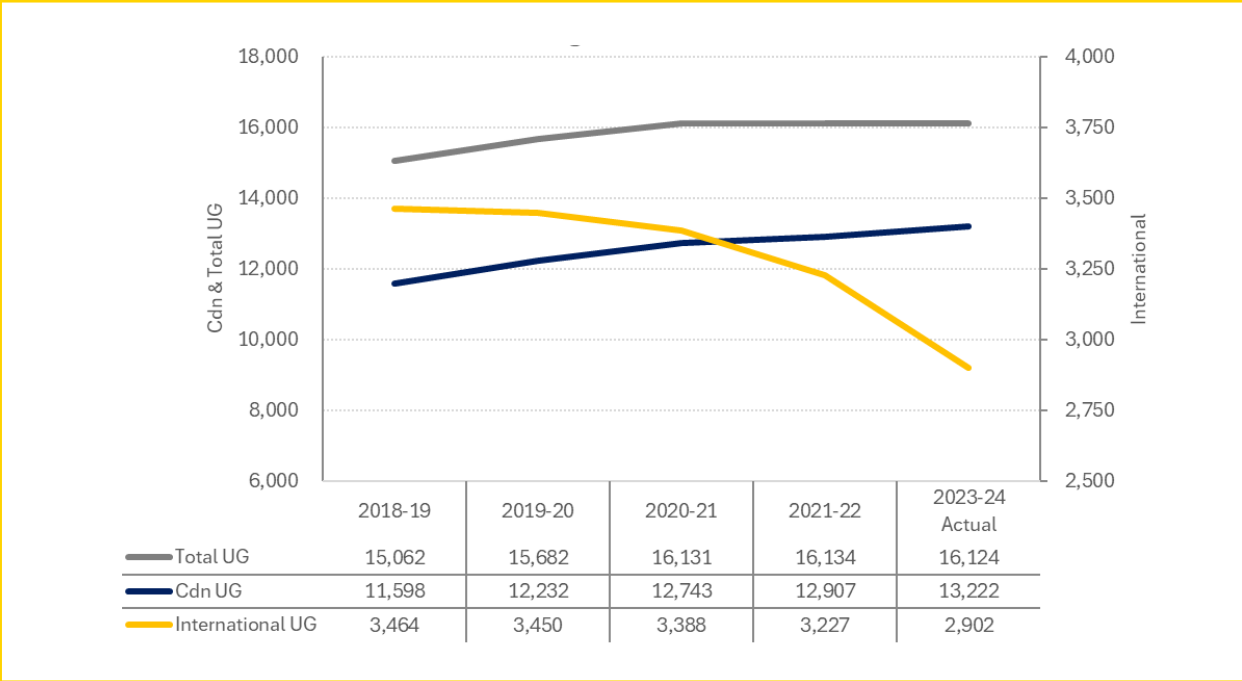
	2023-24 Budget	2024-25 Budget
<b>Government Funding</b>		
Operating Grant	203,612	203,612
Scholarship and Bursary Program Grants	11,190	11,190
Program Specific Grants	16,098	16,098
Facilities / Space Grants	1,000	1,000
<b>Total Government Funding</b>	<b>231,900</b>	<b>231,900</b>

**TUITION REVENUE**

Tuition revenue is the most significant funding source, contributing 46.4% of the revenue to the operating budget. Tuition revenue in the current budget year (2023-24) is forecasted at approximately \$245 million, \$18.4 million below budget. Tuition revenue is impacted not only due to enrolment falling short of budget by approximately 200 undergraduate students but also by the change in the mix of domestic versus international students. The following chart illustrates the trend in undergraduate enrolment.

The decline in the enrolment of international students reflects a decrease in first-year (new to Dal) students and returning students. Several initiatives are underway to improve recruitment and retention for 2024-25. The budget has been developed based on currently available information, assuming enrolment levels are consistent with 2023-24. If enrolment improves for 2024-25, additional revenues will be used to support one-time expenditures in 2024-25.

**Undergraduate Enrolment**



## Tuition Fees

Operating costs continue to increase due to inflation and other economic factors. With the 2024-25 government grant funding remaining at the 2023-24 level, increases in tuition fees are necessary to support operating expenditure increases beyond those that the budget cuts and other constraints noted above can address.

The one-year funding arrangement with the province has outlined that the tuition fee increase for Nova Scotia students must be capped at 2%. The cap does not apply to students from outside Nova Scotia, international students studying at Dalhousie, and all students studying Medicine, Dentistry, Law, or Graduate programs.

Annually, Dalhousie reviews tuition fees at comparable institutions locally and nationally, summarized as follows:

- Canadian students pay more to study at Dalhousie than they would at most other U15 institutions (Canada's group of leading research-intensive universities);
- Nova Scotia students have a more favourable comparison as they benefit from a provincial bursary and;
- International undergraduate tuition at Dalhousie is among the lowest of the U15 Universities.

Dalhousie recommends the following tuition increases for 2024-25:

- For domestic students, the cap of a 2% general tuition fee increase required for Nova Scotia will be applied to all students across all programs for 2024-25.
- For new and returning international students who are

not part of the tuition guarantee pricing model, an average tuition fee increase of 7.2% will be applied.

- There will be no tuition fee increase for returning international students who are part of the 2023-24 tuition guarantee pricing model. The tuition guarantee model ensures a fixed tuition price; tuition will not increase or decrease throughout the guarantee.
- For new international students beginning programs in 2024-25 who are part of the tuition guarantee pricing model, there is an increase of 6.0% to the guaranteed tuition.

Despite the assumption that enrolment will remain flat for 2024-25, the above tuition increase will generate approximately \$11.1 million in additional revenue over 2023-24, representing approximately 2.0% of the university's total operating budget.

## OTHER REVENUE SOURCES

### Endowment Revenue

The most significant component of other revenue is endowment income. In 2024-25, endowment revenue is forecasted to increase by \$0.9 million to \$43.6 million.

The Dalhousie Medical Research Foundation (DMRF) investments were integrated with the Dalhousie endowment fund during 2022-23. The final allocation of the DMRF funds determined during the integration resulted in the below reallocation. The one-time transition costs have been segregated from the general support to reflect the one-time nature of these costs.

	2023-24 Adjusted Budget*	2024-25 Budget	Increase/ Decrease
<b>Student Assistance:</b>			
Graduate Studies and Registrar	6,737	7,194	457
Faculty administered	9,764	10,134	370
<b>Total Student Assistance</b>	<b>16,501</b>	<b>17,328</b>	<b>827</b>
Academic Chairs	7,804	8,295	491
Faculty Salary Support	2,729	2,779	50
General and Research Support	8,899	9,390	491
Library Acquisitions	341	354	13
Endowment Management Expense	6,405	5,439	(966)
Subtotal	42,679	43,585	906
One-time allowance for transition costs	950		(950)
<b>Total</b>	<b>43,629</b>	<b>43,585</b>	<b>(44)</b>

\* Reflects reallocation of DMRF for 2023-24 to segregate one time transition costs

The University's Endowment Management Policy allows for annual spending increases at the rate of inflation (as measured by the consumer price index ("CPI")), provided the resulting spending rate remains within 3.75% to 5.0% of the endowments' average market value. Moderate investment returns increased the average market value of the endowments, combined with an increase in CPI of 3.8%. The savings in endowment fees due to the

integration of the investments contribute to a net increase of \$0.9 million for 2024-25.

Endowment funds support student bursaries, scholarships, research, library materials and services, and academic chairs and salaries. The funds must be spent according to the terms of the individual endowments as established by the donors. The following outlines the breakdown of the planned endowment expenditures:

	2023-24	2024-25	Change
Academic Chairs and Salaries	10,533	11,074	541
Library Acquisitions	341	354	13
Student Assistance	16,501	17,328	827
	27,375	28,756	1,381
Other non-compensation costs			
Endowment Management Expense	6,405	5,439	(966)
General and Research Support	8,899	9,390	491
	15,304	14,829	(475)
<b>Total Endowment Revenues and Expenditure</b>	<b>42,679</b>	<b>43,585</b>	<b>906</b>

### Federal Research Support Fund Grant

Canadian Universities receive an annual grant from the Federal Government to contribute to the indirect costs incurred to support federally funded research sponsored by the tri-council agencies (i.e. NSERC, SSHRC, and CIHR). The federal government calculates the indirect costs proportional to research grants captured by Dalhousie researchers from the tri-councils. The grant provides funding support for a portion of costs embedded in the operating budget's various expenses. The grant amount will be confirmed in the spring of 2024. Until then, the grant is included in the budget at the 2023-24 funding level of \$8.4 million. This amount includes specific funding streams for Research Security and Research Infrastructure.

### Operating Expenditures

Dalhousie faces a challenging year ahead. Increasing salary costs, continued high inflation impacting non-labour costs, and forecasted zero growth in student enrolment over the prior year requires proactive approaches to cost containment to achieve a balanced budget. Careful consideration has been given to the various centralized budgets to identify areas for budget reductions and cost

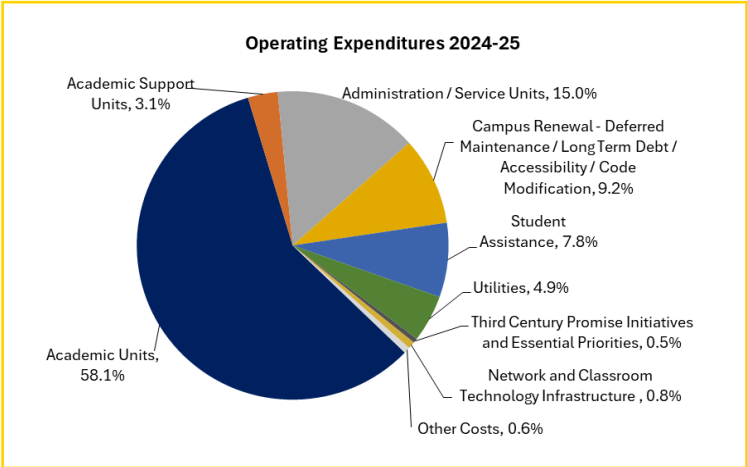
containment to minimize the impact on Faculties without impacting the University’s long-term ability to invest in strategic impact projects and initiatives.

The following table summarizes budgeted operating expenses for 2024-25. Budget cuts and other adjustments were necessary across almost every category to develop a balanced budget.

### Budgeted Operating Expenses for 2024-25

	Thousands of Dollars				
	2023-24 Adjusted	2023-24 %	2024-25 Recommended	2024-25 %	Increase (Decrease)
<b>EXPENDITURES</b>					
Faculty and Unit Budget Allocations - Salary	387,758	69.2%	404,356	73.2%	16,598
Faculty and Unit Budget Allocations - Non-Salary	78,646	14.0%	72,070	13.0%	(6,576)
<b>Faculty and Unit Budget Allocations</b>	<b>466,404</b>	<b>83.3%</b>	<b>476,426</b>	<b>86.2%</b>	<b>10,022</b>
Deferred Maintenance / Debt / Accessibility / Code Modification	53,659	9.6%	50,884	9.2%	(2,775)
Student Assistance	42,006	7.5%	43,026	7.8%	1,020
Energy, Water, Taxes and Insurance	28,864	5.2%	27,214	4.9%	(1,650)
Third Century Promise Initiatives and Essential Priorities	9,540	1.7%	2,710	0.5%	(6,830)
Information Technology Infrastructure	3,912	0.7%	4,108	0.7%	196
Capital Expenditure	1,964	0.4%	-	0.0%	(1,964)
Other	2,809	0.5%	3,564	0.6%	755
<b>Subtotal Expenditures</b>	<b>609,158</b>	<b>108.8%</b>	<b>607,932</b>	<b>110.0%</b>	<b>(1,226)</b>
Add ERBA	-	0.0%	500	0.1%	500
Less Faculty and Unit Revenue	(49,177)	- 8.8%	(49,177)	- 8.9%	-
Less Budget Gap		0.0%	(6,529)	-1.2%	(6,529)
<b>TOTAL EXPENDITURES</b>	<b>559,981</b>	<b>100.0%</b>	<b>552,726</b>	<b>100.0%</b>	<b>(7,255)</b>

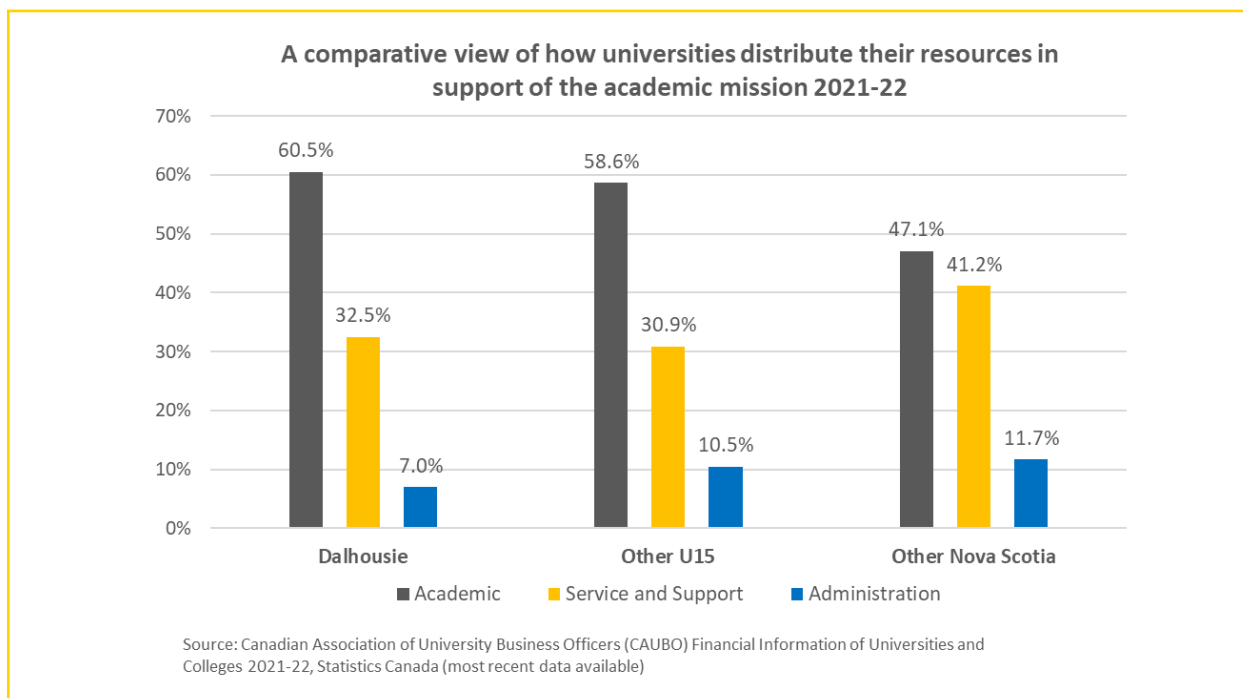
The following graph shows the 2024-25 budget breakdown by responsibility area after applying all budget reductions noted above. The following section includes a discussion of the assumptions and recommendations for each area.



For further context, the following chart provides a different breakdown of how Dalhousie currently allocates resources, allowing a comparison to the U15 and other Nova Scotia universities. Each of the areas noted below is important for the delivery of the academic mission of the University:

- Academic areas (e.g., Faculties including Graduate Studies and Open Learning and Career Development)
- Service and support areas (e.g., Library Services, Centre for Teaching & Learning, ITS, IT Infrastructure, Student Assistance)
- Administration (e.g., Registrar’s Office, Human Resources, Student Accounts, President’s Office)

Compared with other U15 universities, Dalhousie allocates slightly more resources to the Academic areas, is consistent in the Service and Support areas and allocates less to Administration. Other Nova Scotia Universities are somewhat lower in the Academic areas, and higher in Service and Support and Administration allocations. Each institution operates differently, which accounts for some variability by institution; the size of the institution also has an impact.



### FACULTY AND UNIT BUDGETS

Faculties and support units are provided allocations from the University budget to deliver on priorities supporting the University’s mission and carrying out their day-to-day work. The nature of university work supporting teaching and research means that compensation is the most significant cost, at 96.0% of Faculty and Unit Budgets (73.2% of total University expenditures). Total compensation costs (salary

and benefits) are estimated to increase by \$23.5 million in 2024-25, primarily driven by agreements with the various employee groups. This increased cost is offset in 2024-25 by \$6.9 million in savings in the employer pension costs based on the January 31, 2023 actuarial valuation. The costs associated with these increases are budgeted centrally but distributed throughout the year to Faculties and units based on their actual costs.

Faculty budgets are adjusted for Enrolment Related Budget Allocations and endowment support. Other non-compensation cost adjustments include:

- A special provision in the DFA collective agreement allowing unused travel funds accumulated over the COVID-19 pandemic to be carried forward expires April 1, 2024. The unspent balance is forecast to be approximately \$1.5 million, which will return to general operating funds, and;
- \$3.4 million reduction in funds allocated for new centrally funded academic initiatives.

Given the challenge of producing a balanced budget for 2024-25, various scenarios related to the amount of the gap to be managed by faculties and support units were considered. Ultimately, it was concluded that the magnitude of the budget gap to be addressed by faculties and units should be minimized as much as possible. Cost savings and constraint measures were identified in other areas described throughout this report, leaving the faculties and units to address a \$6.5 million (1.75%) gap.

The following recommendations for Faculty and Units are included in the budget for 2024-25:

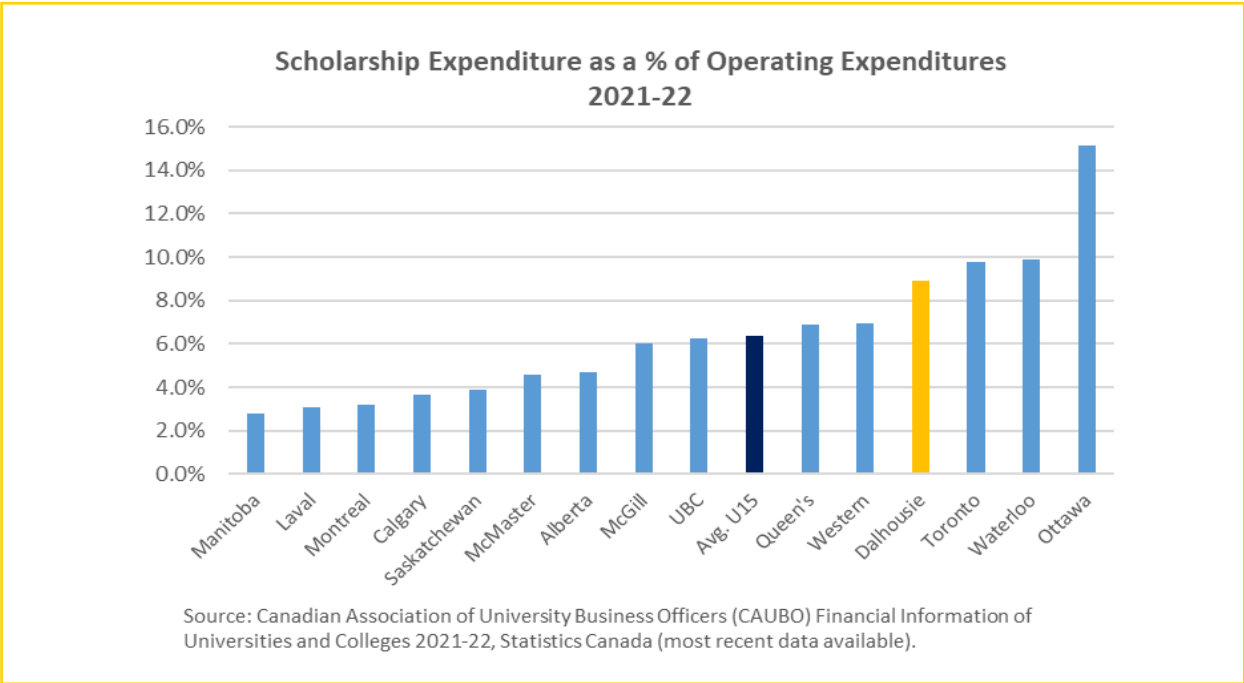
- Faculties and Units address a 1.75% budget gap between the budget allocations and costs. (See **Appendix A**, budget model line 6e ii).
- No inflationary adjustment will be applied to Faculty and Unit non-salary budgets for 2024-25.
- Library acquisitions will receive an inflationary adjustment of 2.0%. (See Appendix A, budget model line 6c).

Section 2 provides a high-level overview of the priorities and plans of each of the faculties for 2024-25.

**STUDENT ASSISTANCE**

Through student assistance, the University seeks to attract a diverse mix of outstanding students, reward high academic achievement, and support students from historically and currently underrepresented groups. The University continues to review its financial assistance programs to support students for whom the financial cost of education is challenging.

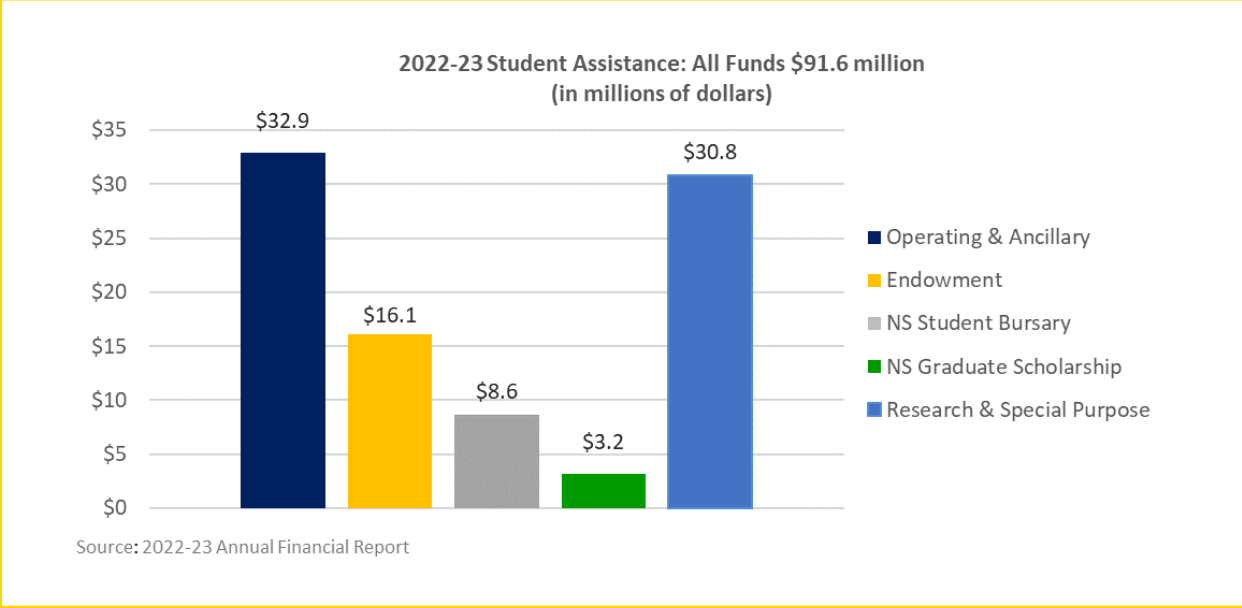
Dalhousie spends 8.9% of total operating expenditures on scholarships and bursaries compared to an average of 6.4% at other U15 universities (based on the most recent available comparative data).



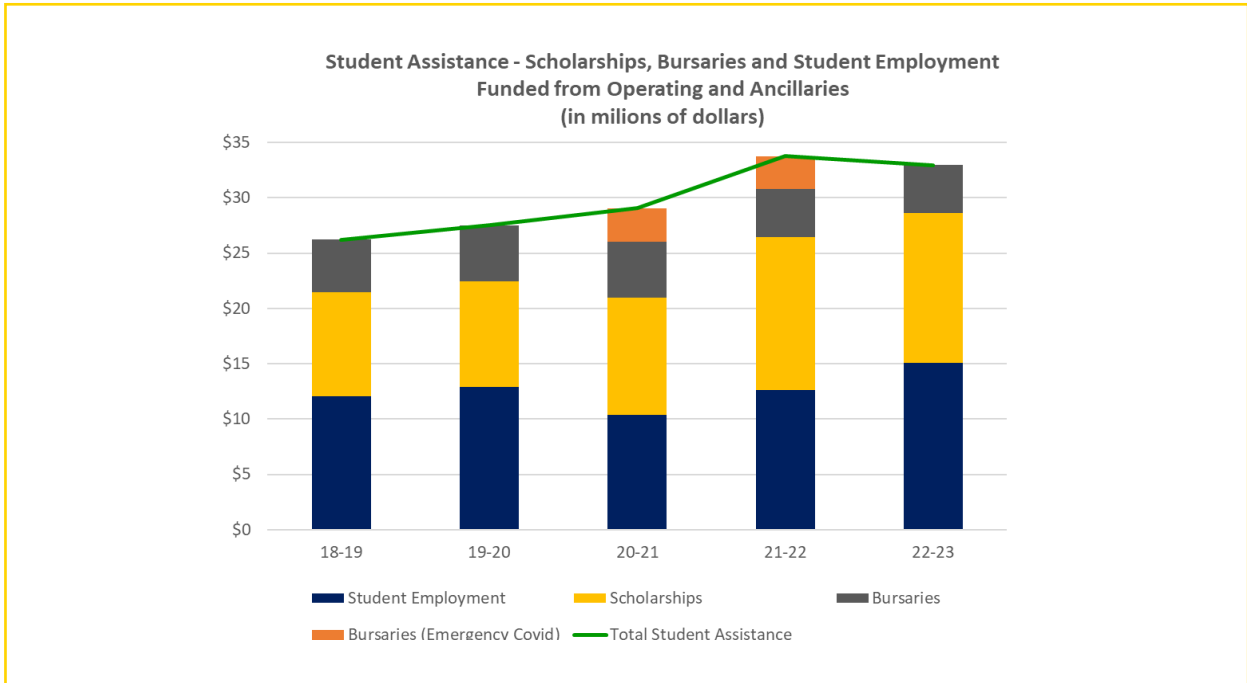
The chart below shows that not all student assistance comes from the operating budget. Dalhousie faculty members hold research grants, a significant funding source to support graduate students, and the Province of Nova Scotia also provides dedicated support for students. Dalhousie spent \$91.6 million in 2022-23 on direct student support (including student employment) across all funds.

As shown in the graph below, student assistance spending from operating, ancillary, and endowment funds totals \$49.0 million, comprised of \$26.6 million for scholarships, \$7.0 million for bursaries, and \$15.4 million for student employment. The Nova Scotia student bursary and graduate scholarship assistance, as well as research and special purpose funds supporting students, are in addition to these amounts.

Over the last five years, student assistance from operating and ancillary funds has increased by \$6.7 million or 25.6%. Endowment-funded student support increased by \$0.95 million. The following graph shows the breakdown of student assistance from operating and ancillary funds by type. Note that in 20-21 and 21-22, Dalhousie allowed for a temporary increase in bursary support of \$3.0 million for students who were financially impacted by the pandemic, and to offset a decrease in student employment. In 22-23 bursaries return to pre-pandemic levels and student employment and scholarships increase, highlighting Dalhousie's continued commitment to student support.







Dalhousie recognizes that the affordability of tuition and housing is a growing concern for students, increasing the need for financial support. For 2024-25, student assistance will be increased by \$1.0 million over 2023-24, including the \$50,000 for the final year of a four-year increase for the First Nations and Indigenous Black (FNIB) renewable scholarships. (See **Appendix A**, budget model line 7a).

**ENERGY, WATER, TAXES, AND INSURANCE**

This line includes estimated natural gas, biomass fuel, electricity, water, taxes, and insurance costs. It also includes annual payments on projects funded through related energy savings until the project costs are retired. The forecasted cost for Energy, Water, Taxes, and Insurance for 2024-25 is \$27.2 million, a decrease of \$1.65 million over 2023-24. The decrease is primarily based on favourable forecasted pricing of Natural Gas, offset by increases in electricity and water prices.

**FACILITIES RENEWAL**

Dalhousie operates 162 buildings and utility distribution facilities across four campuses, with an updated replacement cost estimated at \$2.5 billion. The state of university facilities has been a regular focus of discussion and regular comments from students, faculty, and staff. There is \$500+ million in deferred maintenance across Dalhousie’s buildings and underground electrical and heating tunnels.

Over the past five years, an increased investment of \$4.0 million per year for facilities maintenance allowed the University to work towards the industry standard of investing 2.0% of replacement value annually. While facilities renewal continues to be a high-priority investment, as one of many measures to achieve a balanced budget, the annual \$4.0 million increase to facilities renewal will be forgone for 2024-25, however, a 2.0% inflationary increase will be available to offset some of the increasing costs for facilities renewal.

**ACCESSIBILITY AND CODE MODIFICATIONS**

In 2017, Nova Scotia passed the Accessibility Act. The Act recognizes accessibility as a human right and outlines how the province will improve accessibility by preventing and removing barriers; it sets a goal of an accessible Nova Scotia by 2030. Dalhousie has established the Dalhousie University Accessibility Plan. A portion of the facilities renewal budget will continue to be dedicated to accessibility improvements as established by the plan.

In 2023-24, an additional \$3.9 million was allocated specifically to support investments related to accessibility within campus facilities and other code modifications. For 2024-25, this critical work continues; however, project delays resulted in delayed spending during 2023-24. Based on the current commitments and projects underway in existing facilities, there will be a decrease in the base

allocation of \$2.9 million for this year, bringing the base budget in 2024-25 to \$1.0 million. The funds available for 2024-25 are sufficient to meet existing commitments.

### **THIRD CENTURY PROMISE (TCP) INITIATIVES AND ESSENTIAL PRIORITIES**

The allocation for the TCP initiatives and essential priorities has historically funded a wide range of projects supporting the University's strategic vision. Twice annually, there was an opportunity for Faculties and units to submit proposals for financial support from this pool of funds. Uncommitted funds at year end were held in a reserve account for future use and to support long-term initiatives. With the introduction of the new Integrated Planning Framework, no call for proposals occurred during 2023-24. Instead, faculties and units submitted proposals as part of their integrated planning submission. The new process allowed more strategic alignment of investments with institutional priorities.

The plans and projects submitted consistently identified the following themes:

- Support of academic growth and program innovation;
- Expanded and enhanced support for students;
- Strengthen support for meaningful equity, diversity, inclusion, and accessibility work;
- Support for physical and technical infrastructure investments, and
- Support to achieve organizational excellence.

As of March 31, 2023, \$3.8 million in uncommitted funds was available; those funds combined with the 2024-25 base budget allocation of \$2.7 million is sufficient to support the 2024-25 forecasted spending only. Many of these projects will span multiple years and will require additional budget allocations in future years.

### **NETWORK AND CLASSROOM TECHNOLOGY INFRASTRUCTURE, INCLUDING CYBERSECURITY**

As the university supports its digital strategy and continues to build its digital network and classroom infrastructure, we must maintain our investment in technology and cybersecurity. The threat landscape continues to evolve, and Dalhousie's global and information-based nature makes us a target for ransomware, data theft, and other cybersecurity issues. We must continue to monitor and defend against cyber threats while supporting critical research and teaching activities. For the 2024-25 cycle, Dalhousie will provide a 5% inflationary increase in technology infrastructure.

### **CAPITAL INVESTMENT**

The University needs to address pressures related to the expansion, renewal, and modernization of our core facilities across our campuses — the physical infrastructure essential to support teaching, learning, and research. Securing funding for physical infrastructure remains a significant challenge. In 2023-24, with initial projections of increased tuition revenue, a modest base budget of approximately \$2.0 million was allocated to capital investment. Despite continued need in this area, the budget allocation has been reduced for 2024-25 to achieve a balanced budget. Although we have not made base budget allocations to capital, we will use opportunities presented by either greater than budgeted revenues or less than budgeted expenditures for pressing one-time capital investments.

#### **The following recommendations are included in the budget for 2024-25:**

- An inflationary increase of 2.0% in the Facilities Renewal Budget (See **Appendix A**, budget model line 9).
- A reduction of \$2.9 million in the Accessibility and Code Modifications (funding for projects in existing campus facilities) base budget (see **Appendix A**, budget model line 11).
- A reduction of \$6.8 million in Third Century Promise Initiatives and Essential Priorities (See **Appendix A**, budget model line 12. See Section 3 for further details regarding projects being supported for 2024-25).
- A 5% inflationary increase in funding for IT infrastructure (See **Appendix A**, budget model line 13).

### **OTHER EXPENDITURES**

Other expenditures include agent fees associated with student recruitment, which were increased to \$1.0 million for 2024-25 to reflect increased usage in new markets. There is also a \$2.6 million allocation for contingencies included. The contingency is set at less than 0.5% of total revenues.

# 02 FACULTY AND UNIT PLANS AND PRIORITIES FOR 2024-25

In 2024-25, Dalhousie launched a new integrated planning framework to align the annual budget process with the various functional plans and the University's long-term strategic objectives. The integrated planning process involves a high-level engagement in the budget process by deans and other senior leaders. Despite the challenges in achieving a balanced budget for the year ahead, the planning process allows Faculties and units to highlight how they will direct their resources towards achieving the University's long-term strategic objectives and continue to position Dalhousie as a leader in the areas of teaching, learning, research, and service to the community. The following section provides an overview of the priorities for the academic and other units for 2024-25.

## Academic Units

### FACULTY OF AGRICULTURE

The Faculty of Agriculture is committed to addressing the significant challenges to global and local sustainability, food security and health and well-being by offering unique programs that combine the core disciplines of agricultural sciences with business management and innovative technology. During the upcoming budget year, the Faculty will continue to rejuvenate its academic programming in response to emerging opportunities. This includes international partnerships as well as new collaborations within Dalhousie. Student experience will remain a priority this year with focus areas that have been identified in consultation with students. Initiatives focused on faculty and staff health and well-being will continue along with strengthened communication within the Faculty. Agriculture's research profile is evolving and seeing an increased capacity in digital and precision agriculture. This will be supported by maintaining a steady increase in graduate enrolment. The Faculty will continue working with the Aquatron in Halifax to align its aquaculture facility and create synergies for research and maintenance. As the primary Faculty on the Truro Campus, Agriculture will continue supporting and exploring opportunities to expand Dalhousie programming on that site. This includes the expansion of the successful Truro Start program to two additional Faculties.

### ARCHITECTURE & PLANNING

The Faculty of Architecture & Planning includes the School of Architecture and the School of Planning, which offer accredited programs in planning and architecture, as well as graduate research degrees in specialized areas. The Faculty prioritizes external partnerships that support cooperative education, lead collaborative studio experiences, support research activities and inform professional training needs and supports in the built environment. This year, the Faculty supported a Housing Engagement series that examined the current housing crisis from many professional perspectives and external partnerships. An outcome of the series was additional information that informed the Faculty's curriculum development efforts, including introducing new undergraduate and graduate programs. This year will complete the next phase of the international student recruitment campaign. The Faculty will also explore developing new paths for students out of high school. Student experience improvements will focus on enhancing the work experience program to remove barriers in the student application processes. A continued commitment to EDIA will include embedding EDIA priorities into job descriptions and the interview process. The Faculty plans to extend its research success into this year with new research successes and by collaborating to create a robust environment for PhD students.

## **ARTS & SOCIAL SCIENCES**

The Faculty of Arts & Social Sciences (FASS) is the oldest and one of the largest faculties at Dalhousie, with hundreds of courses, 140 professors, and thirty-five academic programs that encompass the arts, humanities, and social sciences. The Faculty holds a unique position in the university—many students taking FASS courses are registered in programs outside of FASS. This requires the Faculty to remain intentional about understanding growth areas so it can make the most of opportunities and ensure adequate resourcing. In addition to maintaining established partnerships with other Faculties and its close connection with University of King's College, FASS is developing exciting new programming through the Black and African Diaspora Studies (BAFD) program and Indigenous Studies program. FASS remains mindful of its budget challenges, as it continues to invest strategically. Student supports will focus on retention through the continuation of foundational first semester course offerings and innovative collaborations with the Student Success Centre. Several significant research initiatives are underway; research plans include work around emerging interests in food systems across Canada, and immigration/forced migration. The Faculty will focus on furthering inclusive excellence among faculty and staff while exploring flexible work arrangements and continuing regular communications in support of a healthy workplace.

## **COMPUTER SCIENCE**

The Faculty of Computer Science (FCS) is Atlantic Canada's premier center for education and research in computing and digital technologies. The Faculty's mission is to help students develop the deep technical, problem-solving, and leadership skills needed to create computing technologies that empower people, organizations, and society. Program innovation is a focus for the upcoming year, with opportunities linked to strategic aspects of program delivery, including the emergence of AI, long-lasting learning, and computing and data science across disciplines. FCS will continue to be student-centric, working to ensure students get timely and appropriate supports, as well as opportunities for personal and professional enrichment outside of regular curricular programming. Strategic enrolment management and recruitment will be critical to support current international enrolment levels. Recent enrolment growth continues to

require strategic faculty hiring and workload management, with a focus on equity and supporting research cluster and degree program requirements. Exploring innovative solutions for the management of research and office space will continue, in addition to longer-term plans to reunite the faculty, which is currently distributed over four buildings, in a single location. As our Faculty research profile grows and evolves, FCS will continue to strengthen its five research clusters, industry connections, and expanding digital intersections with other Faculties.

## **DENTISTRY**

The Faculty of Dentistry is the only dental school in Atlantic Canada. Its diploma, undergraduate, and graduate programs in dentistry and dental hygiene provide students with a solid foundation through unmatched classroom and clinical experiences, as well as community outreach opportunities. In the upcoming year, Dentistry will be exploring the development of new programming in association with government and regulatory bodies. Student support will remain a priority with the expected addition of a Student Success Strategist to proactively assist students in developing resiliency, coping skills, and strategies to deal with stress. EDIA is a priority for the Faculty, which will continue to actively recruit diverse applicants to achieve an employee complement that reflects the community served. The Faculty Wellness Committee organizes regular programming for faculty and staff. Research collaborations will continue to expand research capacity and researchers remain committed to knowledge mobilization. Research is regularly celebrated through communications, sessions and gatherings. Within the Dentistry facility, attention will be directed to priorities that will enhance functionality and safety. Dentistry will continue to explore and support articulation agreements with a focus on international recruitment as well as local community outreach—a key Faculty hallmark.

## **ENGINEERING**

The Faculty of Engineering is the largest engineering school in Atlantic Canada and offers a board range of graduate and undergraduate programs to more than 2,500 engineering students. This year, recruitment is a significant focus for Engineering, which has plans to develop an Integrated Enrolment Plan to support the exploration of international opportunities in new geographic areas. New programming will also be considered to meet future student interest and requirements. The Faculty will continue to be proactive about student success with supportive programming and services including a regular student check-in structure within each department. Major research initiatives are underway and while the Faculty continues to support its core research strengths in established sectors, it's looking at building capacity for experimental research, applied artificial Intelligence, and technology innovation. Engineering remains mindful of space requirements in support of ongoing success, especially when it comes to the successful capstone course and the variety of student teams that design, build, and compete on projects throughout the year. The Faculty hopes to build and benefit from a closer relationship with Industry and professional associations.

## **HEALTH**

The Faculty of Health is one of the largest faculties at Dalhousie and one of the most programmatically diverse health faculty in Canada. It is committed to improving well-being through diverse health programs, collaborative research, and strong community partnerships. The Faculty will be focused this year on managing growth from both seat expansion and new program development. This includes exploring enhanced opportunities to advance interprofessional education and practice, new and existing infrastructure initiatives, and expanding clinical placement opportunities and supports. Health plans to welcome an Associate Dean, Equity and Inclusion to support their EDIA goals. The Faculty's Student Success Framework will maintain focus on student recruitment, retention, belonging, and utilizing equity informed teaching and learning strategies. Research within the Faculty will continue to expand across their core research clusters, including health equity and resilience, health and health systems transformation, and body function and mobility across the health continuum. Demand for Health programming will require innovative solutions to support specialized pedagogy, requirements for clinical placements, and purpose driven infrastructure for practice-based learning. Consideration will be given to strengthening relationships with alumni, especially those in rural locations who may be able support students going to rural clinical placements.

## **LAW**

The Faculty of Law (Schulich School of Law) plays an extraordinary role in Canadian legal education and draws talented students from around the country and the world into its programs. The Law School is engaged in partnerships and community enterprises locally, nationally, and globally. One of this year's focus areas will be the increased funding and stability of two key experiential learning options, the Dal Legal Aid Clinic and the Initio Technology and Innovation Law Clinic. The IB&M Initiative remains central to diminishing ongoing barriers by serving as a pathway for Indigenous and African Nova Scotian applicants and enhancing support for program students. A priority will be placed on restoring significant expertise, particularly in environmental and health law, that has been lost through recent retirements. Representation of visible minorities among faculty and staff remains a focus with specific consideration in hiring decisions. Several research initiatives will continue into this year including developments in Marine and Environmental Law, the Health Justice Institute, and building a strong presence in Indigenous Law and Governance. The Law School hopes to collaborate with other Dal Faculties and regional organizations to expand and strengthen community-based supports and spaces.

## **MANAGEMENT**

The Faculty of Management inspires social and economic action and innovation and facilitates lifelong learning with undergraduate, direct-entry and mid-career graduate programs, and advanced certificates for management professionals, as well as broad, socially relevant theoretical and applied research. The Faculty is well into executing its 21-26 strategic plan. This year includes a focus on growing the BMgmt. and MBA program, expanding graduate programming, including course-based Master's and PhD programs, and supporting student experience through the undergraduate advising office and the new graduate student services unit. A focus on collaborative research will support goals to grow research funding and launch a new Strategic Research and Innovation Plan. This curated mix of initiatives is designed to generate new revenues that will be invested in new faculty and staff roles and student support to deliver on the things we care about and our commitment to local and global impact. The Faculty's Inclusion Committee will remain a key resource for EDIA work, including ongoing work to increase equity in admissions. A pilot initiative offering students opportunities to socialize and learn together with a peer coach will be expanded. Management Career Services and graduate program staff will continue their important work of maintaining external partnerships with employers.

## **MEDICINE**

The Faculty of Medicine is well known for teaching excellence and humanity in medicine, performing internationally leading health research, influencing health policy, and contributing to the regional economy. Over the next three years, the opening of the Cape Breton Medical Campus (CBMC) and the launch of the Master of Physician Assistant Studies program, will impact resource planning. CBMC will further expand the Faculty's Maritime presence, established with the opening of Dalhousie Medicine New Brunswick campus in Saint John in 2010. With training sites spread across the Maritime provinces, the Faculty positively impacts communities throughout our region. The recent introduction of Indigenous Admissions and Black Learners Admissions Pathways underscores a commitment to better meet the needs of Maritime communities. With over \$450 million in research funding since 2019, and 30 endowed chairs, the Faculty conducts leading research in areas such as infection, immunity, inflammation, cardiovascular research, genomics, healthy aging, cancer, neuroscience, and mental health. Actively collaborating with health authorities and other Dalhousie faculties, the Faculty of Medicine is working to improve health outcomes. The newly formed Operational and Oversight Committees support continuous improvement, while accreditation processes for undergraduate and graduate programs are in progress for the upcoming year.

## **SCIENCE**

The Faculty of Science is the largest Faculty in terms of both overall student and PhD numbers and offers a comprehensive mix of undergraduate and graduate science programs housed in a wide array of departments that ensure a unique path for every individual learner. The Faculty plans to pursue new undergraduate and graduate programming in the upcoming budget year, which includes added support for experiential learning and an expansion of its summer research opportunities. Numerous student experience initiatives are underway that focus on student recruitment, retention, and advising. EDIA is central to all Faculty activities and Science plans to implement a software tool to support each department in this area. Research activities are growing rapidly in the areas of Oceanography, Earth and Environmental Science, Chemistry, Physics and

Atmospheric Science, and Clean Technology. Planning is underway for a new Outreach Coordinator to facilitate the numerous activities that are offered both at the Faculty level and through the various units and associate groups. The Faculty also expects to strengthen relationships with media, community partners, local companies, and government, establishing itself as an effective and reliable partner.

## **GRADUATE STUDIES**

The Faculty of Graduate Studies (FGS) is the home of every graduate student at Dalhousie. The Faculty supports thesis-based and course-based master's programs as well as PhD programs. Although the IDPhD is based in FGS, programming for it, and all other graduate degrees, is delivered in partner Faculties. The pilot position of Assistant Dean Student/Supervisor Relations will proceed through 2025 as a resource for supervisors, especially new ones, and a support for students. This year, FGS will also continue with several initiatives focused on enriching the graduate student experience including GradPD, the BIPOC Mentoring Academy, 3MT, Together at Dal, and the Open Think Initiative but notes that many of these initiatives have only temporary funding. The Faculty remains committed to efforts to increase cross training, so staff have back-up in busy periods, and in supporting staff to balance work with other life responsibilities. PhD students are a core component of the university's research success and FGS looks forward to new collaboration with university partners to grow the number of PhD students at Dalhousie. It's anticipated that the new SLATE CRM will provide opportunities for recruitment initiatives.



## **OPEN LEARNING & CAREER DEVELOPMENT**

The Faculty of Open Learning & Career Development (OLCD) offers close to 200 courses that can be taken individually or as part of a certificate or diploma. The faculty prepares students for success either through entry into a degree program or by taking the next step in their career. The Faculty continually evolves programming to meet market demand for relevant courses that support the goals of learners as well as society's needs. New academic offerings are in the works for this upcoming year. OLCD will continue to strengthen connectivity with industry and sector associations and is developing an international tactical plan to expand reach in multiple countries. OLCD remains committed to the continuous improvement of its student journey through systems improvement, service standards, design principles and an education framework for all learning offerings. Regular schedules for connection and check-in among employees will continue this year in support of a healthy workplace. The new Office of Program Impact and Evaluation will provide insight on program effectiveness to ultimately help learners change the way they think about and engage with the world.

## **LIBRARIES**

With five libraries, two learning commons, archival collections, a Geographical Information Sciences (GIS) Centre, and a Copyright Office, Libraries provides timely, context-sensitive service in person or online. During this upcoming year, Libraries will explore options to help navigate the rapid emergence of large learning models and AI tools. Dal Libraries also plans to encourage opportunities that use library collections and services as the basis for experiential learning across disciplines. Libraries will continue to work on decolonizing its spaces and better reflecting Indigenous, as well as other, cultures and traditions, especially those of Black and African Nova Scotians. Several initiatives will continue to support a healthy and respectful workplace including a plan to develop more opportunities to take on leadership roles. An increase in relying on librarians as key research partners has introduced new expectations for support and work is underway to describing in-kind and other library contributions to research. Libraries hopes to create or adapt new Open Education Resources this year that will result in significant savings for students and contribute to a culture of academic openness and accessibility at Dalhousie.

## **COLLEGE OF SUSTAINABILITY**

The College of Sustainability offers the opportunity for every Dalhousie student and professor to engage meaningfully with issues of Environment, Sustainability and Society. The College provides an interdisciplinary, student-focused forum for collaborative teaching and learning driven by the pressing concerns of our time. Academic focus this year will include new and developing certificates in Communicating Sustainability; Climate Change; and Food, Agriculture, and Sustainability; as well as two new field courses. An exclusively online version of the Introduction to Sustainability course will continue to support student flexibility and interdisciplinary courses are being designed to address current sustainability concerns/topics. There is interest in a return to working with HRM high schools to present seminars introducing sustainability concepts to IB and AP students. The College EDIA committee plans to continue with a consultative approach for ensuring EDIA content is considered within all courses. College faculty remain involved in ongoing research, either with cross-appointed faculty or in conjunction with other departments. The College hopes to conduct and complete a search for a new director this year, is hoping to transition more faculty to permanent positions, and is exploring the possibility of reinstating another Associate Director role to support strategic planning and administrative duties.

## Service & Support Units

### ADVANCEMENT

The Office of Advancement deepens affinity with alumni, donors, and friends, creating philanthropic and engagement opportunities that match their wishes and grow Dalhousie's potential. This year, efforts will focus on the comprehensive campaign, which enters the public phase with its launch in April. Advancement's first-ever alumni engagement goal of achieving 250K touchpoints will enable tailored outreach and provide a holistic view of the community. Fundraisers will focus on building relationships that result in securing investments for strategic initiatives and anticipate being close to 50% of the \$750M fundraising goal by launch. This work will be supported by strategically aligned storytelling, programs, and events, as well as through a digital strategy that includes moving Advancement's web presence to dal.ca and modernizing the online giving and crowdfunding platform. Enhanced campaign reporting will align contributions to faculty priorities and highlight the impact of donor contributions. The Annual Giving team will continue to provide advice for initiatives that directly support Dal students including work with the Giving Tuesday Food Security project. Work continues with Government and Global Relations to meet with alumni and donors across the globe. Closer to home, staff safety and well-being will remain a priority through initiatives including structured PD and a strong new onboarding program for all staff.

### ATHLETICS & RECREATION

Dalhousie's Athletics & Recreation facilities and programs are often considered "the front porch" of the university—the first point of contact for students, community, alumni, youth, and others. Athletics & Recreation plays an important role in contributing to the physical, mental, and social health and wellness within the Dal community and beyond. This year, the unit will continue to enhance its contribution to the Dal community through new and established avenues for students, faculty and staff. This includes formal pathways to varsity athletics, club sports, intramurals, athletic trainer program, strength and conditioning intern programs, and establishing informal and inclusive pathways to general recreation and varsity events. Priorities include a continued

commitment to advancing enrolment and contributing to student retention by supporting the 300 varsity athletes and 1,400 club sport athletes that join the university community each year. Many students would look elsewhere, if not for these opportunities to compete or participate in their sport(s) of choice. This year will maintain a continued focus on managing risks associated with some aging infrastructure. The unit's commitment to EDIA remains a focus including intentional recruitment efforts around increasing the number of females (and other under-represented groups) in head coaching positions.

### ANCILLARY (DAL BOOKSTORE, DALHOUSIE ARTS CENTRE, PARKING)

The Dal Bookstore proudly offers three store locations to serve students and the community, two in Halifax and one on the Truro Campus. As a unit that supports academic success and campus pride, the Bookstore is a central information hub that furthers the academic mission by providing a single source solution for students and faculty with respect to course material. This year, priorities include promoting the Bookstore's contribution to the campus, raising awareness of course material options, and working with the Office of Sustainability on clothing purchases. The Dalhousie Arts Centre has been a key feature in Nova Scotia's arts and culture landscape since 1971. Home to the Rebecca Cohn Auditorium, the Arts Centre regularly features performances by local talent as well as world-famous national and international entertainers. This year, priorities for the Arts Centre include taking proactive steps to increase the diversity of performers on stage, exploring initiatives to increase student engagement, and building stronger connections with alumni, while also exploring new revenue streams such as corporate sponsorship and philanthropic opportunities. The Arts Centre will also consider improvements in technology systems and infrastructure to provide the highest quality of visitor experience for everyone that walks through our doors, Arts Centre staff included.



## **HOUSING & CONFERENCE SERVICES**

Housing and Conference Services operates a wide variety of residence spaces across the Halifax and Truro campuses, as well as access to over 200 unique venues that host an array of events. As university enrolment grows and the province continues to address challenges around housing, the availability and quality of student residence options continues to be a top priority—including cost-effective options for summer accommodations. Across the campuses, upgrades will enhance existing residence spaces, and early discussions have begun around new residence space on the Halifax campus. Technology improvements also remain a priority with a focus on lifecycle planning for door readers, cameras, and controllers; moving to wireless technology; and collaborating with ITS to move to a cloud-based solution. Discussions are underway to transition to a digital DalCard credential as part of the DalCard roadmap with ITS. Student involvement in residence life, a major contributor to retention, will continue to be supported through a strong alignment with Student Affairs and by using data collection to inform programming and inclusive opportunities. A new residence communities project is about to get underway in collaboration with Student Affairs, Indigenous leaders, and the Office for Equity and Inclusion.

## **AVP ACADEMIC**

The office of the AVP Academic is focused on academic quality assurance (AQA) and the academic student experience (development and review curriculum and programs within and among Faculties) and the Centre for Learning and Teaching (CLT) supports Dalhousie Faculties in their teaching, educational development, curriculum creation and revision. Key AVPA priorities involve implementing recommendations to improve AQA processes and activities once approved and continuing to work with the institutional lead to promote best practices for use of GenerativeAI by faculty, staff and students. Within CLT there are several emerging priorities: ensuring an institutional investment in the appropriate equipment, space, and training required to teach Hyflex, expand support for EDIA within programming, and the addition of an education developer focused on anti-racist and Afrocentric pedagogy.

Within the unit, current initiatives that support career progression, such as the introduction of a “sabbatical week” will continue, as will engagement in their own research. The unit continues to be interested in working with Advancement to build relationships and creating donor partnerships for CLT with the goal of increasing funding for university teaching awards and grants and supporting more flexible classroom space on campus.

## **COMMUNICATIONS, MARKETING AND CREATIVE SERVICES**

Communications, Marketing and Creative Services (CMC) operates in a team-of-teams structure to help strengthen Dalhousie’s reputation, recruitment efforts, and community outreach. The Strategic Communications and Media Relations team leads the university’s issues management, crisis comms, and media relations strategies and will continue this year to proactively prepare for issues that could impact Dalhousie’s reputation. The Community Engagement & Strategic Initiatives team plans to work on developing a digital Community Portal that will serve as a front door to Dal’s many public services and programs. Publisher of Dal News, Today@Dal, and the bi-annual DAL Magazine, the Internal Communications & Publications team, is developing a new bulk email solution to benefit the entire community. The Marketing team plans to gain fresh insights through a reputation grounding study. Combined with continued support for the brand platform, this work will strengthen the way that communications and marketing efforts work together to enhance reputation. Other major initiatives continuing this year include the Web Renewal Project, which moves into the execution phase; support for the upcoming comprehensive campaign; and ongoing integrated support for student recruitment, domestically and abroad. The Creative Services team will continue to deliver high quality creative assets while also evaluating its current processes and system flows to best meet client needs.

## **EQUITY & INCLUSION**

The Office for Equity and Inclusion (OEI) provides leadership, builds capacity, and encourages collaborative action to advance sustainable, systemic/structural change that promotes diversity, equity, inclusion, and accessibility from a social justice dimension of the mission, culture, and operations of Dalhousie. OEI will continue to support an inclusive academic experience for students by empowering educators to embrace diverse perspectives and develop a more dynamic learning ecosystem. This work is accomplished by providing leadership to the IDEA Education Collective including the HRES educational workshops, the Academic/Faculty and Non-Academic EDI committees, the Curriculum and Pedagogy Pan-University Committees, and the hosting of several cultural and social justice discussions, conferences, and events. Mentorship and regular meetings with campus-wide committees are also integral to inclusive excellence education at the academy. Additionally, the decolonization of the Institute through OEI's Elders and Knowledge Keepers Program remains an important support for Dal students and will continue to embed Mi'kmaw perspectives throughout the fabric of the university. This includes increased utilization and support to the Millbrook office for special projects and dedicated personnel. Overall, OEI plans to sustain and expand its ability to coordinate, communicate, assess, report, and support campus activities, host national/international events and speaker series, and ensure broader community access.

## **FACILITIES MANAGEMENT**

Facilities Management (FM) is responsible for the planning, development and project management of all university facilities construction and maintenance projects, for the day-to-day operations and maintenance of buildings, grounds, and campus utilities, as well as for the provision of transport, and mail services. One of FM's focus areas is space planning (tracking, allocating, sourcing, building, and renovating), and co-leading work around developing Dalhousie's Space Management and Planning Framework. This year will see a continued commitment to a long-term, sustainable approach to this work, including preparations around Campus Plans, developing a clear and consistent approach for engagement with the community on development projects and upgrading current digital technology. The department's role in creating a safe and

inclusive environment for everyone will continue to advance through FM's leadership across key elements of Dalhousie's Accessibility Plan. With a staff of more than 500, FM continues to promote and provide Employment Development Opportunities to all staff.

## **FINANCE AND ADMINISTRATION (INCLUDING SUSTAINABILITY AND UNIFORM)**

Finance and administration plays a key role in the development, management, and planning of Dalhousie's infrastructure, information management and information technology services, ancillary services, environmental health and safety, athletics, sustainability, and financial services. The upcoming year will see a continued focus on infrastructure that supports student experience and research. Key priorities areas include: increasing our understanding of administrative service effectiveness and opportunities for improved services, renewing and reinforcing infrastructure against the impacts of climate change, ensuring we have robust digital infrastructure and network to support our campuses, advancing capital projects key to university priorities, working toward renewal of the Campus Master Plan, and advancing work on a new budget model. The Office of Sustainability works to incorporate sustainability concepts across the university. This year's priorities include new business cases for energy and climate projects and continuing to engage with students within the classroom and through internships. The UniForum team will focus on building internal relationships to assist with processes related to service administration and effectiveness.

## **FINANCIAL SERVICES**

Financial Services is responsible for the day-to-day operational areas of financial accounting, budgeting, payroll, procurement and payment, treasury, and financial systems and policies. Financial Services' key priority will be to leverage technology to improve and simplify operations, focusing on automation and process improvement. Key initiatives underway include the implementation of a Procure to Pay solution that will streamline and simplify the purchasing process for approximately \$200 million of annual spend, integration of payroll services team into financial services and the development of a joint technology innovation team with ITS to pilot the use of automation tools to improve and streamline day-to-day activities throughout Financial Services

## **GOVERNMENT & GLOBAL RELATIONS**

The Office of Government and Global Relations (GGR) fosters the university's global reach and alignment with public priorities. By supporting a wide range of strategic initiatives, particularly those that attract external resources to the university, GGR will continue to specialize in cultivating strategic relationships inside the university, and externally at the local, national, and global levels. Over the next year, GGR plans to collaborate with university partners to enhance and diversify international recruitment pathways, growing international revenue for reinvestment in global reach activities. This includes exploring opportunities to create programs outside Canada (transnational education) and for more international learning that will enrich the educational experience in preparation for an increasingly interconnected world. GGR will continue to work with Research & Innovation to foster high-value global research and development/capacity-building activities with strategic international partners. Prioritizing proactive and responsive relationships with government will enable GGR to identify and facilitate collaborations and build government understanding of institutional expertise. This work aims to attract incremental public investment and secure a new agreement with the province for the operational funding grant. A continued focus on linking individual goals with team goals will ensure GGR team members feel supported and empowered to grow in their role.

## **HUMAN RESOURCES**

The Human Resources (HR) department supports Dalhousie's faculty, staff, managers, and supervisors throughout the employee experience, with the hiring/onboarding process, accessibility and wellness resources and supports, and important services such as pension, benefits, and information about employee groups' collective agreements and handbooks. This year welcomes a new VP People and Culture, the culmination of a period of significant change in the department. The department will focus on reviewing and identifying priorities, establishing a vision for people and culture outcomes and supporting, structuring, and stabilizing the HR team for success. A focus will be placed on resources for hiring managers across the university, which includes continuing work to integrate consistent consideration of lived experience/

transferable skills into recruitment processes. In addition to managing employee benefits throughout employee life events, a priority will be placed on ensuring equity and identifying gaps in service delivery. Continuous improvement with a focus on best practices will ensure HR processes and services are evolving to meet expectations and the changing workplace. HR will also continue to lead the way in recognizing the incredible achievements of Dalhousie's employees through events including the Legacy Awards, Summer Sociable, and Employee Appreciation Week.

## **INFORMATION TECHNOLOGY SERVICES**

Information Technology Services (ITS) leads and supports the university's adaptation to an evolving technological landscape, aligning its goals with the university's mission and emphasizing continuous professional development within its team to effectively manage these changes. This year, ITS is collaborating with campus leaders in various ways, including offering a new secure data storage solution for researchers and enhancing the digital student experience through innovative systems and initiatives. Additionally, ITS will continue advancing the new digital governance framework that prioritizes technology, network, and support needs aligned with the university's strategy and optimizing resource utilization. This year's focus is relocating the current data center, which supports most campus administrative functions, to a safer, more secure environment. Aligned with Pillar 5 of the Digital Strategy and in collaboration with university partners, ITS plans to launch a new data warehouse to improve data access, security, and reliability, facilitating more efficient and data-driven decision-making throughout the university. ITS is also gearing up to host the 2024 CANHEIT conference, a major event that unites Canadian IT professionals to share ideas and best practices, bolstering Dalhousie's reputation as a higher education IT innovation leader.

## **PLANNING & ANALYTICS**

Dalhousie Planning and Analytics (OPA) supports the university to better enable informed decision making by providing effective planning and project management advice, expert analysis research and advice through access and interpretation of high-quality institutional data. This year, OPA will focus on continuing to renew and expand its mandate to be more of a Centre of Institutional Effectiveness supporting the university to better advance the academic and research mission by facilitating a consistent cycle of planning and continuous improvement. This will involve promoting a culture of decision making that is informed through impactful data and analytics. OPA priorities include collaborating across faculties and units to be more systematic and intentional in planning, execution, implementation, change, and monitoring progress for end-to-end continuous improvement. OPA will continue to provide stronger insights to inform strategies and monitor progress, facilitate evidence-informed practices and decision-making at the individual and institutional level, and provide tools and resources to support working in a more systematic coordinated approach towards building capacity throughout the university with the aim of being a more connected institution.

## **PROVOST (INCLUDING WORK INTEGRATED LEARNING)**

All of Dalhousie's Deans report to the Provost, as do three Vice-Provosts (Student Affairs, Planning & Analytics, and Equity & Inclusion), two Associate Vice-Presidents Academic, the Assistant Vice-President Enrolment Management, the Art Gallery and the Ombuds Office. This year the Provost Office will be focused on ensuring effective transition of the role while continuing to support teaching and learning, student experience, enrolment, and opportunities to improve service excellence. As co-executive sponsor of the UniForum project, the Provost, with the Vice President, Finance and Administration, will have oversight of the project and will ensure effective governance and transparency. The Provost is also prioritizing Dalhousie's commitment to deep and meaningful partnerships and relationships with Indigenous peoples across Canada. Hiring for the newly created

position of Vice-Provost, Indigenous Relations (VPIR) and onboarding will also be an area of focus for the next year. Work Integrated Learning & Co-operative Education (WIL Co-op) will continue to connect forward-thinking employers with highly motivated and talented students. Priorities this year include strengthening existing programs, introducing new programs, and exploring accreditation. Continued growth in program enrolment is expected (current average rate is 6% per annum), which will be supported by WIL Co-op's recent re-organization into three functional teams: student development, employer relations, and operations.

## **REGISTRAR'S OFFICE**

The Registrar's Office (RO) acts as a foundation for all facets of the academic experience at Dalhousie, from student recruitment through to convocation and beyond. In the upcoming year, the RO is poised to embark on several transformative initiatives that will significantly enhance service delivery and operational efficiency. First and foremost, the RO will help lead the development of a renewed Strategic Enrolment Management framework, bringing together Deans and key administrators to establish growth objectives and to identify high-impact investments that will contribute to Dalhousie's enrolment health. The RO will continue with Slate CRM implementation to enhance the digital student experience, streamline admission process, automate award notifications, support equity-deserving students, and reduce service timelines through integrated admission and processing functions, freeing human resources for higher-value communication and services to applicants. Other plans include the development of a Service Excellence Framework to ensure that student services are more integrated, responsive, efficient, student-centered, and in compliance with user experience standards and expectations. And a final major priority is the development of a comprehensive training framework with a focus on content capture and delivery, improvement of information management, and ensuring long-term success and sustainability for the office.

## RESEARCH & INNOVATION

Dalhousie is Atlantic Canada's primary research-intensive university and a member of the U15. Research & Innovation supports scholars across disciplines as they address some of the world's most difficult questions and complex challenges. Priorities for this year include exploring and embedding inclusive research excellence at Dalhousie, increasing research productivity, and demonstrating research impact to the region, country, and world. To accomplish this, Research & Innovation will explore new ways of assessing and measuring the impact of Dalhousie's research and expand on key performance indicators. The introduction of a new integrated research communications strategy focused on impact will fully leverage the work of our research community to build reputation with a spotlight on the six research clusters: Sustainable Oceans; Healthy People, Communities and Populations; Climate Tech and Clean Energy; Culture and Society; Food Sustainability; and AI and Digital Innovation. Research & Innovation will remain focused on engaging external partners with a view to attracting industry sponsored research and commercialization of intellectual property. The VP Research and Innovation EDIA committee continues to organize education and training opportunities for staff and promotes EDIA resources via a bimonthly newsletter. Ongoing review and refinement of processes will continue to build on service satisfaction.

## UNIVERSITY RISK AND ASSURANCE

The Office of University Risk and Assurance (UR&A) is a newly formed unit containing OH&S, Security, Insurance, Risk and Internal Audit (IA) with a secondary relationship to Dalhousie's Chief Information Security Officer. This year, UR&A is planning to explore a measuring framework/tool to assist in ensuring it is meeting or surpassing the expectations of key interested parties. Priorities for the year include aligning objectives with Student Affairs to ensure students feel secure and have a safe place to learn and study. Work on a key risk register will support Faculties and units with performing risk assessments, and will streamline access to health, safety, and security advice for pandemic and incident responses, as well as regulatory requirements. In addition to supporting research with compliance needs, the Office is in the process of understanding risks related to field and lab research. UR&A will continue to provide services to Faculties and units in support of community impact and outreach including work with Legal Aid and dental clinics.

## STUDENT AFFAIRS

Student Affairs is committed to maximizing student potential by offering programs, services, and pathways that enhance connections, build self-efficacy, promote well-being, and foster a positive living and learning environment—an exceptional student experience. In line with this commitment, Student Affairs is launching Student and Staff Leadership Academies, to enhance a culture of student leadership and bolster leadership skills within the division. Plans to strengthen Dalhousie's national standing in student affairs involve increased faculty partnerships and continued collaborative efforts, like those that have led to the Accessibility Plan, the Graduate Career Outcomes Survey, and the BeWell Campus Well-being Initiative. The intended development of a Senate-endorsed, interdisciplinary Student Affairs Research Institute will bring faculty researchers in partnership with student affairs practitioners. Ongoing efforts like the Student Transition & Engagement Framework and the Dalhousie Advising Framework will emphasize belonging and academic efficacy and promise to enhance student retention. The development of a Digital Engagement Platform will elevate student experience by providing a single online platform for connection and engagement, systems and processes, and communications. To support this work, a divisional assessment strategy will ensure efforts and resources are invested in areas with meaningful reach and impact for students, aligning with institutional priorities.

# 03 KEY PRIORITIES AND IMPACT PROJECTS FOR 2024-25

Many projects supported by prior year strategic initiatives funding have a long-term focus and influence priorities over multiple years. In addition to new initiatives identified during the integrated planning process, several key priorities will continue to be a focus for 2024-25 and beyond. This section provides a high-level overview of some of these initiatives and the new impact projects selected for support in the integrated planning process.

## Key Priorities

### STUDENT HOUSING

It is vital that Dalhousie take steps to address the impact of Halifax's housing shortage on the availability of student accommodation. Two-thirds of Dalhousie's student body come from outside Nova Scotia, making adequate housing capacity critical to sustaining and growing enrolments. Dal has publicly committed to adding new capacity by the end of 2025 and has commenced comprehensive development planning, including site assessments, market research with students, engagement with all levels of government, knowledge sharing with other institutions, and preliminary discussions with industry experts.

In addition to addressing the housing needs of students, Dalhousie is also taking steps to help the broader community tackle the housing shortage. The Faculty of Architecture and Planning facilitated a well-attended housing engagement series that brought together developers, students, academics, community organizers, government leaders, and the public to examine the complex housing situation in Nova Scotia.

### LAUNCH OF A FUNDRAISING CAMPAIGN

In April 2024, Dalhousie University will publicly launch the most extensive comprehensive fundraising campaign in Atlantic Canadian history. With fundraising and alumni engagement priorities directly linked to Dalhousie's strategic plan, this campaign will empower us to do the exceptional around the student experience, high-impact research, and our commitment to being a civic university with global impact. Dalhousie's size and location uniquely position us to collaborate with a wide range of partners to create viable and sustainable solutions to some of today's biggest challenges. Through this campaign, we invite everyone to join us in making a difference.

### STUDENT RECRUITMENT INITIATIVES

The Registrar's Office, Government & Global Relations, and Communications, Marketing & Creative Services teams have initiated an integrated international student recruitment campaign group to address short-term recruitment challenges while building a foundation for sustainable future growth and recruitment practices. Collaboration with faculties will ensure a coordinated approach to marketing and recruitment efforts in Dalhousie's most important global markets. Key initiatives include implementation of Customer Relationship Management software (Slate) to improve time-to-offer, development of region and language specific sites and information, increased digital advertising combined with intensified marketing and recruitment efforts in select Canadian markets.



### Impact Projects

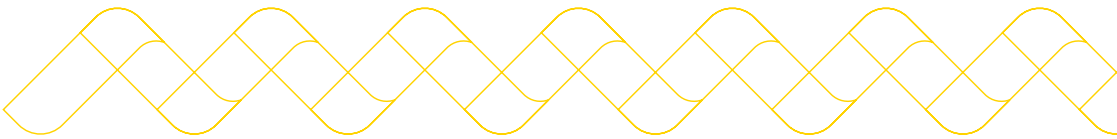
The Integrated Planning Framework (IPF) included a new mechanism to support strategic projects that might extend beyond a unit’s core budget envelope or span multiple units. Previously, the budget allocation for essential priorities and strategic initiatives was established as part of the budget process. Faculties and units then responded to twice-annual call-for-proposals for financial support from this pool of strategic initiatives funding (“SIF”).

Under the revised approach, these initiatives, now termed **Impact Projects**, encompass requests for one-time and ongoing resources or financial support submitted through the IPF process. They are reviewed and recommended for funding as part of the budget process. For 2024-25, 46 unique Impact Project proposals were submitted from 10 faculties/academic units and 13 administrative units. 18 of the 46 submissions were collaborative initiatives across units. For 2024-25, \$2.7 million in base funding will be

allocated to the existing pool of funds and committed to support projects in the following areas:

- Academic initiatives that will expand existing program offerings and support curriculum development in multiple areas;
- Student financial support that will enhance institutional research capacity;
- Student support initiatives to improve student engagement and experience;
- Recruitment initiatives to support enrolment growth for both domestic and international students;
- Support for resources across multiple functional areas that will enhance institutional service effectiveness and efficiency, and;
- System support to ensure the safety and security of Dal’s technical environment.

Many of these projects will span multiple years and will require additional budget allocations in future years.



# **A** **Operating Budget Model**

APPENDIX A





<b>Assumptions</b>	<b>2024-25</b>
Government Grant Change	0.0%
Tuition Revenue	
General Fee Increase (Per current agreement)	2.0%
Tuition Increase for Non-Cohort Ongoing International Students	7.2% on average
Tuition Increase for New Cohort International Students	6.0%
Enrolment Change	none
Facilities Renewal fee Increase	2.0%
Budget Gap Addressed by Faculties and Units	1.75%
Nova Scotia Bursary	no change
Salary, Pension, and Benefits	per agreements and estimates
Library Acquisitions	2.0%
Non-Salary Inflationary Increase	0.0%

	2023-24 Approved Budget	2023-24 Adjusted Budget	2024-25 Recommendations and Estimates	2024-25 Recommended Budget
<b>REVENUES - INCREASE (DECREASE)</b>				
1. Government Funding	231,900	231,900	-	231,900
2. Tuition Revenues	263,794	264,004	(7,300)	256,704
3. Investment Income				
a) Endowment Revenue	43,629	43,629	(44)	43,585
b) Operating Interest Income	7,600	7,600	-	7,600
Total Investment Income	51,229	51,229	(44)	51,185
4. Facilities Renewal Student Fee	4,454	4,454	89	4,543
5. Federal Research Support Fund Grant	7,300	8,394	-	8,394
<b>TOTAL REVENUES - INCREASE (DECREASE)</b>	<b>558,677</b>	<b>559,981</b>	<b>(7,255)</b>	<b>552,726</b>
<b>EXPENDITURES - INCREASE (DECREASE)</b>				
6. Faculty and Unit Budget Allocations				
a) Salary, Pension and Benefits (net of recoveries)	387,916	387,758	16,598	404,356
b) Non-Salary (net of recoveries)	67,275	69,780	(6,760)	63,020
c) Library Acquisitions	8,866	8,866	184	9,050
d) Faculty/Unit Revenue	(49,177)	(49,177)	-	(49,177)
e) Budget Unit Adjustments				
i) ERBA adjustment (estimate)	-	-	500	500
ii) Budget Gap to be addressed	-	-	(6,529)	(6,529)
<b>Total Faculty and Unit Budget Allocations</b>	<b>414,880</b>	<b>417,227</b>	<b>3,993</b>	<b>421,220</b>
7. Student Financial Assistance and Employment:				
a) Operating Budget	14,405	14,458	50	14,508
b) Endowments	16,358	16,358	970	17,328
c) Nova Scotia Scholarship and Bursary Programs	11,190	11,190	-	11,190
<b>Total Student Assistance</b>	<b>41,953</b>	<b>42,006</b>	<b>1,020</b>	<b>43,026</b>
8. Energy, Water, Taxes and Insurance	28,864	28,864	(1,650)	27,214
9. Facilities Renewal	41,851	42,967	859	43,826
10. Campus Renewal - Long term debt/rent	6,758	6,758	(700)	6,058
11. Accessibility and Code Modifications	4,000	3,934	(2,934)	1,000
12. Third Century Promise Initiatives and Essential Priorities	10,850	9,540	(6,830)	2,710
13. Network and Classroom Technology Infrastructure	3,901	3,912	196	4,108
14. Contingency	2,600	2,600	(36)	2,564
15. Equipment and Furniture Allocation	2,516	-		-
16. Agent Fees	204	209	791	1,000
17. Capital Investment	300	1,964	(1,964)	-
<b>TOTAL EXPENDITURES - INCREASE (DECREASE)</b>	<b>558,677</b>	<b>559,981</b>	<b>(7,255)</b>	<b>552,726</b>
<b>SURPLUS (SHORTFALL)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# **B** Operating Budget - Detail Schedules

APPENDIX B



**B DALHOUSIE UNIVERSITY**  
**2024-25 Recommended Operating Budget - Summary** (thousands of dollars)

	2023-24 Adjusted Budget	2023-24 Forecast Actual	2024-25 Recommended Budget
<b>REVENUE</b>			
Provincial Government Grants			
Operating	203,612	203,612	203,612
Scholarship and Bursary Program Grants	11,190	11,190	11,190
Program Specific Grants	16,098	16,098	16,098
Facilities/Space	1,000	1,000	1,000
	<b>231,900</b>	<b>231,900</b>	<b>231,900</b>
Federal Research Support Fund Grant	8,394	8,394	8,394
Investment			
Endowment	43,629	43,629	43,585
Operating (net of bank and finance charges)	7,600	9,600	7,600
Tuition Fees	264,004	245,604	256,704
Facilities Renewal Fee	4,454	4,454	4,543
<b>TOTAL REVENUE</b>	<b>559,981</b>	<b>543,581</b>	<b>552,726</b>
<b>GENERAL OPERATING EXPENDITURES</b>			
Scholarships, Bursaries and Student Assistance			
Operating	14,458	15,058	14,509
Scholarship and Bursary Program	11,190	11,190	11,190
Endowment	8,998	8,998	9,480
Campus Renewal			
Annual Facilities Maintenance	42,967	42,967	43,826
Long Term	6,758	6,758	6,058
Accessibility and Code Modifications	3,934	2,434	1,000
Energy, Water, Taxes, Insurance (net of recoveries)	28,702	27,952	27,052
Hazardous Waste Removal	162	162	162
Endowment Management Expense	5,446	5,446	5,439
Third Century Promise Initiatives and Essential Priorities	9,540	2,932	2,710
Agent Fees	209	1,409	1,000
Equipment and Furniture Allocation	-	(600)	-
Capital Investment	1,964	1,964	-
Contingency	2,600	1,600	2,564
<b>TOTAL GENERAL OPERATING EXPENDITURES</b>	<b>136,928</b>	<b>128,270</b>	<b>124,990</b>
<b>RESPONSIBILITY CENTRE EXPENDITURES</b>			
Academic	321,764	320,104	312,130
Academic Support	21,062	21,082	20,968
Administration	46,667	47,638	45,822
General	1,583	1,583	1,556
Facilities Management	23,192	23,187	22,794
Student Services	8,646	8,668	8,514
Provision for Cost Compensation	(100)	(4,270)	15,700
<b>TOTAL RESPONSIBILITY CENTRE EXPENDITURES</b>	<b>422,814</b>	<b>417,992</b>	<b>427,484</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>559,742</b>	<b>546,262</b>	<b>552,474</b>
<b>NET ANCILLARY EXPENDITURES</b>	<b>239</b>	<b>239</b>	<b>252</b>
<b>TOTAL EXPENDITURES</b>	<b>559,981</b>	<b>546,501</b>	<b>552,726</b>
<b>SURPLUS (SHORTFALL)</b>	<b>-</b>	<b>(2,920)</b>	<b>-</b>

**B DALHOUSIE UNIVERSITY**  
**2024-25 Recommended Operating Budget - Continuity** (thousands of dollars)

	2023-24 Adjusted Budget	Budget Reduction	ERBA	Endowment Change	Non Salary & Other Adjustments	2024-25 Recommended Budget
<b>ACADEMIC</b>						
Agriculture	20,452	(355)	(112)	17	-	20,002
Architecture and Planning	5,566	(95)	(228)	6	-	5,249
Arts and Social Sciences	25,641	(409)	(385)	135	-	24,982
Computer Science	16,000	(274)	(143)	15	-	15,598
Dentistry	11,967	(203)	(7)	31	-	11,788
Engineering	24,778	(409)	(23)	(118)	-	24,228
Graduate Studies	3,054	(45)	13	14	-	3,036
Health	36,558	(623)	324	115	-	36,374
Law	14,508	(175)	143	82	17 <sup>(1)</sup>	14,575
Management	16,192	(262)	364	23	-	16,317
Medicine	66,517	(927)	184	(1,066)	-	64,708
Science	47,009	(754)	527	188	-	46,970
University Library	22,613	(205)	-	11	154 <sup>(1)</sup>	22,573
Open Learning and Career Development	1,363	(10)	-	4	-	1,357
College of Sustainability	1,848	(32)	(157)	2	-	1,660
Centres, Institutes & Special Projects	5,199	(18)	-	2	(3,280) <sup>(1)</sup>	1,903
Cooperative Education Office	1,151	(20)	-	-	-	1,131
Faculty Related Costs (eg. Travel, Leave Grants, PDA)	3,008	-	-	-	(1,500) <sup>(1)</sup>	1,508
Kings' Transfer	(2,706)	-	-	-	-	(2,706)
Academic Initiatives	1,046	-	-	-	(169) <sup>(1)</sup>	877
<b>Academic</b>	<b>321,764</b>	<b>(4,816)</b>	<b>500</b>	<b>(539)</b>	<b>(4,778)</b>	<b>312,130</b>
<b>ACADEMIC SUPPORT</b>						
Art Gallery	242	(3)	-	-	-	239
Centre for Learning and Teaching	1,945	(34)	-	-	-	1,910
IT Infrastructure	3,912	-	-	-	196 <sup>(1)</sup>	4,108
Information Technology Services	14,988	(252)	-	-	-	14,736
Printing Centre	(25)	-	-	-	-	(25)
<b>Academic Support</b>	<b>21,062</b>	<b>(289)</b>		<b>-</b>	<b>196</b>	<b>20,968</b>
<b>ADMINISTRATION</b>						
Application Fees	(1,757)	-	-	-	-	(1,757)
Advancement	7,850	(137)	-	(4)	-	7,709
Communications and Marketing	4,116	(72)	-	-	-	4,044
Financial Services	6,040	(98)	-	-	-	5,942
Human Resources	4,234	(74)	-	-	-	4,160
Planning and Analytics	1,791	(31)	-	-	-	1,760
President's Office /Provost's Office	2,572	(45)	-	-	-	2,527
Registrar & Admissions	7,303	(128)	-	-	-	7,175
Research Services	3,327	(60)	-	-	-	3,267
University Risk & Assurance <sup>(2)</sup>	4,989	(89)	-	-	-	4,900
University Services <sup>(3)</sup>	6,202	(107)	-	-	-	6,095
<b>Administration</b>	<b>46,667</b>	<b>(841)</b>	<b>-</b>	<b>(4)</b>	<b>-</b>	<b>45,822</b>

(1) Other adjustments in this column include the following:

- (a) increase to the Faculty of Law and Libraries related to library acquisitions funding.
- (b) decrease in centrally funded academic initiatives and international programs related to the new international tuition model.
- (c) decrease in Faculty Related Costs to reflect a return of unused carryforward travel funds to the central budget.
- (d) increase in Information Technology Infrastructure funding to support cybersecurity requirements.

(2) University Risk & Assurance Services includes: Internal Audit, Insurance, Security Services and the Environmental Health & Safety Office.

(3) University Services includes: University Legal Counsel and University Secretariat, Government and Global Relations Office, Equity Diversity & Inclusion Office, Uniform, and Inter-University Services.

	2023-24 Adjusted Budget	Budget Reduction	Endowment Change	Non Salary & Other Adjustments	2024-25 Recommended Budget
<b>GENERAL</b>	<b>1,583</b>	<b>(27)</b>		-	<b>1,556</b>
<b>FACILITIES MANAGEMENT</b>	<b>23,192</b>	<b>(398)</b>		-	<b>22,794</b>
<b>STUDENT SERVICES</b>					
Awards Office & Student Services Centre - Sexton	69	(1)	-	-	68
Student Support Services (including Vice-Provost Student Affairs)	5,615	(98)	-	-	5,517
Student Wellness (including Counselling)	1,795	(29)	-	-	1,766
Recreation and Athletics	1,167	(17)	13	-	1,163
<b>Student Services</b>	<b>8,646</b>	<b>(145)</b>	<b>13</b>	-	<b>8,514</b>
<b>ANCILLARIES</b>					
Dalhousie Arts Centre	380	-	-	-	380
Dalplex	184	-	1	-	185
Food Services	(43)	-	-	-	(43)
Residence Life	1,927	-	-	-	1,927
University Bookstore	(100)	-	-	-	(100)
University Housing	(2,108)	-	11	-	(2,097)
<b>Total Ancillaries</b>	<b>239</b>	-	<b>12</b>	-	<b>252</b>

**B DALHOUSIE UNIVERSITY**  
**Supplementary Budget Information for Expenditure Areas and**  
**Responsibility Centres with an Endowment Supported Component** (thousands of dollars)

	2023-24 Adjusted Budget			2024-25 Recommended Budget		
	Operating	Endowment	Total	Operating	Endowment	Total
<b>General</b>						
Student Assistance	14,405	8,998	23,403	14,509	9,480	23,989
Endowment Management Expense	-	5,446	5,446	-	5,439	5,439
<b>Responsibility Centres</b>						
Agriculture	18,376	181	18,557	19,804	198	20,002
Architecture and Planning	4,968	131	5,099	5,112	137	5,249
Arts and Social Sciences	21,295	2,269	23,564	22,578	2,404	24,982
Computer Science	14,202	345	14,547	15,238	360	15,598
Dentistry	10,491	360	10,851	11,397	391	11,788
Engineering	21,043	1,414	22,457	22,932	1,296	24,228
Graduate Studies	2,331	606	2,937	2,416	620	3,036
Health	32,132	969	33,101	35,290	1,084	36,374
Law	10,061	3,669	13,730	10,824	3,751	14,575
Management	14,991	1,225	16,216	15,069	1,248	16,317
Medicine	49,510	12,999	62,509	52,776	11,932	64,708
Science	38,195	3,937	42,132	42,845	4,125	46,970
University Library	21,404	305	21,709	22,257	316	22,573
Open Learning and Career Development	1,200	88	1,288	1,265	92	1,357
College of Sustainability	1,623	8	1,631	1,651	9	1,660
Centres, Institutes & Special Projects	2,648	30	2,678	1,871	32	1,903
Art Gallery	154	76	230	163	76	239
Centre for Learning and Teaching	1,676	1	1,677	1,909	1	1,910
Advancement	7,286	16	7,302	7,697	12	7,709
Student Support Services	5,198	21	5,219	5,496	21	5,517
Dalplex	181	3	184	181	4	185
Recreation and Athletics	909	229	1,138	921	242	1,163
University Housing	(2,366)	303	(2,063)	(2,412)	315	(2,097)
	<b>291,913</b>	<b>43,629</b>	<b>335,542</b>	<b>311,789</b>	<b>43,585</b>	<b>355,374</b>

# **C Tuition & Fee Schedules**

APPENDIX C



**NOTICE TO READER:** Tuition fees are assessed either on a program fee or per course based on the course billing hours (1 half credit class is normally 3 billing hours). Students enrolled in a full course load of 10 half credits over the Fall and Winter terms would normally be charged for 30 billing hours, (e.g. using the 2024-25 rates below, tuition for a full load Undergraduate Arts student in the Fall and Winter terms would be 30 x \$301 = \$9,030).

The Province of Nova Scotia provides students studying at a Nova Scotia University an automatic bursary that is applied directly to reduce tuition paid. The bursary reduces fees by \$1,283 per year for students enrolled in a full course load. Using the Undergraduate Arts example above, the net tuition for a Nova Scotia student is \$7,747 (\$9,030 less \$1,283). The fee rates in the schedule below do not reflect the application of the bursary.

	2023-2024		2024-2025	
	Program	Approved	Program	Proposed
		Per Billing Hour		Per Billing Hour
	\$	\$	\$	\$
<b>I) UNDERGRADUATE</b>				
Programs at the Agricultural Campus				
Degree Programs		312.70		319.00
Technical		248.30		253.30
Animal Health		333.90		340.60
Veterinary Technology		333.90		340.60
Architecture and Planning, Community Design		308.30		314.50
Arts and Social Sciences		295.10		301.00
Computer Science (incl. Informatics)		334.80		341.50
Dentistry				
Dentistry	29,543.00		30,134.00	
Dental Hygiene (Diploma)	11,059.00		11,280.00	
Dental Hygiene (Degree)		373.00		380.50
Engineering		366.10		373.40
Health				
Health Services Administration		335.00		341.70
Health Science, Kinesiology		344.00		350.90
Nursing		361.00		368.20
Pharmacy (BSc.)		394.00		401.90
Pharmacy (Doctor)		508.00		518.20
Recreation & Health Promotion		344.00		350.90
Social Work		326.00		332.50
Law	17,981.00		18,341.00	
Management				
Commerce Co-Op		337.80		344.60
Management, Public Administration		296.90		302.80
Medicine				
MD	24,093.00		24,575.00	
Post-Graduates	3,665.00		3,738.00	
Science		334.80		341.50



	2023-2024		2024-2025	
	Program	Approved	Program	Proposed
		Per Billing Hour		Per Billing Hour
	\$	\$	\$	\$
<b>II) GRADUATE</b>				
<b>Masters</b>				
Programs at the Agricultural Campus	10,651.00		10,864.00	
Architecture and Planning				
Architecture		355.40		580.00
Post Professional	10,651.00		10,864.00	
Environmental Design Studies	10,651.00		10,864.00	
Planning		373.00		429.00
Planning Studies	10,651.00		10,864.00	
Arts and Social Sciences	9,372.00		9,559.00	
Computer Science				
Computer Science	10,651.00		10,864.00	
Digital Innovation	18,030.00		18,391.00	
Electronic Commerce, Health Informatics	11,813.00		12,049.00	
Dentistry				
MD/MSc	30,390.00		30,998.00	
MSc Periodontics	24,235.00		24,720.00	
Engineering, Applied Science	10,651.00		10,864.00	
Internetworking <sup>1</sup>		2,070.00		2,205.00
Health Professions				
Applied Health Services Research	9,511.00		9,701.00	
Clinical Vision Science	11,547.00		11,778.00	
Communication Sciences & Disorders				
Years 1&2	13,380.00		13,648.00	
Year 3	11,081.00		11,303.00	
Health Promotion, Leisure Studies	10,651.00		10,864.00	
Health Administration <sup>2</sup>				
Cohorts entering prior to Fall 2020		358.00		365.20
Cohorts entering Fall 2020 and later	16,111.00		16,433.00	
Health Administration/Pharmacy (MHA/PharmD)				536.50
Kinesiology	11,547.00		11,778.00	
Nursing <sup>3</sup>	11,547.00		11,778.00	
RN Prescribing Certificate		355.10		362.20
Pharmaceutical Sciences	13,380.00		13,648.00	
Occupational Sciences	13,380.00		13,648.00	
Occupational Therapy (Post Professional), Physiotherapy (Rehabilitation Research)	13,380.00		13,648.00	
Occupational Therapy & Physiotherapy	15,540.00		15,851.00	
Social Work		345.10		352.00

	2023-2024		2024-2025	
	Program	Approved	Program	Proposed
		Per Billing Hour		Per Billing Hour
	\$	\$	\$	\$
Law	9,372.00		9,559.00	
Management				
MBA Corporate Residency	27,921.00		28,479.00	
MBA Financial Services/Leadership <sup>4</sup>		738.33		738.33
MBA Career Advance				1,066.70
Environmental Studies	9,477.00		9,667.00	
Library and Information Studies		393.70		402.00
Information		393.70		402.00
Public Administration		312.90		319.00
Resource and Environmental Management		312.90		319.00
Medicine				
Community Health & Epidemiology	11,547.00		11,778.00	
Medicine - excl. Comm. Health & Epidemiology	10,651.00		10,864.00	
Masters of Physician Assistant Studies			15,540.00	
Post-graduate Medical Education (PGME)	3,665.00		3,738.00	
Science	10,651.00		10,864.00	
Computational Biology & Bioinformatics	10,651.00		10,864.00	
Marine Management	9,480.00		9,670.00	
Other				
Continuing Fee (per academic term)		967.00		986.00
Qualifying, Visiting or Special Grad Students		355.10		362.00
Doctorate				
Arts and Social Sciences	4,663.00		4,756.00	
Arts (Philosophy) Part-time Program			3,561.00	
All Other Doctorate Programs	6,915.00		7,053.00	
Other				
Qualifying, Visiting or Special Grad Students		355.10		362.00

<sup>1</sup> Per course, not per billing hour.

<sup>2</sup> Master of Health Administration has converted to a program fee degree, based upon the prior hourly rate. Both rates will be maintained until the older model is fully retired.

<sup>3</sup> Masters of Nursing (MN) programs are non-thesis, MSc. Nursing is thesis-based. FGS expecting international students in Fall.

<sup>4</sup> MBA Financial Services/Leadership is being phased out. Current rate is \$2,215 per course but legacy students will be charged an equivalent per-billing-hour rate as some courses are less than 3 credits.

	2023-2024		2024-2025	
	Program	Approved	Program	Proposed
		Per Billing Hour		Per Billing Hour
	\$	\$	\$	\$
<b>III) ADDITIONAL TUITION FEES - INTERNATIONAL STUDENTS</b>				
<b>Undergraduate Cohorts Entering Prior to Fall 2023<sup>1</sup></b>				
Undergraduate Agricultural Campus Programs				
Degree Programs		488.70		537.60
Technical		464.50		511.00
Animal Health		567.20		623.90
Veterinary Technology		567.20		623.90
All Other Programs	18,546.00		20,401.00	
<b>Graduate Programs</b>				
Masters Programs - Thesis Based	7,614.00		7,766.00	
All Other Programs (excl. PhD) <sup>2</sup>	18,546.00		20,401.00	

**IV) INTERNATIONAL STUDENTS - GUARANTEED TUITION PRICING MODEL**

Undergraduate Cohorts Entering Fall 2023 and later <sup>3</sup>	2023/24 Cohort	2024/25 Cohort
Agriculture	25,950.00	27,507.00
Arts & Social Sciences	31,900.00	33,814.00
Computer Science	35,000.00	37,100.00
Engineering	40,800.00	43,248.00
Management	35,300.00	37,418.00
Science	31,900.00	33,814.00
<b>V) FACILITIES RENEWAL FEE</b>		
Full-time (per term)	103.60	105.70
Part-time (per term)	34.30	35.00

<sup>1</sup> Rates apply to all cohorts that entered prior to Fall 2023, and also to all cohorts entering programs that are not listed under the guaranteed international tuition pricing model.

<sup>2</sup> PhD students are not charged an international differential fee.

<sup>3</sup> Guaranteed Tuition Pricing Model applies to cohorts entering Fall 2023 and later, for the specific programs listed, and represent the full tuition cost. Rates are guaranteed for the expected length of the program, plus one additional year. Programs not on this list will be charged at the rate for Undergraduate Cohorts who entered prior to Fall 2023.

Faculty		Current Fee 2023-24	Proposed Fee 2024-25	Change \$	%	Comments
<b>Agriculture</b>						
Agriculture - Sustainability Field Trip (AGRI 3302)	one time fee	\$ -	\$ 475.00	475.00	New	Field trip transportation and accommodation
<b>Architecture and Planning</b>						
Architecture - Woodshop Fee	one time fee	\$ -	\$ 5.00	5.00	New	Support replenishment of the general shop consumables in the Wood Shop
Architecture - Blanket Ceremony Fee (PLAN 3115, PLAN 5115)	one time fee	\$ -	\$ 25.00	25.00	New	Support the building of understanding of shared history between Indigenous and non-Indigenous peoples in Canada
Architecture - Teaching Supplies/Consumables (ARCH 1001)	one time fee	\$ -	\$ 10.00	10.00	New	Faculty negotiated bulk pricing on student packs
Architecture - Teaching Supplies/Consumables (ARCH 3001)	one time fee	\$ -	\$ 12.00	12.00	New	New fee for consumables to ensure all students have access to same materials
Architecture - Field Trip (PLAN 6250)	one time fee	\$ 300.00	\$ 300.00	0.00	0.0%	Previously collected via Faculty, change is to flow through fee assessment process
<b>Arts and Social Sciences</b>						
Arts - Creative Writing Auxiliary Fee (CRWR 2001/2002/3010/3011/3020/3021/3100/3200/3410/4010/4011/4020/4021, ENGL 3098/3099, CRWR/ENGL 1030/2010/3311)	per billing hour	\$ -	\$ 8.33	8.33	New	Guest speaker payments. Courses rarely require book purchases, speakers provide insight to process and practice
Arts - Indigenous Studies Auxiliary Fee (INDG 4600)	one time fee	\$ -	\$ 300.00	300.00	New	Field course costs for onsite facilities, food, and honoraria for Indigenous Elders
Arts - Theatre Auxiliary Fee (MUSC 1276/1277/2276/2277)	per billing hour	\$ 72.29	\$ 72.29	0.00	0.0%	Additional courses added to existing fee. Small groups, one-on-one tutoring and use/maintenance of the keyboard lab
Arts - Music Auxiliary Fee (MUSC 4299/3199)	per billing hour	\$ 177.60	\$ 177.60	0.00	0.0%	Additional courses added to existing fee. Accompanist, concert hall, and one-on-one coaching
Arts - Music Auxiliary Fee (MUSC 4813/4814)	per billing hour	\$ 267.06	\$ 267.06	0.00	0.0%	Additional courses added to existing fee. One-on-one voice instruction and collaborative pianist coaching
Arts - Costume Studies Auxiliary Fee (MUSC2751/2752/2753/2754/3751/3752/4751/4752/4753/4754)	per billing hour	\$ 32.31	\$ 35.89	3.58	11.1%	Use of specialized space and instruments. Professional music coaching and collaborative pianists

**Dentistry**

Dentistry fee changes below include a 3% increase in the Capital Renewal Fee portion of the Academic Clinic Fee.

Additional changes are as noted below:

DDS 1	one time fee	\$ 27,221.00	\$ 26,059.00	(1,162.00)	-4.3%
DDS 2	one time fee	\$ 23,033.00	\$ 22,280.00	(753.00)	-3.3%
QP (DDS 2)	one time fee	\$ 31,273.00	\$ 30,400.00	(873.00)	-2.8%
DDS 3	one time fee	\$ 20,639.00	\$ 20,278.00	(361.00)	-1.7%
QP (DDS 3)	one time fee	\$ 21,360.00	\$ 20,878.00	(482.00)	-2.3%
DDS 4	one time fee	\$ 12,997.00	\$ 12,811.00	(186.00)	-1.4%
QP (DDS 4)	one time fee	\$ 13,718.00	\$ 13,411.00	(307.00)	-2.2%
Dental Hygiene Year 1	one time fee	\$ 14,109.00	\$ 13,481.00	(628.00)	-4.5%
Dental Hygiene Year 2	one time fee	\$ 8,292.00	\$ 8,130.00	(162.00)	-2.0%
Bachelor of Dental Hygiene	one time fee	\$ 4,096.00	\$ 4,176.00	80.00	2.0%
Bachelor of Dental Hygiene PT (Year 1 & 2)	one time fee	\$ 2,048.00	\$ 2,088.00	40.00	2.0%
Graduate Periodontics Year 1	one time fee	\$ 11,570.00	\$ 10,920.00	(650.00)	-5.6%
Graduate Periodontics Year 2	one time fee	\$ 9,876.00	\$ 10,052.00	176.00	1.8%
Graduate Periodontics Year 3	one time fee	\$ 9,876.00	\$ 10,052.00	176.00	1.8%
General Practice Residency	one time fee	\$ 1,500.00	\$ 1,540.00	40.00	2.7%

Changes are net of increases to student kit pricing, FX fluctuations, and the removal of some consumables from the kits. Includes 4% increase to laundry fee, 3% increase to replacement gloves, preclinical, and dental lab fees which had not varied since 2015.

Faculty		Current Fee 2023-24	Proposed Fee 2024-25	Change \$	%	Comments
<b>Engineering</b>						
Engineering - ENVE 4123	per billing hour	\$ 6.78	\$ -	(6.78)	-100.0%	Discontinued courses
Engineering - CIVL 4702/4703 to CIVL 4401/4402	per billing hour	\$ 6.78		(6.78)	-100.0%	Course number changes
Engineering - IENG 4574	one time fee	\$ 6.78	\$ 20.00	13.22	New	Software used for elective
Engineering - CHEE 4702/4726/4752/4803	per billing hour	\$ 6.78	\$ -	(6.78)	-100.0%	Discontinued courses
Engineering - MECH 3805	per billing hour	\$ 6.78	\$ -	(6.78)	-100.0%	Discontinued courses
Engineering - MECH 4321	per billing hour	\$ 6.78	\$ -	(6.78)	-100.0%	Fee changed to \$36 materials fee below
Engineering - MATL 3500/4830	per billing hour	\$ 6.78	\$ -	(6.78)	-100.0%	Discontinued courses
Engineering - ENGI 2400	per billing hour	\$ 6.78	\$ -	(6.78)	-	100.0% Course has been replaced
Engineering - FOSC 3010/3020	per billing hour	\$ 6.78	\$ -	(6.78)	-	100.0% Discontinued courses
Engineering - MINE 2200/4820/4850	per billing hour	\$ 6.78	\$ -	(6.78)	-	100.0% Discontinued courses
Engineering - CHEE 3601	per billing hour	\$ 11.34	\$ 17.00	5.66	49.9%	Hard copy book cost increase
Engineering - CHEE 4873	per billing hour	\$ 15.00	\$ 6.92	(8.08)	-	53.9% Hard copy notes no longer distributed
Engineering - ENGI 2203	one time fee	\$ 20.00	\$ 20.60	0.60	3.0%	Consumable raw materials increase
Engineering - MECH 3660	one time fee	\$ 24.00	\$ -	(24.00)	-100.0%	Discontinued courses
Engineering - MECH 4820	one time fee	\$ 24.00	\$ -	(24.00)	-100.0%	Fee changed to \$50 field trip below
Engineering - MECH 2400/4340/4650/4950	one time fee	\$ 24.00	\$ 24.00	0.00	0.0%	Additional courses for existing fee
Engineering - ECED 2000	one time fee	\$ 25.00	\$ 40.00	15.00	60.0%	Lab kit price increase
Engineering - ENGI 1203	per billing hour	\$ 26.67	\$ 27.47	0.80	3.0%	Consumable raw materials increase
Engineering - IENG 6964	one time fee	\$ 30.00	\$ -	(30.00)	-100.0%	Discontinued courses
Engineering - CIVL 4440	one time fee	\$ 35.00	\$ -	(35.00)	-100.0%	Discontinued courses
Engineering - MECH 4321	one time fee	\$ 12.00	\$ 36.00	24.00	200.0%	Cost of materials increase
Engineering - CIVL 4460 to ENVE 4460	one time fee	\$ 45.00	\$ 45.00	0.00	0.0%	Course number changed to ENVE 4460
Engineering - MECH 4820	one time fee	\$ 16.67	\$ 50.00	33.33	199.9%	Field trip and materials costs increase
Engineering - FOSC 4081	one time fee	\$ 75.00	\$ 100.00	25.00	33.3%	Consumable raw materials increase, and higher volume used than expected
Engineering - ENGI 1103	one time fee	\$ 80.00	\$ 82.40	2.40	3.0%	Consumable raw materials increase
Engineering - ENGI 2203	one time fee	\$ 100.00	\$ 103.00	3.00	3.0%	Consumable raw materials increase
<b>Health</b>						
Health - Vision Science Certification Fee VISC 5300	per term	\$ 100.00	\$ 128.33	28.33	28.3%	Price increase for final certification exam
Health - Rehabilitation Research PT Aux Fee	one time fee	\$ 30.00	\$ -	(30.00)	-100.0%	No longer applies
Health - CSD Auxiliary Fee (CMSD 5070)	one time fee	\$ 136.00	\$ 141.00	5.00	3.7%	Simucase price increase and exchange rate difference
Health Sciences Auxiliary Fee (DMUT 3000, NUMT 3020, RADT 3000)	one time fee	\$ -	\$ 52.47	52.47	New	COMPKEEPER software to will allow for the electronic capture of clinical competency assessments, now required for the course. Adding courses to existing fee.
<b>Management</b>						
Management - Commerce Co-op/Career Services Fee	per term	\$ 590.91	\$ 608.64	17.73	3.0%	
Management - Career Services Fee	per term	\$ 202.80	\$ 208.88	6.08	3.0%	Due to increases in Management Career Services costs
UG- Management Internship Fee	per term	\$ 327.85	\$ 337.69	9.84	3.0%	
Management - MBA Auxiliary Fee (FABA)	one time fee	\$ 350.00	\$ -	(350.00)	-100.0%	No longer applies
Management - Emerging Market Aux Fee (FMEM)	one time fee	\$ 1,000.00	\$ 1,500.00	500.00	50.0%	General cost increases in travel. Previous donor funding has decreased. Non-refundable fee.
<b>Science</b>						
Science - Auxiliary Fee (ERTH 4153)	per billing hour	\$ 6.78	\$ 16.67	9.89	145.9%	
Science - Earth Science Auxiliary Fee (ERTH 3001)	one time fee	\$ 50.00	\$ 70.00	20.00	40.0%	
Science - Sustainability Field Trip (SUST 3302)	one time fee	\$ 345.00	\$ 475.00	130.00	37.7%	
Science - Earth Science Auxiliary Fee (ERTH 3302, GEOG 3302)	per billing hour	\$ 100.00	\$ 111.11	11.11	11.1%	
Science - Auxiliary Fee (ENVS 3001)	per billing hour	\$ 16.00	\$ 128.00	12.00	10.3%	General cost increases for field trip transportation, food, accommodation, etc.
Science - Auxiliary Fee (ENVS 4005, MARI 4005)	one time fee	\$ 2,168.00	\$ 2,210.00	42.00	1.9%	
Science - Auxiliary Fee (ERTH 3001)	per billing hour	\$ 500.00	\$ 533.33	33.33	6.7%	
Science - ENVI Field Trip (ENVI 5005)	one time fee	\$ 500.00	\$ 750.00	250.00	50.0%	
Science - Auxiliary Fee (ERTH 4157/5157)	one time fee	\$ 1,200.00	\$ 1,500.00	300.00	25.0%	
Science - Biology Auxiliary Fee (BIOL 3225)	per billing hour	\$ 10.00	\$ 10.00	0.00	0.0%	Adding a course to this auxiliary fee

Faculty		Current Fee 2023-24	Proposed Fee 2024-25	Change \$	%	Comments
<b>Science - Biology Seaside Field Trips</b>						
Seaside - BIOL 3003, MARI 3003, OCEA 3003	per billing hour	\$ 180.00	\$ 193.33	13.33	7.4%	General cost increases for field trip transportation, food, accommodation, etc. Courses with large increases haven't been offered in several years, increase is accumulated inflation
Seaside - BIOL 2601/3219	per billing hour	\$ 104.00	\$ 112.00	8.00	7.7%	
Seaside - BIOL 3327	per billing hour	\$ 57.00	\$ 63.00	6.00	10.5%	
Seaside - BIOL 3622	per billing hour	\$ 217.00	\$ 220.00	3.00	1.4%	
Seaside - BIOL 3630	per billing hour	\$ 43.00	\$ 48.00	5.00	11.6%	
Seaside - BIOL 3626, MARI 3626	per billing hour	\$ 204.00	\$ 207.00	3.00	1.5%	
Seaside - BIOL 3680, MARI 3680	per billing hour	\$ 169.00	\$ 200.00	31.00	18.3%	
Seaside - BIOL 3633, ENVS 3633, GEOG 3633, MARI 3633	per billing hour	\$ 130.00	\$ 138.00	8.00	6.2%	
Seaside - BIOL 3623, ENVS 3623, MARI 3623	per billing hour	\$ 88.00	\$ 91.00	3.00	3.4%	
Seaside - BIOL 3328	per billing hour	\$ 57.00	\$ 63.00	6.00	10.5%	
Seaside - BIOL 3634	per billing hour	\$ 70.00	\$ 95.00	25.00	35.7%	
Seaside - BIOL 3221, MARI 3221	per billing hour	\$ 90.00	\$ 111.00	21.00	23.3%	
Seaside - BIOL 3635, MARI 3635	per billing hour	\$ 188.00	\$ 197.00	9.00	4.8%	
Seaside - MARI 3604	per billing hour	\$ 177.00	\$ 367.00	190.00	107.3%	
Seaside - BIOL 5604	per billing hour	\$ 177.00	\$ 367.00	190.00	107.3%	Large increase due to cost of Vessel Safety Certificates
Seaside - BIOL 3639	per billing hour	\$ 125.00	\$ 59.00	(66.00)	-52.8%	No overnight trips with accommodations or food costs, and reduced transportation cost
Seaside - BIOL 3650	per billing hour	\$ 220.00	\$ 212.00	(8.00)	-3.6%	Field trip restructure resulted in lower costs
<b>International Centre</b>						
Study Abroad Fee		\$ -	\$ 100.00	100.00	New	New fee to cover expansion of pre-departure orientations for outbound exchange students, promotional materials, and student support

#### Science, Engineering and Agriculture

These fees are applied to courses in the Faculties of Science, Engineering and Agriculture with a lab component.

Lab Fees	per billing hour	\$ 6.78	\$ 6.92	0.14	2.1%	Increase due to increases in cost of service delivery. See list of newly applicable courses.
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The following are new courses for 2024-25 with a lab component to be assessed these fees. In some cases these replace courses that are no longer offered where the fee was previously assessed. CHEE 2201/3560/4885/4895/4123/3602, MECH 2400, CIVL 2200, CHEE 4873

#### Workplace Integrated Learning (previously SITE)

These fees are to cover a portion of the advising and direct costs related to administering the co-operative education programs.

Co-operative Education Orientation	one time fee	\$ 309.00	\$ 318.00	9.00	2.9%	Increase required to support growth in workplace-integrated learning for students. Operations have increased in complexity. Fees only partially cover actual costs of service delivery.
Co-operative Education Orientation Work Term	one time fee	\$ 515.00	\$ 530.00	15.00	2.9%	

The following are new courses for 2024/25 to be assessed this fee: ECED 8891/8892/8893/8894. In some cases these replace fees previously charged under the individual Faculties. Note: Faculty auxiliary fees may be charged as a one-time fee per course, or as a per-billing-hour rate. Most standard half-credit courses have 3 billing hours.

**DALHOUSIE UNIVERSITY**  
**Summary of Proposed Changes to Other Fees** For the 2024-25 Academic Year

		Current Fee 2023-24	Proposed Fee 2024-25	Change \$	%	Comments
<b>Student Service Fee</b>						
Full-time students - Halifax Campus	per term	\$ 177.55	\$ 181.10	3.55	2.0%	Overall increase of 2% to cover increases in staff costs related to the delivery of these services
Full-time students - Halifax Campus - Summer Term	per term	\$ 117.50	\$ 119.86	2.36	2.0%	
Part-time students - Halifax Campus	per term	\$ 49.25	\$ 50.24	0.99	2.0%	
Medicine / Dentistry	per academic year	\$ 355.10	\$ 362.20	7.10	2.0%	
Full-time students - Agricultural Campus	per term	\$ 160.50	\$ 163.70	3.20	2.0%	
Full-time students - Agricultural Campus - Summer Term	per term	\$ 100.40	\$ 102.40	2.00	2.0%	
Part-time students - Agricultural Campus	per term	\$ 32.20	\$ 32.85	0.65	2.0%	
<b>Dalhousie Medical Campus Response Team (Halifax Only)</b>						
Full-time students - Halifax Campus	per term	\$ 2.50	\$ 2.55	0.05	2.0%	Inflationary increase to support services provided by the student first responder team
Medicine / Dentistry	per academic year	\$ 5.00	\$ 5.10	0.10	2.0%	
<b>University Bus Pass Fee (U-Pass)</b>						
Full-time students - Halifax Campus	Fall & Winter terms	\$ 170.22	\$ 172.73			New HRM contract for 2024-25
Full-time students - Halifax Campus	Summer term	\$ 85.11	\$ 86.36			
<b>Facilities Renewal Fee - Recreation<sup>1</sup></b>						
	per term	\$ 90.00	\$ 90.00			
<b>Facilities Renewal Fee - Sexton<sup>2</sup></b>						
	per term	\$ 100.00	\$ 100.00			
<b>Student Union Fee</b>						
Full-time students - Halifax Campus	per term	\$ 81.44	\$ 83.70			Changes to some Student Union fee components require approval through the DSU Election referendum and are usually final in March. 2024-25 changes to Halifax fees reflect the standard DSU operations CPI increase per DSU bylaw, no referendum items contained therein.
Full-time students - Halifax Campus - Summer Term	per term	\$ 80.94	\$ 83.20			
Part-time students - Halifax Campus	per term	\$ 43.82	\$ 45.12			
Part-time students - Halifax Campus - Summer Term	per term	\$ 43.82	\$ 45.12			
Full-time students - Agricultural Campus	per term	\$ 77.47	\$ 80.00	Tentative		A change to the Agricultural Campus student fee has been submitted for referendum.
Part-time students - Agricultural Campus	per term	\$ 38.20	\$ 40.00	Tentative		
<b>Full-time students - DSU Health and Dental Plans</b>						
General Health and Dental Plan single student fee	per year	\$ 482.89	\$ 487.72	Tentative		Proposed changes to the DSU Health Plans are pending DSU Council approval. Annual increase of 1% to General Health Plan has been requested.
International Health Plan single student fee	per year	\$ 740.74	\$ 740.74			
International Health Plan family fee	per year	\$ 1,123.32	\$ 1,123.32			Companion plan is for students who have opted out due to having MSI coverage and ensures overall coverage is comparable to the General Health/Dental plan.
International Companion Plan	per year	\$ 41.00	\$ 51.00			
<b>DSU Society Fees</b>						
Dalhousie Medical Student Society (DMSS)	per year	\$ 59.00	\$ 67.00	Tentative		Changes to DSU Society fees are pending approval through the 2024 DSU Election referendum and are expected to be final in March

<sup>1</sup> Facilities Renewal - Recreation supports athletic facilities and is assessed per term to full time students, to a maximum of \$180 per academic year.

<sup>2</sup> Facilities Renewal - Sexton supports the IDEA building. Fee applies to full time students in the Faculties of Engineering, Architecture and Planning.

