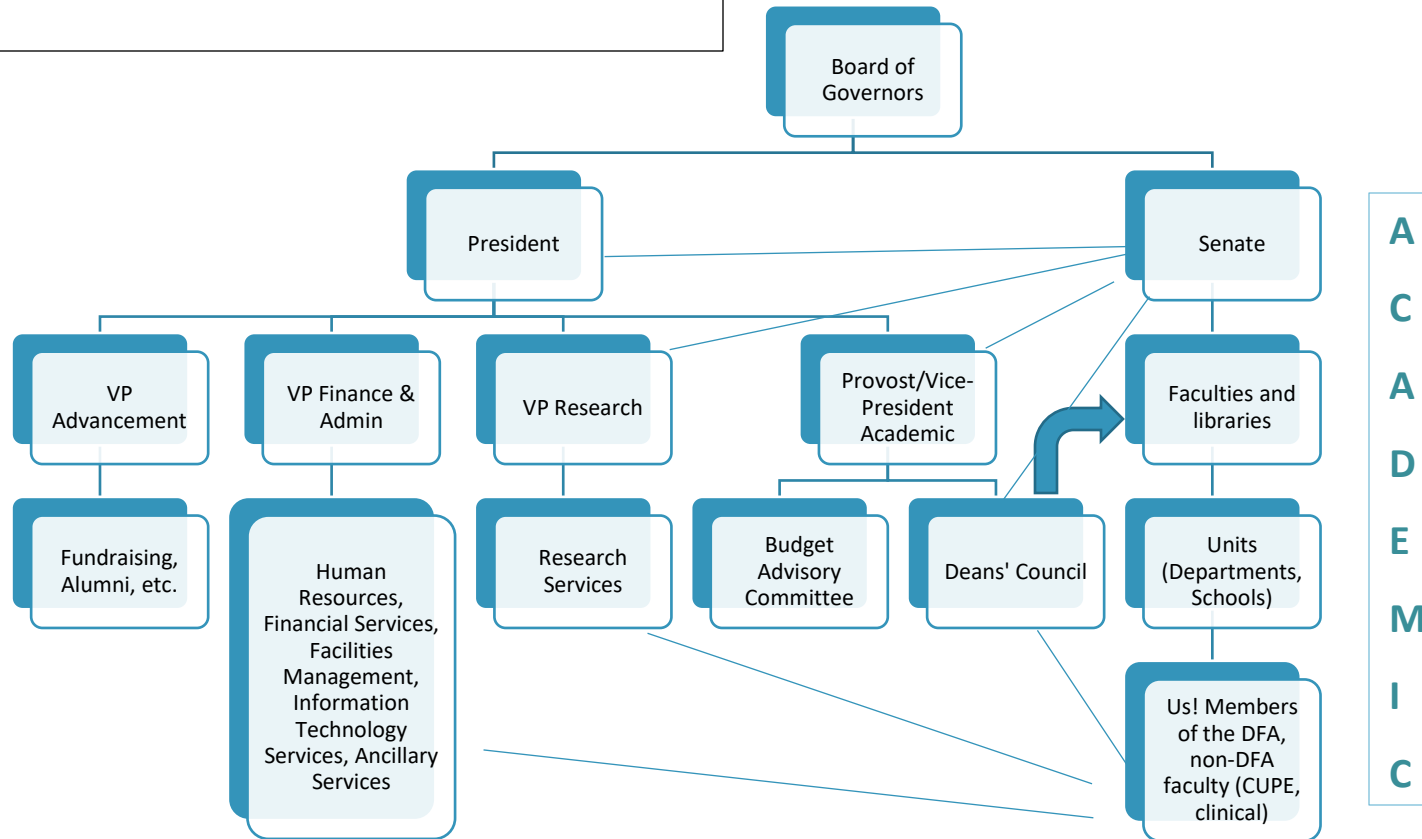


Decision-making at Dalhousie: Some Key Elements

The further left you go, the less faculty contact.



1. The four blocks on the right reflect the path for academic decision-making. The Provost also has a role, but primarily through Deans' offices (e.g., academic positions, budgetary matters, academic planning supports, associate deans academic & Deans' Council).
 2. All of the machinery to the left of those academic blocks tends to operate on corporate rather than academic terms: almost no one has tenure or academic freedom, governance is top-down (rather than collegial), committees have some faculty but rarely a majority, etc.
 3. The Board is the President's boss and, under 1988 [provincial legislation](#), has to approve all Senate decisions (this is unusual in Canada: normally Senate has the final say on academic matters); [Faculties](#) are technically committees of Senate.
- NB: these are all tangled. As academic employees, we are both academics (that right-hand column) and employees (HR, Financial Services). The Deans answer to the Provost in significant ways, but are also part of academic collegial governance. The Provost is the administration's top person on academic matters, but interacts primarily with the Deans and Senate.

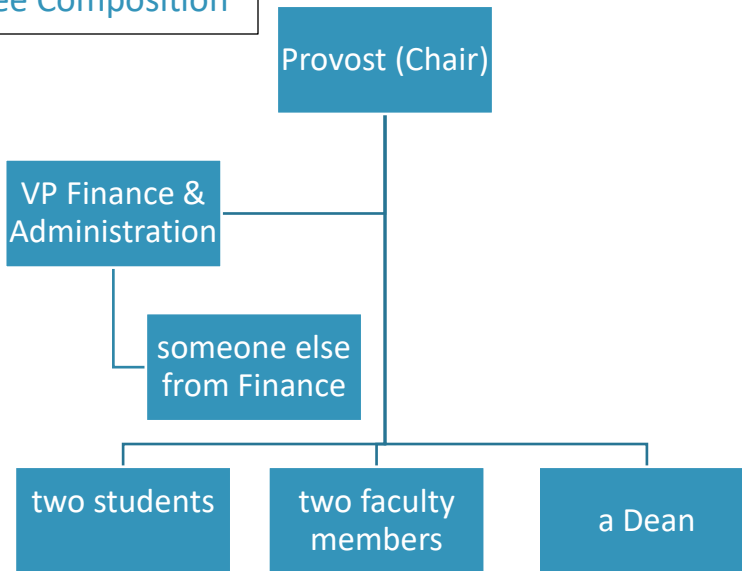
Budget Decision-Making at Dalhousie

Budget Advisory Committee: gets input from, e.g., the Deans, Financial Services, etc., and creates first draft

Consultations after first draft of budget: Senate is informed, BAC has open meetings (e.g., one per campus), everyone at Dal is e-mailed a call for input. A second, final budget is released.

Board: the Board makes the final decision on the proposed Operating Budget. There are no formal approval steps between BAC's release of a final budget and the Board's approval.

Typical Budget Advisory Committee Composition



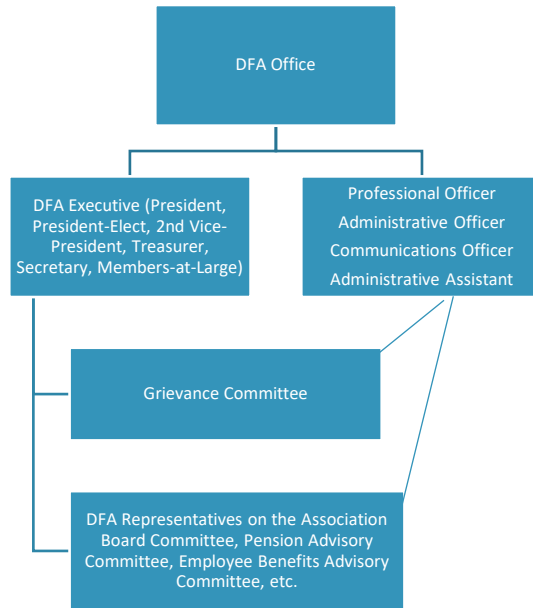
The Budget Advisory Committee (BAC) sets the Operating Budget for the Academic part of the University. It does not include capital projects (buildings), though it often has budget lines for facilities.

Senate used to be able to request further information and provide feedback as part of the process and had a standing committee to do that work; that part of the Senate Constitution was (relatively recently) dropped.

As you can see from BAC's composition, four of the eight members in a typical BAC are administration; only two are faculty who may, or may not, be DFA Members.

BAC Reports for the last decade are [online](#).

For DFA documents on the budget, including open letters and analysis, see the [DFA website](#).



Who Does the DFA Contact to Help Members Between Bargaining Rounds?

Informal processes: when a DFA Member brings a problem or concern to the DFA Office, we talk about possible solutions and then contact the most appropriate person and/or group to help us resolve the matter.

- The **Director, Academic Staff Relations**, is part of HR and deals with matters involving an academic employee (advises the administration).
- The **Association Board Committee (ABC)** consists of DFA and Board representatives; it oversees the administration of the Collective Agreement. It includes the Director, Academic Staff Relations.
- If a concern falls under a **Dean's** responsibility (e.g., workload), the DFA office will meet with the Dean and the Director, Academic Staff Relations.
- Some matters fall under the **Provost's** mandate, so the DFA meets with the Provost and Director, Academic Staff Relations.
- **Other:** we do what's best to solve problems. If it's best to meet with CLT, or Senate Officers, or members of a committee working on a policy, etc., then that's what we do.

Formal processes (Grievances, Discipline, etc.) follow other protocols and are outlined in the Collective Agreement.

