

Item: Board of Governors Minutes, November 2005  
Call Number: UA-1

Additional Notes:

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BOARD OF GOVERNORS MEETING  
Dalhousie University  
Tuesday, November 15, 2005

MINUTES

Members Present: Alison Archibald, Jamie Baillie, Robert Chisholm, Lorne Clarke, David Craig, Richard Evans, Jay Forbes, Richard Goldbloom, Cathy MacNutt, Sunny Marche, Don Mills, Robert Radchuck, Chris Smith, Bruce Towler, Tom Traves and Bonnie Van Buskirk

Regrets: Elizabeth Beale, Bill Black, Jim Cowan, Ezra Edelstein, Mo El-Hawary, Lynn Irving, Helen Powell, Suzanne Rosson, Alasdair Sinclair and Jim Spatz

Non-Members: Carl Breckenridge, Ron Laydon, Bryan Mason, Ian Nason, Jane O'Connor, Sam Scully, Kim Thomson.

1. Approval of Agenda

The agenda was approved as circulated.

At this point, item 12 on the agenda was presented to the Board. It was moved by Dick Evans and seconded by Tom Traves, **THAT Daniel Clark represent the Dalhousie Student Union as a member of the Board of Governors.**  
Motion approved.

Cate MacNutt welcomed Mr. Clark to the Board.

2. Approval of Minutes of the October 18, 2005 Meeting

The minutes were approved as circulated.

3. Chair's Report

In Jim Cowan's absence, Vice-Chair Cate MacNutt presented the Chair's report. She stated that Bill Black had formally requested a leave of absence while he runs for the leadership of the Conservative Party and depending on the results will take appropriate action. He will miss only one or two meetings. She also reported that the Governance Committee will meet all day on January 06 to allow ample time to cover all the issues. The Chair's formal regrets were noted.

4. President's Report

President Traves reported on ▪ the development of new plans to improve our recruitment and reputation management capacities ▪ Dalhousie's ranking against other universities in the Maclean's Survey and the 2005 Canadian Undergraduate Survey Consortium ▪ the plans for the former School of Business Administration building on Coburg Road ▪ funding efforts for LSRI and ▪ the recent negotiating efforts for a new contract with the New Brunswick government to offer a full undergraduate medical education in that province. This will create new openings for new students in Halifax as we seek to replace the former New Brunswick students who will now study in their home province.

5. DSU President's Report

In Ezra Edelstein's absence, Alison Archibald circulated a report at the meeting on DSU activities. Key items ▪ Dalhousie Integrated Sustainability Initiative (DISI) launched a project which will evaluate the sustainability of Dalhousie University using the Campus

Sustainability Assessment Framework (CSAF) • talks to shorten Orientation Week to a three or four day event • digitizing archives • winter term events • ANSSA and CASA activities.

#### 6. Long Term Financial Strategy Committee Update

In the Chair's absence, Bryan Mason reported on the activities of the Committee: • Robert Chisholm will serve as Vice-Chair • two-hour meeting will be held bi-weekly • overview of the policies and themes the Committee will review and address in its final recommendations hopefully by Spring/Summer 2006.

#### 7. Governance Committee Report

In Jim Cowan's absence, Vice-Chair Cate MacNutt reported the Committee that the Committee will meet on January 06 for a full-day to allow ample time to cover all the pending issues. The Committee plans to present recommendations to the Board in early Spring 2006 so that the Board will be prepared to vote on those recommendations at the September meeting or earlier.

#### 8. Student Survey

President Traves gave a Dalhousie Student Profile based on the results of the Canadian Undergraduate Survey Consortium 2005 Results. He emphasized the importance of this particular Survey as it allows for Universities to implement short-term immediate strategies based on the results.

The second report is the *2005 Maclean's University Survey*. Dr. Traves has reconstructed this survey in the context of a report on how Dalhousie stands in the Canadian system overall (against all Universities, not just medical universities), as well as how we stand in relation to Nova Scotia institutions.

There was lengthy discussion following this presentation resulting in several suggestions: Dick Goldbloom suggested the development of a mentoring program. Don Mills suggested we compare by program area, for instance, our professional students and how they rate versus other professional schools. He also suggested we look at how we rate against the other Atlantic Region universities (our competitors). Don Mills wanted to know why more tenure track professors were not teaching first year students.

Dr. Traves agreed these were important suggestions and comments and agreed to follow up. He also indicated a more in depth analysis of the Student Survey Results would be presented in future. He also indicated that class size and allocation of teaching responsibilities was being looked at.

#### 9. Enrolment Management Update

Sam Scully referred to the documents circulated in the briefing package and at the meeting. He noted that the immediate challenge is to produce university-wide enrolment targets. He advised that strategy development will culminate in a formal budget request to the President on an integrated basis in terms of our policies and practices as our long-term success depends on strong cooperation across the organizational areas within the institution. With respect to the two additional circulated papers, the first is a memo that will be going out to the Dalhousie University community to all students, faculty and staff to seek their assistance in identifying policies or practices at Dalhousie that have no sound academic or administrative justification and that impairs service to current or perspective students. This is coming from the Policy and Process Review Committee and this Committee will report to the University community on what they will do in response to the very best identifying responses.

The second piece of paper illustrates the importance for us of what is referred to as the "funnel". It is fundamentally the notion that by and large across the geographical jurisdictions, we know once we have received our applications how many students are likely to confirm. It also gives a breakdown on the Nova Scotia numbers from the different regions and how we have done this year versus preceding years. Dr. Scully noted the decline in registrations overall from preceding years, keeping in mind the double cohort students from Ontario. It is predicted that in Nova Scotia between forty and forty-five percent of our Nova Scotia applicants actually register at Dalhousie. When we move outside Nova Scotia, the number declines significantly. Typically in Ontario, our next biggest market, about a quarter of the students who apply here actually register. The patterns are holding and our immediate goal is to increase the number of applications. Dr. Scully indicated there will be an update at each Board meeting. After a lengthy discussion Dr. Scully suggested that Jim Vibert present our marketing strategy at the next Board meeting.

#### 10. Research Report

Vice-President Research, Carl Breckenridge presented the enclosed research report with the following headings: ▪ Research Funding Statistics ▪ Research Promotion including CRC profiles and Research Themes (*Research and Discovery* magazine), and finally ▪ the Strategic Research Plan. He indicated that Dalhousie is in the process of revising our strategic research plan which he will review and then ask Dr. Ron Layden, Executive Director of the Office of Industry Liaison & Innovation, to speak on the last item in the report, Research Innovation and Commercialization. Dr. Breckenridge reported Dalhousie reached an all-time high in 2003/04 of about \$100 million per annum. This year we are down to \$93 million dollars due to a decrease in the number of CFI awards and fewer federal government contracts. He indicated we are 12<sup>th</sup> in the country for tri-Council funding; we are 16<sup>th</sup> in the country in terms of total funding. We are lower in this area due to our industry research contract component at Dalhousie is smaller and in some provinces there is a lot more availability of provincial funding for research than there is in Atlantic Canada. Dr. Breckenridge noted that activity is very high in the Research Office with a lot of programs underway with CFI and CRC, and because all new programs coming from the Federal Government require a much higher level of accountability. Activities developed to focus on promotion of research have begun: researcher profiles will appear beginning with the Canada Research Chairs, and the development of research themes in collaboration with the *Research and Discovery* magazine and *Globe and Mail* inserts. An update of our strategic research plan is required for all programs associated with the Canada Research Chairs Program, the CFI and the NS Research and Innovation Trust. This work is ongoing.

Dr. Breckenridge then introduced Dr. Ron Layden to the Board. Dr. Layden proceeded to give an overview of the Office of Industry Liaison & Innovation, its staff, meetings and workshops, marketing initiatives, awards and revenues, new technologies and patents, new initiatives and new partnerships. He also emphasized the importance of commercializing research and the process of commercializing an invention.

#### 11. Motion to amend the term of Senate Representative on the Board of Governors

At the June 21, 2005 meeting a motion was passed approving Richard Evans as Senate Representative on the Board of Governors for a term of three years commencing June 2005. The report of the Senate Nominating Committee and a letter to Mr. Evans from the Chair of Senate indicated his term was for two years commencing July 1, 2005. Therefore as it was the understanding of Senate and Mr. Evans that his term was for two years, the Board was asked to consider the following motion to amend his term in office.

It was moved by Tom Traves and seconded by Jay Forbes

**THAT the Board of Governors amend Richard Evan's term as Senate**

**representative on the Board of Governors to a two-year term for the period July 1, 2005 to June 30, 2007.**

Motion carried.

Ms. MacNutt thanked all those who presented.

There being no further business the meeting was adjourned.

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Don Mills  
Honorary Secretary

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Cate MacNutt  
Vice-Chair

The meetings of the Board of Governors are recorded and the tapes are available for review in the office of the Secretary.