

Item: Board of Governors Minutes, June 2004

Call Number: Board of Governors Fonds UA-1

Additional Notes:

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**Board of Governors Meeting  
Dalhousie University  
June 22, 2004**

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Participating were:

|                        |                           |
|------------------------|---------------------------|
| Mr. James Cowan, Chair | Dr. Sunny Marche          |
| Mr. Wesley Campbell    | Mr. Curtis McGrath        |
| Hon. Lorne Clarke      | Mr. Don Mills             |
| Mr. Ezra Edelstein     | Ms. Suzanne Rosson        |
| Dr. Mo El-Hawary       | Dr. Michael Shepherd      |
| Dr. Richard Goldbloom  | Dr. Alasdair Sinclair     |
| Ms. Lynn Irving        | Mr. Jim Spatz             |
| Dr. Daurene Lewis      | Mr. Bruce Towler          |
| Ms. Cathy MacNutt      | Dr. Tom Traves, President |

Associate Board Members: Senator Donald Oliver, Ms. Cynthia Davis, Mr. Henry Hicks

Regrets from: Mr. Jay Forbes

Also participating were: Mr. Gerald Clarke, Ms. Nancy Tower, Dr. Carl Breckenridge (Vice-President Research), Dr. Dale Godsoe (Vice-President External), Mr. Bryan Mason (Vice-President Finance and Administration), Mr. Eric McKee (Vice-President Student Services), Dr. Sam Scully (Vice-President Academic and Provost); Ms. Karen Crombie (University Secretary and Legal Counsel); Mr. Ian Nason (Director, Financial Services); and Ms. Kim Thomson (Coordinator, Special Projects).

**1. Approval of Proposed Agenda**

The agenda was approved as presented.

**2. Approval of minutes for the April 20, 2004 Board meeting**

The minutes were approved with the removal of Ms. Nancy Tower from the participants' list.

**3. Report of the Chair**

Mr. Cowan thanked retiring members Mr. Gerald Clarke, Ms. Lucy Kanary, Mr. Colin Latham, Mr. John Risley, Mr. Peter Stuart, and Ms. Nancy Tower for their service on the Board.

Mr. Cowan noted that negotiations with the Dalhousie Faculty Association have commenced, and that an ad hoc Board Committee has been established to supervise and manage the negotiation process. Members of the ad hoc Committee are: Jim Cowan, Chair of the Board; Lorne Clarke, Chair, Staff Relations Committee; Jim Spatz, Chair, Operations Committee; VP Sam Scully; VP Bryan Mason; and Michael Roughneen.

#### **4. Report of the President**

Dr. Traves presented an update on progress, to June 2004, on the President's Strategic Focus, first released in May 2003. The Strategic Focus reflects strategic investment areas as recommended by the Budget Advisory Committee. Dr. Traves noted that although progress has been made on most initiatives, he is not confident that the aggressive growth target of 600 additional students for September 2004 will be achieved. Dr. Traves indicated his intent to review progress and ongoing validity of the Strategic Focus with Vice Presidents and Deans and will report back to the Board in the fall.

Dr. Traves also reported on the following items:

- \$ tuition income from the increase in summer school enrolment and revenue from an anticipated increase in international student enrolment should offset budget shortfalls brought on by not meeting the 2004 enrolment target
- \$ regional commercialization efforts have moved forward successfully
- \$ improvements in marketing and communications are moving forward, including launch of the Dalhousie brand, a reorganization of the communications and marketing function under new leadership, and an expanded portal system
- \$ Dalhousie continues to recruit outstanding students, faculty, and staff
- \$ significant investments in the three campuses continue, most notably the expansion of the Biological Engineering Building and improvements to the Architecture Building, the new 500 bed student residence is nearing completion, and the ground has been broken for construction of the new Management Building
- \$ new leadership is in place in the Centre for Learning and Teaching and the Writing Resource Centre
- \$ Dalhousie continues to receive excellent financial support from alumni and friends

Dr. Traves thanked members of the Board, faculty, staff, and volunteers for their support over the past year.

#### **5. Report from the Dalhousie Student Union**

Curtis McGrath reported that:

- \$ the new DSU Executive and Council are in place
- \$ the Canadian Alliance of Student Associations, a federal lobby group, met recently to set priorities for the year which include a lobby effort to involve the Federal government at more levels in delivering post-secondary education
- \$ the Association of Nova Scotia Student Associations (ANSSA), a new provincial lobby association, has been established with membership from

the Acadia Student Union, the Dalhousie Student Union, the Saint Mary's Student Association, and the St. Frances Xavier Student Union; a full-time Executive Director is being hired to staff the Association; the ANSSA has commissioned radio and print ads to inform students about the Federal election

- \$ the DSU is involved in an effort to encourage commitment to post secondary education in the election campaign
- \$ the DSU hosted a federal election debate of candidates in the Halifax Riding
- \$ the DSU's 2004 fundraising goal for Shinerama, Canada's largest university and college fundraiser for Cystic Fibrosis Research, is \$50,000
- \$ the DSU encourages both the DFA and the Board to continue productive progress in negotiations
- \$ the DSU welcomes involvement on the University Community Committee and the Open House Steering Committee

## 6. **Financial Matters**

Mr. Spatz, on behalf of the Operations Committee, presented highlights from the 2003-04 budget. He noted revenues of \$2 million above the budgeted amount due to \$500,000 excess in Federal indirect costs of research grant and \$1.5 million excess tuition fees from higher than projected enrolments. Expense deviations included scholarships of \$440,000 more than projected due to the higher than projected enrolments, and an unanticipated expenditure of \$620,000 to replace emergency generators in research labs. The end result was a 2003-04 budget surplus of \$728,000.

Dr. Lewis reported that the Audit Committee reviewed the Audited Financial Statements provided by KPMG. Dr. Lewis moved and Mr. Campbell seconded a motion THAT on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 2004. The motion carried.

Dr. Lewis then moved and Mr. Campbell seconded a motion THAT, on the recommendation of the Audit Committee, the Board of Governors approve the reappointment of KPMG Chartered Accountants as auditors of the University for the 2004-05 year. The motion carried.

Following discussion, it was agreed that the Audit Committee give consideration to a more formal process of reviewing value for money of audit services.

Dr. Lewis expressed appreciation from the Audit Committee for the competence in the Financial Services Department; and Dr. Traves commended the team that prepared the audited financial report.

Mr. Spatz reported that again the Operations Committee was recommending a balanced budget. The budget includes funding for identified strategic initiatives, and revenue projections include assumptions around increased tuition income based on enrolment projections and increased tuition fees. The budget includes a large provision for increased staffing costs related to upcoming contract negotiations. Mr. Spatz moved and Dr. Goldbloom seconded a motion THAT, on the recommendation of the Operations Committee, the Board of Governors approve the 2004-05 Operating Budget with revenues and expenditures each of \$217,217,000. The motion carried.

Following discussion, it was agreed that the Board be presented with a summary breakdown of all salary, including negotiated and step increases and benefits increases over the past 5 years.

#### **7. Nominating Committee Report**

Jim Cowan reported on behalf of Allan Shaw, Chair of the Nominating Committee, that a number of Board members are retiring, and that the practice is for the Board to make recommendation to the Governor-in-Council for new appointments to the Board.

Tom Traves moved and Cathy MacNutt seconded a motion THAT, on the recommendation of the Nominating Committee, the Board of Governors recommend to the Governor-in-Council the appointments of Mr. Reg Milley, Mr. Bill Black, Ms. Jane Purves, and Mr. Robert Chisholm to the Dalhousie University Board of Governors for a three year term with effect from July 1, 2004. The motion carried.

Tom Traves moved and Mo El-Hawary seconded the following motions:

THAT, based on the recommendation of the Nominating Committee, the Board of Governors approve the re-appointment of Dr. Richard Goldbloom as Chancellor of Dalhousie University, to serve on a year-to-year basis.

THAT, based on the recommendation of the Nominating Committee, the Board of Governors approve the following appointments for the 2004-05 year:

**Steering Committee**

|                    |                           |
|--------------------|---------------------------|
| Chair              | Mr. James Cowan           |
| Vice-Chair         | Mr. Murray Coolican       |
| Honorary Treasurer | Mr. Bruce Towler          |
| Honorary Secretary | Mr. Don Mills             |
| Member at Large    | Mr. Jim Spatz             |
| Member at Large    | Ms. Cathy MacNutt         |
| Member at Large    | Dr. Tom Traves, President |

**Committee Chairs**

|                               |                       |
|-------------------------------|-----------------------|
| Academic Affairs              | Dr. Alasdair Sinclair |
| Audit                         | Dr. Daurene Lewis     |
| Investment                    | Mr. Robert Radchuck   |
| Operations                    | Mr. Jim Spatz         |
| Nominating                    | Mr. Allan Shaw        |
| Staff Relations               | Hon. Lorne Clarke     |
| Student Relations & Residence | Ms. Suzanne Rosson    |

The motions carried.

The Chair invited Board members to indicate which Committee(s) they would be interested in serving on, and noted that a full roster of Committee memberships would be in place by the fall.

**8. Enrolment Management Report #6**

Dr. Scully presented the 6<sup>th</sup> Enrolment Management Report. He noted that:

- enrolment management includes not only issues of recruitment, but also service to students, such as the Learning Connections project, and student space/facilities improvements; the workplan, attached to the report, provides an indication of how broad in scope enrolment management is
- another area of student support which requires attention is language and writing education for students
- by the middle of the next decade, the number of graduates from high schools in the Atlantic region will decline by in excess of 20% against 2004 numbers
- enrolment for the May-August period appears to have increased in excess of 3% (100 FTE)
- concern for September 2004 is not focussed in Nova Scotia – applications are significantly up in metro, and up in N.S. overall; the decline is clearly outside Nova Scotia and the Atlantic region

- overall in applications, we are significantly up over 2002 numbers, and roughly at a midpoint between where we were in 2002 and where we were in 2003
- the aggressive growth model of an increase of 600 students for 2004-05 was predicated on 200 direct from high school students, approximately 300 flow through in terms of retention, and 100 additional graduate students
- we are working toward getting a much better understanding of enrolment flows – this is a major project for the new Director of the Office for Institutional Analysis and Research
- currently, we are predicting an increase of between 200-400 students for September 2004

## **9. External Relations Report**

Dale Godsoe reported on external relations measures. She noted that:

- building relationships is the mission of external relations
- the University has undertaken a self-examination over the past 18 months as part of the branding process
- the University-wide process of integrated communications and marketing has given Dalhousie a suite of recruitment marketing materials, a new website, and a new wordmark
- this exercise has resulted in a better understanding of Dalhousie's place in the community, region, country, and beyond
- universities are facing unprecedented competition
- goals of the new integrated business model for communications and marketing include recruitment, supporting research, internal communications, advancement/fundraising/alumni, reputation management (with media, community, issues management, government relations, crisis management)
- in 2003-4, \$19.8 million in pledges and gifts were made to Dalhousie
- participation in the annual fund increased by 46%
- planned giving is estimated at 315 future expectancies estimated at \$28 million
- 931 endowments are in place with a market value estimated at \$281 million
- a significant number of alumni class reunions and events are held yearly across the country
- building relations with corporations have recently resulted in the opening of the RBC Centre for Risk Management; the Schlumberger gift of software valued at \$16 million; Energy at Dalhousie partnerships with local and national energy companies; a partnership program with Emera resulting in the establishment of the Carbon Sequestration Research Consortium
- work is commencing on setting future priorities for fundraising and undertaking a feasibility study for a major campaign

## **10. Reports of the Standing Committees**

Reports from the following Committees were distributed:

- Academic Affairs Committee
- Audit Committee
- Investment Committee
- Operations Committee
- Staff Relations Committee

The meeting then moved to an *In Camera* session where the CUPE agreement, September 1, 2003 to August 31, 2006, was ratified; the DFA contract amendment was ratified (Dr. Sunny Marche and Dr. Michael Shephard abstained); the University Librarian's term of appointment was extended by two years to 2010; Dr. Abol Jalilvand was reappointed as Dean of Management for a several-year term effective July 1, 2004; and the building that houses the Faculty of Architecture and Planning was renamed the Ralph M. Medjuck Building.

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Don Mills  
Honorary Secretary

James Cowan  
Chair

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