

Item: Board of Governors Minutes, January 1999

Call Number: Board of Governors Fonds UA-1, BOG 160 January 1999

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for January 1999. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional materials for this year which have not yet been digitized can be found in the Dalhousie University Board of Governors fonds (UA-1) at the Dalhousie University Archives and Special Collections.

This document is a digital facsimile of the materials described above. It was digitized on 11 July 2012.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

**Board of Governors  
Dalhousie University  
Tuesday, January 19, 1999, 4:00 p.m.  
University Hall, Macdonald Building**

---

Present were:

Mr. James Cowan Chair	Ms. Patricia Harris Dr. Daurene Lewis
Dr. Tom Traves President	Mr. George MacDonald Dr. John O'Brien
Ms. Nancy Anderson	Mr. Andrew Philopoulos
Ms. Diane Bell	Ms. Patricia Roscoe
Mr. Level Chan	Prof. Philip Saunders
Mr. Ted Chiasson	Dr. Alasdair Sinclair
Mr. Murray Coolican	Dr. Colin Stuttard
Ms. Karen Cramm	Mr. Peter Stuart
Mr. Robert Dexter	Dr. Daniel Tam
Mr. Fred Fountain	Mr. Bruce Towler

Regrets were received from: Sir Graham Day (Chancellor), Mr. Allan Shaw (Chair), Mr. Gerald Clarke, Ms. Ann Petley-Jones, and Mr. John Risley.

Also present were: Dr. Dale Godsoe, (Vice-President, External), Mr. Bryan Mason (Vice-President, Finance & Administration), Mr. Eric McKee (Vice-President, Student Services), Dr. Samuel Scully (Vice-President, Academic & Research); Dr. Robert Fournier (Associate Vice-President, Research & International Relations); Mr. Mike Roughneen (Assistant Vice-President, Personnel Services); Mr. Brian Crocker (University Secretary & Legal Counsel); Dr. Ismet Ugursal (President, DFA); Mr. Brian Christie (Executive Director, Institutional Affairs), Ms. Michelle Gallant (Director, Public Relations), Mr. Ian Nason (Director, Financial Services), Ms. Lynne Sheridan (Director, Alumni Affairs); Mr. Peter Murchland (External Communications, Public Relations); Dr. Gil Winham (Chair, Budget Advisory Committee), Dr. Don Cunningham (Vice-Chair, BAC); and Ms. Sharlene Drake (Secretary).

**1. Approval of Agenda**

The Chair requested the following amendments to the proposed agenda: due to the teaching schedule of Dr. Gil Winham, Chair of the Budget Advisory Committee, the Board agreed to discuss the report of the BAC prior to any other business before the Board and the addition of a brief presentation by the DSU. The Agenda was approved as amended.

**2. Approval of Minutes of November 19, 1998**

The minutes were approved with the following change: The sentence "The DSU is a member of the Canadian Association of Student Alliance..." should read "The DSU is a member of the Canadian Alliance of Student Associations and has a representative on the Nova Scotia Council on Higher Education".

**3. Report of the Chair**

Mr. Cowan did not present a report but did welcome Mr. Robert Dexter to the meeting, this being his first meeting since his appointment to the Board of Governors.

**4. Report of the President**

Dr. Traves noted the passing of Dr. Chester B. Stewart on January 12, 1999. Dr. Stewart was a former Dean of Medicine, a position that he held for seventeen years, and was a distinguished practitioner and educator. Condolences will be sent to the family of Dr. Stewart on behalf of the Board.

Dr. Traves then offered congratulations to three members of the Dalhousie community who were recently appointed to the Order of Canada: Dr. Nuala Kenny, Faculty of Medicine, was made an Officer, and Dr. Dale Godsoe, Vice-President (External) and Mr. Irving Pink, an alumnus, were appointed to the Order of Canada.

The President reported that, in future, he would present his comments within the framework of the strategic directions document, which was presented at a previous meeting. The framework for these comments will include academic excellence, enhancement of community spirit at Dalhousie, administrative capacity and excellence, and external relations.

Academic Innovation and Excellence

→The Faculty of Computer Science recently introduced their plans to the community for a new institute to be known as the Global Information Networking Institute. This project has attracted substantial financial support from the provincial government and MT&T has provided funds to support the application to the Canadian Foundation for Innovation. This Institute will involve a host of activities and provide opportunities and initiatives for students to interact with others in the field of information technology.

→The University has been exploring funding for the Oil & Gas Institute, with significant support already committed. The Principal of the Nova Scotia Community College has expressed interest in providing training which would add to the repertoire of services provided by the Institute.

→Word has been received of funding from CIDA relating to a coastal zone management project in Cuba. This project will supplement other programs ongoing in Cuba.

### Administrative Capacity

→A report was commissioned from KPMG to develop an analysis of graduate program admissions, an area of controversy in the past. This included extensive consultation across the University and the report will be circulated to the Offices of the Registrar and the Dean of Graduate Studies for response and feedback, followed by wider consultation, before the recommendations are initiated. The purpose is to streamline the admissions process for timeliness and cost efficiency.

→Dr. Traves then introduced the proposed new committee to be known as the Facilities Renewal Strategy Committee that has been put in place to review campus maintenance, deferred maintenance, and the broader issue of renewing the campus infrastructure. The University has been making some efforts in this area but a long-term strategy is required to ensure optimum use of resources.

### External Relations

→Dr. Traves reported on a recent breakfast was held with the external community to announce the Computer Science initiatives. This event will become the first of a series of events to pursue better contacts and areas of mutual interest with the community which surrounds and supports the University.

→The Alumni Association has recently developed a strategic plan and as part of that they have been pursuing commercial opportunities to enhance their revenue position and financial base. They have recently signed a contract to create an affinity card program which is expected to produce substantial revenues for programming and thereby decrease the draw on the operating budget. The President congratulated the Director and executive for their efforts.

## **Items for Decision**

### **5. Facilities Renewal Strategy Committee**

Dr. Traves reported that, due to the declining condition of the physical plant on campus and the limited resources available to deal with this problem, a need for an ad hoc committee to develop a long-term strategy to investigate and report on this issue was identified. The model for the committee was drawn from the Financial Strategy Committee which developed a financial plan that has served the University over the past years.

Dr. Traves then moved and Mr. Coolican seconded a motion THAT, based on the recommendation of the Officers of the Board, an ad hoc committee called the Facilities Renewal Strategy Committee be created, the Terms of Reference and membership which shall be attached to these minutes. The motion carried.

Dr. Traves then moved and Ms. Roscoe seconded a motion THAT Mr. James Cowan chair the committee and the members include Karen Cramm, Robert Dexter, John O'Brien, Andrew Philopoulos, and himself. The motion carried.

**6. Renaming the Department of Mathematics, Statistics, & Computing Science**

Dr. Scully reported that since the amalgamation of Dalhousie and TUNS which led to the creation of the Faculty of Computing Science, the name of the Department of Mathematics, Statistics, and Computing Science no longer accurately reflected the Department. Dr. Traves therefore moved and Ms. Roscoe seconded a motion THAT, based on the recommendation of Senate, the Board of Governors approve the change in name of the Department of Mathematics, Statistics, and Computing Science to the Department of Mathematics and Statistics. The motion carried.

**7. Guidelines on Tuition Fees and Accessibility**

Mr. Mason reported that the Operations Committee reviewed the issue and has recommended that the Board reaffirm the guidelines with the following motion:

Mr. Chiasson moved and Mr. Chan seconded a motion THAT, based on the recommendation of the Operations Committee, the Board of Governors reaffirm its existing policy guidelines, namely:

1. The University should set tuition fees that are as low as possible, consistent with maintaining the quality of education, which takes into account University cost factors as reflected in the budget and the Budget Model, comparative fees data from Nova Scotia and Canadian universities, and the requirements of a student assistance program that, over time, develops to maintain access in spite of increasing fee levels.
2. The University should commit itself to narrowing the gap over time between student need and available student assistance, recognizing that the cost of so doing will be borne in large part by the University's operating budget.
3. The need to increase, over time, the University's capacity to administer a comprehensive student assistance program should be recognized, including the targeting of assistance in larger amounts to those who need it most.
4. And THAT the above motion be included in the Board of Governors Handbook so that all Board members will be aware of the Board's policy guidelines for these matters.  
The motion carried.

## **Presentations**

### **8. Budget Advisory Committee, Report XIV**

Dr. Gil Winham, Chair, Budget Advisory Committee (BAC), noted that this represents the fourteenth report from BAC and drew Board Members attention to Table 1 which projects the operating budget for the next two years. As noted in the report, budget projections beyond that point are not possible due to uncertainties in the budgetary situation. Although a deficit is projected at the present time, two major variables have yet to be taken into account but require action. The BAC, by circulating this report, is seeking advice from the community on these variables. The first variable is possible tuition fee increases and the second is budget unit reductions. The BAC, following receipt of this advice, will make decisions regarding these variables. The issue of tuition fees is further complicated this year with the conversion to per class tuition fees which will increase fees by 1.5%. This 1.5% is required to cover the projected shortfall following this changeover in 1999 - 2000.

... 5

Dr. Winham also noted that part of the terms of reference for the BAC is to advise the President of any significant disparities or imbalances between and among unit budgets and to recommend remedial adjustments. The Committee had to do that this past year in relation to administrative unit budgets. Considerable distress was recognized on the administrative side due in part to the increasing number of programs that are offered and the increasing number of students enrolled. The academic units receive a budget increase through ERBA when enrolments increase but there is no such compensation for administrative units. Based on the assessment of submissions from administrative units, the Committee determined that there would be a budgetary increase of an aggregate of \$160,000 to provide for positions in these units.

### **9. Research Activities at Dalhousie**

Dr Robert Fournier, Associate Vice-President (Research and Internal Relations), reported that research goes on across the University and the funding now available from the Canada Foundation for Innovation (CFI) will have a huge impact on this. A competition recently concluded and in the category for faculty members who had joined the University between 1995 and 1997, Dalhousie received four awards in the areas of Chemistry, Paediatrics, Oceanography, and Engineering for a total of \$1.4 million. In the second category for institutional innovation, Dalhousie received three awards - a joint project between the Faculty of Medicine and the IWK Hospital, psychology, and chemistry for a total of \$1 million. These funds are targeted for infrastructure, including equipment and facilities. In a third category, also for institutional innovation, the Faculty of Computer Science has requested \$10 million; this request is currently under consideration. A new competition, just underway for new appointees, has \$1 million which has been earmarked for Dalhousie. The projects for this funding are under development.

Dr. Fournier also reported on the Global Information Network Institute (GINI) which originated in the Faculty of Computer Science. It is a unique initiative which will attempt to marry the strengths of the University and industry to produce results which will be mutually beneficial. A proposal for the Centre for Advanced Research & Development in Global Information Networking has been submitted to CFI. The project will attempt to create software which will be created within the University in association with industry and would support five areas of research: software engineering; electronic commerce; complex systems in Chemistry, Medicine, Engineering and Earth Science; telemedicine; and scientific imaging and data warehousing.

Dr. Fournier then reported that partners have been acquired for the Oil & Gas Institute. The purpose of the Institute is to exploit the fact that a new industry is emerging in Nova Scotia and multinational companies are actively involved in this industry. The arrival of these companies will represent a huge economic impact on the area over the next ten to twenty-five years and involve billions of dollars of investment. It is an accepted fact that oil and gas companies will need to do research in the future as the industry proceeds offshore. The Institute will attempt to forge a working relationship between the University and industry which will facilitate interaction. It is anticipated that Industrial Chairs will be created, in addition to the creation of training programs. This Institute will involve individuals from across the University from the Faculties of Engineering, Science, Law, Arts & Social Sciences, Management, and Computer Science.

**10. Midyear Financial Update**

Mr. Mason reported that, following an extensive review of the budget performance, all of the cost projections were on line and the revenue projections are better than anticipated so that unbudgeted growth in enrolment and in the number of visa students have provided an additional \$820,000 in revenue. Dr. Traves then reported that these funds would be distributed in the following manner: Library collections budget - \$250,000; improvements in information technology in classrooms - \$275,000; Faculty of Computer Science to offset increased enrolments - \$225,000. Any remaining funds will be kept in reserve to year-end. Dr. Traves noted that this was a result of the Board of Governor's policy to ensure a strong financial performance and a testimony to the budget cuts that have been endured by all units across the campus.

- 11.** Mr. Chan, on behalf of the DSU, thanked Ms. Roscoe, Chair of the Student Relations & Residence Committee, for attending the January 10, 1999 meeting and encouraged other Board Members to attend future meetings of the DSU.

*An in Camera Session followed.*

Board of Governors  
January 19, 1999  
Page 7

---

Murray Coolican

---

James Cowan

Attachment: Facilities Renewal Strategy Committee  
Terms of Reference and Membership



**Chair's Expanded Agenda**  
**Board of Governors**  
**Dalhousie University**  
**Tuesday, January 19, 1999, 4:00 p.m.**  
**University Hall, Macdonald Building**

---

1. Approval of Agenda (Due to the teaching schedule of Gil Winham, Chair of the Budget Advisory Committee, seek the approval of the Board to have this item discussed prior to any other business before the Board.)
2. Approval of Minutes of November 19, 1998 (Minutes circulated with the Agenda)
3. Report of the Chair
4. Report of the President (Tom)

**Items for Decision**

5. Facilities Renewal Strategy Committee (Enclosure circulated with agenda. Tom will present recommendations)
6. Renaming the Department of Mathematics, Statistics, & Computer Science (Enclosure circulated with agenda. Sam will present recommendation. Motion required.)
7. Guidelines on Tuition Fees and Accessibility (Enclosure circulated with agenda. Previously raised at the November Board meeting and referred to the Operations Committee review. In John's absence, Bryan will present the recommendations.)

**Presentations**

8. Budget Advisory Committee, Report XIV (Discussed as first item.)
9. Research activities at Dalhousie (Bob Fournier, Associate Vice-President {Research and Internal Relations} will present an update on research activities)
10. Mid-year financial update (Tom and Bryan)

---

Please ask all non-Board Members to leave the meeting at this time for the *In Camera* discussions.

**In Camera Session**

11. Staff Matters (Sam will present the appointments. Motion required.)
12. NSGEU Contract (Mike Roughneen will provide an update on the ratification of this agreement.)

**Board of Governors Meeting  
Dalhousie University  
Motions to be Proposed  
January 19, 1999**

---

**Be It Resolved:**

Item #

5. THAT, based on the recommendation of the Officers of the Board, an ad hoc committee called the Facilities Renewal Strategy Committee be created, the Terms of Reference as attached.
  
6. THAT, based on the recommendation of Senate, the Board of Governors approve the change in name of the Department of Mathematics, Statistics, and Computing Science to the Department of Mathematics and Statistics.
  
7. THAT, based on the recommendation of the Operations Committee, the Board of Governors reaffirm its existing policy guidelines, namely:
  - (1) The University should set tuition fees that are as low as possible consistent with maintaining the quality of education, which takes into account University cost factors as reflected in the budget and the Budget Model, comparative fees data from Nova Scotia and Canadian universities, and the requirements of a student assistance program that, over time, develops to maintain access in spite of increasing fee levels.
  
  - (2) The University should commit itself to narrowing the gap over time between student need and available student assistance, recognizing that the cost of so doing will be borne in large part by the University's operating budget.
  
  - (3) The need to increase, over time, the University's capacity to administer a comprehensive student assistance program should be recognized, including the targeting of assistance in larger amounts to those who need it most.
  
  - (4) And THAT the above motion be included in the Board of Governors Handbook so that all Board members will be aware of the Board's policy guidelines for these matters.

**Please note change of location for this meeting.**

**Proposed Agenda  
Board of Governors  
Dalhousie University  
Tuesday, January 19, 1999, 4:00 p.m.  
University Hall, Macdonald Building**

---

1. Approval of Agenda
2. Approval of Minutes of November 19, 1998 (Enclosure)
3. Report of the Chair
4. Report of the President

**Items for Decision**

5. Facilities Renewal Strategy Committee (Enclosure) Traves
6. Renaming the Department of Mathematics, Statistics, & Computer Science (Enclosure) Scully
7. Guidelines on Tuition Fees and Accessibility (Enclosure) Mason

**Presentation**

8. Budget Advisory Committee, Report XIV (Enclosure) Winham
9. Research activities at Dalhousie Fournier
10. Mid-year financial update Traves/Mason

**In Camera Session**

11. Staff Matters Scully
12. NSGEU Contract \* Roughneen

\* Please note that this agreement has been ratified by the Executive Committee on behalf of the Board of Governors so that it could be implemented in the January payroll.