

Item: Board of Governors Minutes, September 1997

Call Number: Board of Governors Fonds UA-1, BOG 160 September 1997 and BOG 160 November 1997

**Additional Notes:**

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**AGENDA  
BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY  
UNIVERSITY HALL, MACDONALD BUILDING  
SEPTEMBER 16, 1997, 4:00 P.M.**

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1. Approval of Agenda
2. Welcome to new Board Members
3. Minutes of Board of Governors Meeting of June 17, 1997 (enclosure)
4. Report of the Chair Shaw
5. Report of the President Traves

**Items for decision**

6. Nominating Committee recommendations Cowan
  - a) Standing Committee memberships (to be distributed at the meeting)
  - b) Board appointment
7. Program approval Kimmins
  - a) Master of Engineering {Internetworking} (enclosure)
  - b) Master of Science {Occupational Therapy} (enclosure)
  - c) Master of Public Administration {Management} (enclosure)
8. University Awards program (enclosure) Harris
9. DalTech Building Steering Committee Traves
10. Proposed amendment to the DFA Collective Agreement Appendix IX (enclosure) Traves

**Items for discussion**

11. Funding formula Traves
12. Strategic directions Traves

**Items for information**

13. Information exchange
14. Adjournment

**Board of Governors  
Dalhousie University  
September 16, 1997  
Motions to be Proposed**

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Item No.        **BE IT RESOLVED:**

- 6(a)    **THAT, on behalf of the Nominating Committee, the Board of Governors approve the membership to the Standing Committees as presented.**
- 6(b)    **THAT, on behalf of the Nominating Committee, the Board of Governors approve the appointment of Mrs. Marie Mullally as an Alumni representative to the Board of Governors for a two year term.**
- THAT, on behalf of the Nominating Committee, the Board of Governors approve the appointment of Mrs. Karen Cramm to the Board of Governors for a three year term.**
- THAT, on behalf of the Nominating Committee, the Board of Governors approve that appointment of Prof. Phillip Saunders as a representative of Senate for a three year period.**
- THAT, on behalf of the Nominating Committee and on the recommendation of the Senate, the Board of Governors approve the appointment of Dr. John O'Brien to the Audit Committee.**
- 7(a)    **THAT, based on the recommendation of the Senate, the Board of Governors approve the program Master of Engineering (Internetworking).**
- 7(b)    **THAT, based on the recommendation of the Senate, the Board of Governors approve the program Master of Science (Occupational Therapy).**
- 7(c)    **THAT, based on the recommendations of the Senate, the Board of Governors approve the program Master of Public Administration (Management).**
8.        **THAT, based on the recommendation of the Staff Relations Committee, the Board of Governors approve the establishment of the University Community Awards.**
9.        **THAT, based on the recommendation of the Operations Committee and the Senate Physical Planning Committee, the Board of Governors approve the establishment of a DalTech Building Steering Committee to plan a building to house Computer Science and other academic units currently accommodated in rental facilities. Such a building of about 50,000 to 60,000 square feet would be funded from the cash flow of the Province's \$1 million per annum rental grant which continues until 31 August 2006.**
10.      **THAT the Board of Governors approve a change in the Collective Agreement with the Dalhousie Faculty Association by the replacement of Appendix IX approved by the Association/ Board Committee at the meeting of June 19, 1997 and subsequently approved by the Dalhousie Faculty Association.**

**BOARD OF GOVERNORS**  
**16 September 1997**

**RECOMMENDATION:**

THAT: the Board Operations Committee and the Senate Physical Planning Committee recommend to the Board of Governors the establishment of a DalTech Building Steering Committee to plan a building to house Computer Science and other academic units currently accommodated in rented facilities. Such a building of about 50,000 to 60,000 square feet would be funded from the cash flow of the Province's \$1 million per annum rental grant which continues until 31 August 2006.

**BACKGROUND:**

One of the goals of the amalgamation of TUNS and Dalhousie was the strengthening and growth of Computer Science and Engineering teaching and research. We believe that this particular goal will be facilitated by the relocation of the new Faculty of Computer Science and other academic units from its current location in leased space in the Maritime Centre on Barrington Street to a purpose-built facility on the Sexton campus.

Commencing on 1 September 1996, the Province committed \$1 million per annum to the University to compensate for rental costs. In November 1996, the two universities and the Province agreed that this annual grant would continue until 31 August 2006. In anticipation of the grant termination in 2006, the University intends to construct a new facility for CS (the other academic functions currently housed in Maritime Centre could be housed in the same new facility or alternatively in other existing DalTech space, suitably renovated). The government has agreed that its rental grant may be used for capital and/or renovation purposes.

If a new building could be planned, designed, constructed and made ready for occupancy by 31 August 1999, then the University would have the cash flow over the following 7 years to pay for such a facility. However, should completion of the building be delayed for a year or more, there would obviously be less funding available and, of course, if we failed to construct a building by the fall of 2006, we would end up with neither facility nor funding to accommodate this important growth area. A decision, therefore, to plan and construct a new facility as quickly as possible appears to be self-evident. A joint meeting of the Board's Operations Committee and the Senate's Physical Planning Committee, held on 9 September 1997, reviewed the issue and approved the above recommendation.

## **TERMS OF REFERENCE:**

- \* To develop a Facility Program for the Computer Sciences Building which will inform and guide the architects in the design of a facility.
- \* To oversee the selection of architects.
- \* To develop terms of reference for the architects and to make a recommendation to the Board of Governors thereon.
- \* To ensure that the University's interests are communicated to, and implemented by those responsible for the design, construction and commissioning of the Computer Sciences Building.
- \* To ensure that pertinent information regarding the design, construction and commissioning of the Computer Sciences Building is communicated on a regular and timely basis to the Board of Governors, Senate and the President's Office.
- \* To meet with the architect(s) on a regular basis to monitor the progress of the project.
- \* To report to the Board of Governors through the President.

## **MEMBERSHIP:**

- \* 1 - DalTech Board (Mr. Jack Flemming has agreed to serve)
- \* 1 - Operations Committee of Board of Governors (Ms. Bernadette Macdonald has agreed to serve)
- \* 1 - Senate Physical Planning Committee (Mr. Michael Bradfield has agreed to serve)
- \* 2 - Faculty of Computer Science (probably including the Dean)
- \* 2 - Faculty of Engineering (probably including the Dean)
- \* 1 - Computer Science student, selected in consultation with the Dalhousie Student Union and the DalTech Student Union
- \* 1 - DalTech Principal
- \* 1 - Representative of the President's Office (likely Vice-President Finance & Administration)
- \* 1 - Director of Facilities Management



Minutes of a meeting of the Board of Governors held on September 16, 1997 at 4:00 p.m. in University Hall.

Present:

Mr. Allan Shaw Chair	Mr. Fred Fountain Dr. Daurene Lewis
Dr. Tom Traves President	Mr. George MacDonald Hon. Jacqueline Matheson
Mr. Christopher Adams	Ms. Marie Mullally
Ms. Nancy Anderson	Prof. John O'Brien
Ms. Diane Bell	Ms. Ann Petley-Jones Vice-Chair
Mr. Murray Coolican Hon. Secretary	Mr. Hugh Pierce
Mr. James Cowan Vice-Chair	Prof. Phillip Saunders
Ms. Karen Cramm	Dr. Colin Stuttard
Ms. Alexandra Dostal	Mr. Peter Stuart
Mr. Andrew Eisenhauer	

Also, present was Associate Board Member: Dr. Ann Archibald Fraser, Calgary.

Also, present were: Dr. Warwick Kimmins, (Acting Vice-President, Academic & Research), Mr. Bryan Mason, (Vice-President, Finance & Administration), Mr. Eric McKee, (Vice-President, Student Services), Dr. Dale Godsoe, (Vice-President, Development & Alumni Affairs); Dr. Robert Fournier, (Associate Vice-President, Research & International Relations); Ms. Julia Eastman, (Coordinator, Policy Development); Ms. Michelle Gallant, (Director, Public Relations), Mr. Bill Lord, (Director, Facilities Management), Mr. Ian Nason (Director, Financial Services), Ms. Lynne Sheridan, (Director, Alumni Affairs); Mr. Brian Christie, (Executive Director, Institutional Affairs) and Ms. Sharlene Drake, Secretary.

The Chair called the meeting to order at 4:10 p.m. Mr. Shaw then introduced and welcomed Associate Board Member Dr. Ann Archibald Fraser, and new Board Members Ms. Karen Cramm, Ms. Marie Mullally, and Prof. Phillip Saunders.

**Approval of Agenda**

Board Members agreed to accept the agenda as distributed.

**Minutes of the Board of Governors Meeting of June 17, 1997**

Mr. Fountain moved and Mr. Pierce seconded a motion that the minutes of the meeting of June 17, 1997 be approved as distributed. The motion carried.

**Report of the Chair**

Mr. Shaw reported that at the September meeting of the Officers, it was agreed that the mandate of the Development Committee be broadened to include issues in addition to those of fundraising. The Committee members agree that under the leadership of Vice-President Dale Godsoe, the fundraising issues are well in hand and they now will have time to focus on the issue of inclusion of alumni and other Dalhousie supporters.

- Negotiations with the DFA have begun with a framework established and initial proposals exchanged. The parties are meeting twice weekly. Negotiations with other employee groups will begin in the weeks ahead. In addition to the backlog of issues that have arisen since negotiations were last held in 1990 are those that have arisen from the amalgamation of Dalhousie and TUNS. In one case, this will require the amalgamation of four agreements.

- Board Members should be aware that the former Board & Senate Room in the Arts & Administration Building is currently being refurbished to accommodate future Board Meetings. The size of this room is better suited to the downsized Board and will provide a more appropriate meeting space, once the refurbishment has been completed. We anticipate that it will be ready for the October meeting but please note that the location will be indicated on your agenda.

### **Report of the President**

Dr. Traves welcomed Board Members back and provided the following newsworthy items:

- (A) The Maritime School of Social Work received a seven-year renewal of their accreditation without conditions. This was granted by the Canadian Association of Schools of Social Work.
- (B) Dr. Douglas Mackay has funded a Doug Mackay Chair in Finance in the School of Business Administration and has done so by increasing his lifetime giving to a total of \$1 million which will create an endowment to help fund the Chair. Dr. Mackay is a Member of the School's Advisory Board, and Associate Member of the Board of Governors, and a recipient of an Honorary Degree from Dalhousie. A reception will be held at the President's Residence on September 22 to honour Dr. Mackay and all Board Members are welcome to attend.
- (C) Preliminary assessment of enrolment for the current year indicates that there are now more than 13,000 students enrolled at the University, up by at least 50 students over last year. A more refined analysis will be available for the October Board meeting. This is good news as enrolments in other parts of the country are in some decline.
- (D) Dr. Traves introduced Ms. Lynne Sheridan, Director of Alumni Affairs to Board Members. Ms. Sheridan comes to Dalhousie from the University of Western Ontario.

Dr. Traves then introduced a list of issues that will be coming before the Board in the coming year which will serve as his goals and activities:

- (A) The *Strategic Direction for Dalhousie University* that was circulated with the Board package will be launched across the University on September 17, 1997 and will be followed by a series of discussions across the campus. This will lead to a series of plans for moving forward over the next three to five years.
- (B) The second item of importance is the negotiation of new collective agreements. There have not been new collective agreements at the University for seven years and this presents a considerable challenge. New organizational arrangements have led to a series of expectations that have built over that period and there are also structural issues and constraints on the University in terms of the level of funding that we anticipate. The Province of Nova Scotia is facing a difficult labour relations climate with all of the government and near-government institutions in negotiations. This climate will contribute to the complexity of the negotiations.
- (C) The groundwork is being laid for applications to the Canada Foundation for Innovation, a federal government program for creating additional infrastructure for research in the country. This is a \$800 million program with funds to be matched from other levels of government or agencies or from private donations. This will boost the spending on university and hospital infrastructures over the next five-year period to more than \$2 billion. The challenge will be for the University to raise the 60% matching funds that are required for this funding.

(D) There are two new building projects underway at the University - the first being the building to house the Faculty of Arts & Social Sciences and the second being a building on the DalTech Campus to house the Faculty of Computer Science as well as other facilities currently accommodated in rental property.

(E) The Capital Ideas Campaign is moving forward and we expect to push toward the completion of the Campaign over the next two years.

(F) The position of the Vice-President (Academic & Research) will be filled on a permanent basis in the coming year. The search will commence shortly and advertisements have been placed.

(G) The final details of the amalgamation with TUNS will be completed in the coming months and will thereby make DalTech a fully integrated and coherent part of the Dalhousie University operation. Much progress has been made and it is unfolding as expected.

(H) Dr. Traves indicated his desire to meet individually with Board Members in informal settings to review the University's progress and discuss Member's views of the operation of the Board as well as other concerns that they may have.

### *Items for decision*

#### **Nominating Committee Recommendations**

**(A) Standing Committee memberships:** Mr. Cowan advised that this is a static process and that Board Members can expect changes to the committees in the coming months. It was noted that Prof. Theresa Scassa had been nominated by Senate to replace Prof. Kay Raining-Bird as a member of the Operations Committee, and that Mr. Fountain had been appointed to the School of Business Trust Fund following the retirement of Mr. Bill Mingo. Mr. Cowan moved and Dr. Stuttard seconded a motion that the memberships be approved with the noted changes. The motion carried.

**(B) Board appointments:** Mr. Cowan moved and Ms. Bell seconded a motion that the Board of Governors ratify the appointments of Ms. Marie Mullally as an Alumni representative to the Board for a two-year term; Ms. Karen Cramm for a three-year term; Prof. Phillip Saunders as a representative of the Senate for a three-year term; and the appointment of Dr. John O'Brien to the Audit Committee. The motion carried.

#### **Program approval**

##### **Master of Engineering (Internetworking)**

##### **Master of Science (Occupational Therapy)**

##### **Master of Public Administration (Management)**

Following a brief introduction to each of the programs, Dr. Kimmins and Dr. Traves responded to questions concerning the programs. Dr. Stuttard moved and Mr. Cowan seconded the motion that based on the recommendations of the Senate, the Board of Governors approve the Master of Engineering (Internetworking), Master of Science (Occupational Therapy), and Master of Public Administration (Management) programs. The motion carried.

#### **University Awards Program**

Dr. Traves reported that the Staff Relations Committee, based on a recommendation of the Monitoring Committee (Employee Morale), developed this awards program. The program will provide two awards each year, one to faculty and staff and one to volunteers who have provided outstanding service to the Dalhousie Community, other than through teaching (Alumni Teaching Award), or service to students (Rosemary Gill Award).

Dr. Traves moved and Ms. Mullally seconded a motion that based on the recommendations of the Staff Relations Committee, the Board of Governors approve the establishment of the University Community Awards. The motion carried.



### **DalTech Building Steering Committee**

Mr. Mason reported that the Operations Committee has reviewed the ongoing need for rental space and is recommending the construction of a new building on the Sexton Campus to house the Faculty of Computer Science and other academic units currently accommodated in rental facilities. Following a discussion of the location, funding availability for this building, and composition of the committee, Dr. Traves moved and Ms. Petley-Jones seconded a motion that based on the recommendation of the Operations Committee and the Senate Physical Planning Committee, the Board of Governors approve the establishment of a DalTech Building Steering Committee to plan a building to house Computer Science and other academic units currently accommodated in rental facilities. Such a building of about 50,000 to 60,000 square feet would be funded from the cash flow of the Province's \$1 million per annum rental grant, which continues until 31 August 2006. The motion carried.

### **Proposed amendment to the DFA Collective Agreement Appendix IX**

Dr. Traves moved and Ms. Cramm seconded a motion that the Board of Governors approve a change in the Collective Agreement with the Dalhousie Faculty Association by the replacement of Appendix IX approved by the Association/Board Committee at the meeting of June 19, 1997 and subsequently approved by the Dalhousie Faculty Association. The motion carried.

### ***Items for discussion***

#### **Funding formula**

Dr. Traves reported that the Nova Scotia Council on Higher Education is still considering the presentations made by the universities in response to the proposed formula.

#### **Strategic directions**

Dr. Traves provided background to the document which had been circulated with the agenda. The document represents discussions that took place during a retreat of senior administrators and Board Members in the summer. To prepare for that discussion, the Deans had been asked to respond to a series of questions and provide a strategic analysis of challenges faced in their Faculty. This document was to assist in focusing on immediate challenges and to set realistic targets for the necessity and possibility for change. Some discussions have taken place on campus which resulted in valuable feedback and generally a broad acceptance of the analysis and the recommended focus. The document will be revised as appropriate following feedback from groups and individuals across the campus, before being brought before Senate and the Board for acceptance. The recommendations will be acted upon following that acceptance. It is intended to be a focus for change and innovation at Dalhousie that will move us forward with a series of attitudes that will be helpful in contributing to meeting the challenges faced by the University.

Board Members reacted in a positive manner and were supportive of the goals as outlined in the paper. It was recommended that the document be seen as an evolving plan and it be open to ongoing changes and revisions as circumstances change. It was agreed that the relationship of students to the University is critical and most of the points in this document relate to this single challenge. Methods of assessment must be developed as benchmarks of the progress being made. The senior administration will provide leadership in moving the agenda forward and will oversee the process of change taking place at the unit levels. The changes will be incremental and obvious over time.

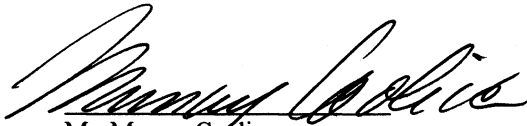
#### **Information exchange**

Mr. Pierce reported that the annual AIDS Walk will take place on September 28, 1997.

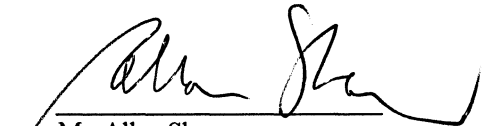
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**Adjournment**

The meeting adjourned at 6:15 p.m.



Mr. Murray Coblican  
Honorary Secretary



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Mr. Allan Shaw  
Chair