

Item: Board of Governors Minutes, February 2006  
Call Number: UA-1

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for February 2006. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional documents 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.

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## BOARD OF GOVERNORS

### Approved Minutes of the Meeting held on Tuesday, February 21, 2006 University Hall, Macdonald Building

**MEMBERS PRESENT:** James S. Cowan (Chair), Alison Archibald, Jamie Baillie, Elizabeth Beale, Dan Clark, David Craig, Ezra Edelstein, Mo El-Hawary, Richard Evans, Lynn Irving, Sunny Marche, Don Mills, Robert Radchuck, Suzanne Rosson, Alasdair Sinclair, Chris Smith, Bruce Towler, Tom Traves, and Jane O'Connor (University Secretary)

**REGRETS:** Robert Chisholm, Lorne Clarke, Jay Forbes, Richard Goldbloom (Chancellor), Cathy MacNutt, Jim Spatz

**NON-MEMBERS:** Dale Godsoe, Karen Kwan, Bryan Mason, Patrick Moriarty, Sam Scully, Jim Vibert, Gillian Wood (items 7.3-9.3)

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#### 1. Approval of the Agenda

Moved by B, Towler, seconded by R. Radchuck:

**THAT the agenda be approved as distributed.**

**The motion was CARRIED.**

#### 2. Approval of the Minutes of the Meeting held on November 15, 2005

Moved by R. Radchuck, seconded by D. Mills:

**THAT the minutes of the meeting held on November 15, 2005 be approved as distributed.**

**The motion was CARRIED.**

#### 3. Chair's Report

A copy of the Chair's Report was included in the agenda package for information.

##### 3.1 Board Governance

J. Cowan reported that the ad hoc Governance Committee held an all-day meeting on January 6<sup>th</sup>. Recommendations will be presented at the Annual Meeting in June for implementation in the Fall. He highlighted some improvements implemented to date.

##### 3.2 Statutory Joint Senate/Board Meeting

Representatives from the Board of Governors met with representatives of Senate for the annual statutory joint Senate/Board meeting in December. At this meeting, the Chairs of Senate and the Board of Governors highlighted activities for the year. A major portion of the meeting was spent discussing future directions for undergraduate education.

#### 4. President's Report

A written President's Report was included in the agenda package. In his report, T. Traves commented on several topics including planning for the Old Management Building site, BAC Report XXXII, the Board's ad hoc committees on Long-Term Financial Strategy and Governance, a tentative agreement with the IUOE, and community relations.

T. Traves highlighted three major areas of focus: (1) enrolment management and recruitment issues, (2) challenges associated with budget plan development, and (3) government relations.

#### 5. Dalhousie Student Union President's Report

E. Edelstein distributed a copy of the DSU President's Report. He reported on the successful Imagine DSU event held in late January to launch their strategic planning process. A meeting of all candidates planning to run in the DSU general election was held last week. There are 23 candidates running in this year's election. Campaigning will run from February 27 to March 6. Voting will occur from March 7-9.

The Alliance of Nova Scotia Student Associations (ANSSA) is running a public awareness campaign around post-secondary education. The Canadian Alliance of Student Associations (CASA) has been very active over the last two months. During the federal election, CASA ran a national post-secondary education campaign called *Think Education*.

As part of his report, E. Edelstein distributed a copy of a *DSU Response Paper to the Dalhousie University BAC XXXII Report*. The DSU response paper contains recommendations with respect to undergraduate and graduate student tuition fees, professional student tuition fees, international student differential fees, student assistance, and possible measures in balancing the budget.

#### 6. Items for Decision

##### 6.1 Appointment of the Secretary to the Board

Moved by J. Baillie, seconded by A. Sinclair:

**THAT the Board of Governors approve the appointment of Jane O'Connor, University Secretary, as Secretary to the Board of Governors.**

**The motion was CARRIED.**

##### 6.2 Appointment of Student Members to Committees

Moved by E. Edelstein, seconded by A. Sinclair:

**THAT the Board of Governors approve the appointment of the Student Board members to the Standing Committees for the remainder of the 2005-06 academic year as follows:**

**Academic Affairs Committee**

**Audit Committee**

**Executive Committee**

**Operations Committee**

**Student Relations & Residence Committee**

**Alison Archibald**

**Alison Archibald**

**Ezra Edelstein**

**Daniel Clark and Ezra Edelstein**

**Daniel Clark and Ezra Edelstein**

**The motion was CARRIED.**

### **6.3 External Appointments: Investment Committee, Pension Trust Fund, and Retirees Trust Fund**

Moved by R. Radchuck, seconded by E. Beale:

**THAT the Board of Governors approve the appointment of Jay Abbass as an external member on the Investment Committee, the Pension Trust Fund, and the Retirees Trust Fund for a three-year term, from July 1, 2005 to June 30, 2008.**

**THAT the Board of Governors approve the appointment of Dr. Paul Huber as the retiree representative on the Retirees Trust Fund for a one-year term, from July 1, 2005 to June 30, 2006.**

**The motions were CARRIED.**

### **6.4 Appointments to Search Committees**

Moved by T. Traves, seconded by S. Marche:

**THAT the Board of Governors approve the appointment of Alasdair Sinclair and Ian Nason to serve as the Board representatives on the Search Committee for the Vice-President External.**

During the discussion, it was agreed that it would be preferable to have two Board members serve as the Board representatives on the search committee. D. Mills agreed to serve on the committee. I. Nason will remain on the Committee as a Presidential appointee. The motion was amended to read:

**THAT the Board of Governors approve the appointment of Alasdair Sinclair and Don Mills to serve as the Board representatives on the Search Committee for the Vice-President External.**

**The motion was CARRIED as amended.**

### **6.5 Appointment of Assistant Ombudsperson**

Moved by B. Towler, seconded by R. Evans:

**THAT based on the recommendation of the Ombudsperson Advisory Committee, the Board of Governors approve the appointment of Patrice Barnet as Assistant Ombudsperson for a four-month term, effective January 1, 2006.**

**The motion was CARRIED.**

## **7. Items for Discussion**

### **7.1 Budget Advisory Committee Report XXXII**

S. Scully, Vice-President Academic and Provost, made a presentation on the BAC Report XXXII. Vice-President Scully highlighted three areas: (1) external conditions, (2) enrolment, and (3) remaining decisions.

In terms of external conditions, the MOU with the Government of Nova Scotia provides for a 5.25% operating grant increase (\$5.9 million) and a maximum tuition fee increase of 3.9%. It was noted that tuition fees for Dentistry, Law, Medicine, and International differential fees are excluded from the limitations of the MOU. With the change in government at the Federal level, the anticipated Federal grant increase for the indirect cost of research cannot be built into the budget plan.

S. Scully reported that in recent years, increases in tuition revenue were included in the budget based on the assumption of increased enrolments. This assumption no longer holds true. The BAC XXXII model assumes an enrolment decrease of 400 students which will reduce tuition revenues by approximately \$1.8 million. The budget model also includes a provision for recruitment and marketing of \$1.3 million. Compensation costs are known and have been built into the model. The BAC anticipates total expenditures to increase by \$13.8 million next year and revenues to climb by \$8.1 million. The net result of the revised model shows a shortfall of \$5.7 million.

The BAC Report XXXII proposes possible measures to balance the 2006-07 budget and invites comments and suggestions from all members of the University community.

A lengthy discussion on the budget ensued where Board members asked questions and provided suggestions for addressing the challenges.

## **7.2 Enrolment Management Report**

S. Scully, Vice-President Academic and Provost provided a detailed update on the new Integrated Undergraduate Enrolment Management initiative.

S. Scully reported on work currently in progress in the areas of (1) recruitment, (2) marketing and reputation, (3) retention and student engagement, (4) international strategy, (5) research, and (6) policy and process review.

He emphasized the need for integration of initiatives and processes across the University and noted the challenges the University faces in achieving genuine integration.

Information on actual and projected new from high school students by Faculty and actual and preliminary projected enrolments by Faculty were distributed. It was noted that the projections may be a bit conservative but the University needs to be careful to spend money we don't have.

## **7.3 Marketing and Recruitment Strategy: Presentation**

J. Vibert, Director of Communication and Marketing, made a presentation on recruitment marketing. He noted that the immediate strategy is to hold and then increase our market share in Maritime Canada and to build Dalhousie's presence and reputation in Ontario. The University will also pursue market opportunities in Western Canada and targeted international markets.

To illustrate the challenge before the University, J. Vibert presented data on Dalhousie's market share of new from high school registrants and the projected population of age 15-24 from 2006 to 2024 for the Maritimes, Ontario, and Canada. Data for Maine and Arizona were presented for comparison. The trend for the Maritimes is continual decline each year. In Ontario, the population for this age group peaks in 2009 and significantly declines in 2018-2021 with a slight recovery in 2024. The trend for Canada is similar to that of Ontario with less dramatic declines

during the 2018-2021 period. The trend for Maine is similar to the Maritimes and the trend for Arizona is the reverse with steadily increasing numbers in this age group to 2030.

J. Vibert presented some recent advertising pieces noting that Dalhousie is currently marketing product (Faculty-specific) versus image. The objective is to transform our advertising to market Dalhousie University versus specific programs. The University is utilizing more on-line advertising than it has in the past and making a concerted effort to direct people to Dalhousie's website. A new institutional marketing campaign will target prospective students around the theme "Unexpected Intellectual."

A discussion ensued on recruitment and targeting markets outside the Maritimes.

## 8. Items for Information

### 8.1 Board Standing Committee Reports

Written Standing Committee Reports on activity since the November 15, 2005 Board meeting were presented with the following highlights:

#### **Executive Committee Report**

The Executive Committee passed the following resolutions on behalf of the Board of Governors:

#### 1. Residence Refinancing

**WHEREAS** the University has outstanding mortgage obligations for student residence/housing facilities;

**AND WHEREAS** current mortgages can be repaid in full without penalty and refinanced at lower interest rates;

#### **BE IT RESOLVED THAT:**

The President and/or the Vice-President, Finance & Administration are hereby authorized and directed to refinance existing mortgage debt with a principal balance outstanding of approximately \$5,925,000 for a similar amortization period(s) and take all such actions, to execute and deliver such agreements, instruments and documents in writing and to do all such acts and things in their options may be necessary or desirable in the name and on behalf of the University and under seal or otherwise to give effect to this Resolution.

[Approved November 29, 2006]

#### 2. Appointment of New Vice-President Academic and Provost

#### **BE IT RESOLVED THAT:**

The Board of Governors approve the appointment of Dr. Alan Shaver to the post of Vice-President Academic and Provost for the period 1 July 2006 to 30 June 2012.

[Approved December 6, 2005]

3. Old Management Building

**BE IT RESOLVED THAT:**

On the recommendation of the Operations Committee the Executive Committee authorizes that detailed design work proceed on the proposed redevelopment of the Old Management Building.

**Academic Affairs Committee Report**

The Academic Affairs Committee approved a number of academic staff matters including appointments, reappointments, changes in appointment, and promotions on behalf of the Board of Governors.

The Committee also approved changes in the designations of programs, a name change and three new program proposals as follows:

- Change in designation of the current Master of Science (Physiotherapy) degree to Master of Science (Rehabilitation Research - Physiotherapy);
- Change in designation of the current Master of Science (Occupational Therapy) degree to Master of Science (Occupational Therapy – Post-Professional);
- Change in designation of the Master of Science (Human Communication Disorders) to Master of Science (Human Communication Disorders), Master of Science (Audiology) and Master of Science (Speech-Language Pathology);
- Change in name from Minor in Journalism to Minor in Journalism Studies;
- New program proposal for Master of Science (Occupational Therapy);
- New program proposal for Master of Science (Physiotherapy);
- Proposal for Master of Business Administration and Master of Engineering (combined) program.

A revised *Dalhousie University Strategic Research Plan for the Canada Foundation for Innovation and Canada Research Chairs Program* was approved by the Committee.

**Investment Committee Report**

The Investment Committee received a presentation from the consultants on the Asset-Liability Study. A resolution was passed by the Pension Trust Fund and the Retiree's Trust Fund trustees to accept the results of the study.

In terms of investment performance, a peer comparison with other Canadian universities indicated that Dalhousie's results for both endowments and pension funds rate favourably. Funds as a whole continue to add value over their passive benchmarks.

**Operations Committee Report**

The Operations Committee reviewed reports on the 2005-06 operating budget, budget planning for 2006-07, and an Association of Atlantic Universities (AAU) study of deferred maintenance in regional universities. A proposal for a *Possible Redevelopment Plan* for the Old Management Building was reviewed by the Committee. The Committee also discussed issues related to the development of the old Infirmary lands and potential implications for the University, as well as a long-term development plan for University Avenue.



Dalhousie is participating in a Community Energy Initiative which is being coordinated by HRM.

The Committee reviewed the most recent fund raising report which showed higher pledges and lower cash received than at the same point last year. Planning work for a major capital campaign is underway.

#### **Staff Relations Committee**

The Committee received an update on the consultation process regarding the *Review of Benefits Program Design* which was initiated by the Employee Benefits Committee (EBC). The Committee received a report on a tentative agreement between the Board and the International Union of Operating Engineers, Local 968.

The academic staff and staff bargaining units grievance reports for 2006 were presented to the Committee. A summary of the Insurance Program Renewals was also presented. The Committee was briefed on the work of the Joint Panel considering the possible elimination of mandatory retirement established during the last round of negotiations with the DFA.

#### **Student Relations and Residence Committee**

The Committee reviewed its terms of reference and discussed the need to broaden its mandate to include a more comprehensive perspective of the overall student experience. B. Neuman, Vice-President Student Services, provided an update on residence occupancy rates for 2005-06 and initiatives underway to improve occupancy rates and revenue for 2006-07.

### **8.2 Strategic Research Plan**

The Board received a copy of the *Dalhousie University Strategic Research Plan for the Canada Foundation for Innovation and Canada Research Chairs Program* for information. The University used to have two separate research plans for the Canada Foundation for Innovation and the Canada Research Chairs Program. The revised Strategic Research Plan combines both plans into one document. The revised plan was drafted in consultation with Faculty representatives and Deans, affiliated teaching hospitals, the Dalhousie Research Advisory Committee, the University Senate, the Vice-President Academic and Provost, and the President.

The major changes from the previous plans include:

- broadening the sections on Health Studies and Ocean Studies;
- changing the Oil and Gas component to Energy with four emphases: (1) coal, oil and gas, (2) energy transportation, (3) alternative and renewable energy sources, (4) climate change and the environment; adding a section on Society and Culture.

A copy of this *Plan* can be viewed on the Dalhousie website [Vice-President Research – Reports].

## **9. In Camera Session**

### **9.1 IUOE Negotiations**

A brief report on the tentative settlement between the Board and the International Union of Operating Engineers, Local 968 representing Trades, Security and Custodial Staff was presented. The bargaining unit membership will conduct a ratification vote on February 23, 2006. If the bargaining unit votes in favour of ratification, the tentative agreement will be presented to the Board Executive Committee for ratification on behalf of the Board of Governors.



## **9.2 Executive Committee Report**

It was reported that the Executive Committee passed a resolution authorizing the President and the Vice-President Finance and Administration to conclude an agreement with the Province of Nova Scotia regarding a portion of the Old Infirmary lands.

## **9.3 Government Relations**

Gillian Wood, Director of Government Relations, provided an update on government relations activity at the municipal, provincial and federal levels and discussed issues and challenges.

## **9.4 Board Roundtable**

Board members provided feedback on meeting format and agenda materials.

## **10. Adjournment**

The meeting adjourned at 6:15 p.m.

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James S. Cowan, Chair

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Don Mills, Honorary Secretary

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