

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

Additional Notes:

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BOARD OF GOVERNORS

Approved Minutes of the Meeting held on Tuesday, October 17, 2006 Lord Dalhousie Room, Henry Hicks Building

MEMBERS PRESENT: Cathy MacNutt (Acting Chair), Jay Abbass, Jamie Baillie, William Black, Robert Chisholm, Dan Clark, Ezra Edelstein, Mo El-Hawary, Richard Evans, Richard Goldbloom, Nancy MacCready-Williams, Natalie MacLean, Sunny Marche, Don Mills, Alasdair Sinclair, Tom Traves, Jim Wilson, and Jane O'Connor (University Secretary)

REGRETS: James S. Cowan, Elizabeth Beale, Lorne Clarke, David Craig, Lynn Irving, Robert Radchuck, Chris Smith, Jim Spatz, Bruce Towler

NON-MEMBERS: Carl Breckenridge, Floyd Dykeman, Asa Kachan, Larry Maloney, Bryan Mason, Patrick Moriarity, Bonnie Neuman, Alan Shaver, Shawn Tracey, Jim Vibert

1. Approval of the Agenda

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

THAT the agenda be approved as distributed.

The motion was CARRIED.

2. Approval of the Minutes of the Meeting held on June 27, 2006

Moved by D. Mills, seconded by W. Black:

THAT the minutes of the meeting held on June 27, 2006 meeting be approved as distributed.

The motion was CARRIED.

3. Chair's Report

Board Chair James Cowan was unable to attend the Board of Governors meeting. Vice-Chair Cathy MacNutt served as Acting Chair for this meeting.

C. MacNutt welcomed new Board members J. Abbass, N. MacLean, N. MacCready-Williams, and J. Wilson to the Board of Governors.

4. President's Report

T. Traves reported on government relations and the Memorandum of Understanding between the universities and the Province. He noted that there is one more year to go on the current MOU, however, there is speculation in some sectors that the Government may want to re-negotiate the MOU a year earlier. He noted that in negotiating the MOU, the methodology used will be very important. The process used during the last round of negotiations was very successful as time was spent up front with the Finance VPs from all institutions and government officials to develop an

agreed-upon template and cost figures. When it came to the negotiation, the discussion focused on funding the cost structure with everyone working from the same assumptions on the costs.

T. Traves reported that in the latest issue of "The Scientist," a trade journal for researchers published in Philadelphia, Dalhousie was named the best non-commercial scientific institute in which to work in Canada.

He noted that Dalhousie has experienced a positive outcome in terms of enrolment this Fall and indicated that a more detailed report will be provided in Item 6.

4.1 Annual Report

A copy of the Annual Report of the President and Vice-Presidents for 2005-2006 was distributed at the meeting for information.

5. Dalhousie Student Union President's Report

A copy of the Dalhousie Student Union Annual Report for 2005-2006 was distributed with the agenda package for information. A written DSU President's Report was distributed at the meeting. In his report, E. Edelstein commented on several topics including the government relations and the MOU discussions with the Province, the Canadian Alliance of Student Associations (CASA) annual lobby conference in Ottawa, renovations to the first floor of the Student Union Building, Orientation Week and Shinerama, and the Imagine DSU meeting.

Items for Discussion

6. Enrolment Management Report

A copy of the Enrolment Report as at October 1, 2006 was distributed with the agenda package. T. Traves noted that the enrolment results this year are positive compared to the projections. In the Spring, it was anticipated that there would be an enrolment drop of between 250 to 400 students. The numbers to date are showing that the drop will be in the range of 90 students which represents a decline of approximately .5 %.

T. Traves reported that across the Province and across the region, Dalhousie did exceptionally well. In Nova Scotia, enrolments are down 2.3%; in Atlantic Canada, they are down 2.6%. New Brunswick was particularly hit hard with a 5% provincial drop in enrolment. Acadia and Saint Mary's are down by 6+% and Cape Breton University is down by about 7.5%. He noted that this will undoubtedly mean that the University will face more vigorous competition in the years ahead as institutions try to recoup some of these losses.

For Dalhousie, T. Traves reported that international visa student enrolments are down by about 4% and high school numbers are up which will be critical in the future in terms of flow through. With the direct from high school numbers, enrolments from metro Halifax continue to drop slightly, enrolments outside of Metro are up by about 31%, and the high school markets in Ontario are up by almost 9%.

A. Shaver provided an overview on the revised enrolment management process. He noted that formerly there were six study groups looking at various aspects of enrolment management and recruitment. In September, the Committee streamlined the process and reduced the number of groups to four: (1) Student Experience led by the VP Student Services; (2) Recruitment & Admissions led by the Registrar; (3) Academic Planning, International Academic Strategy, and

Academic Retention led by the VP Academic & Provost and the Associate VP Academic; and (4) Marketing and Communications led by the Assistant VP Communications & Marketing. He noted that actions plans are being developed and regular reports will be provided to the Board on activities.

During the discussion, a question was raised with respect to the “new to Dalhousie” category. It was noted that this is a new categorization this year that represents students who come to Dalhousie who are not directly from high school who have had some experience either at another university or community college. It is a diverse group that includes transfer students, Ph.D. students, international students, etc. It was indicated that it would be helpful for the Board to have a better understanding of the breakdown in terms of anticipated students (e.g., Ph.D. students) and the surprises (e.g., students transferring in mid-program).

A question was raised with respect to the magnitude of the cash gain as a result of the more positive enrolment numbers. It was noted that an early projection indicates that there may be an additional \$1.5million in revenue. The University has not considered seriously how this money will be spent. At the end of the fiscal year, if there is a positive balance, these funds carry-forward into the next year’s budget. There may be some pressing issues that arise unexpectedly that require funding. It was noted that the University carries a very small reserve given the total budget, and it would be prudent to try to increase that reserve position.

It was suggested that the University should consider taking a portion of the additional revenue and dedicating it to something to help students in need given that the budget was predicated on an enrolment drop of 400 students and tuition was increased as a result.

7. Recruitment Strategy: Presentation

Jim Vibert, Assistant Vice-President Marketing and Communications introduced the session by providing an overview on the recruitment strategy. He was joined by the Registrar Asa Kachan and Assistant Registrar Shawn Tracey. A. Kachan provided an overview on the recruitment team and activities. S. Tracey delivered a recruitment presentation as if he were presenting to a group of prospective students from outside of Nova Scotia.

The presentation was positively received by Board members.

During the discussion, a question was raised with respect to how closely the University watches what other schools are doing. It was noted that the recruiters sit in at presentations from other universities when on the road. The recruiters watch for trends, particularly out of the US where they have been focusing on recruitment longer.

In response to a question it was noted that marketing and recruitment efforts to this point have been directed towards undergraduate students. The recruitment team has begun discussions with the Faculty of Graduate Studies about recruiting at the graduate level.

It was noted that the presentation is modularized and can be adapted to target particular audiences and to update content. The major cost was the development of the platform. Cost to update the material is minimal.

T. Traves offered congratulations to the recruitment group on their efforts.

8. Research Report: Presentation

Two documents were included in the agenda package for information: (1) a breakdown of research and international development sources of funding for Dalhousie University and affiliated teaching hospitals and (2) a breakdown of research funding in areas of emphasis.

C. Breckenridge delivered a PowerPoint presentation providing an update on research activity at Dalhousie University.

He reported that he has been working with the advisory committee to develop an assessment of value for money invested in research and advised that he would appreciate comments from the Board.

C. Breckenridge presented the traditional funding statistics including research funds awarded, tri-council funding and a breakdown of research funding in areas of emphasis. He noted that research funding in 2004-05 reached an all-time high of \$105 million. With respect to tri-council funding, Dalhousie ranks 12th in the country in terms of grants received.

C. Breckenridge noted that in addition to looking at traditional funding statistics, he is looking at the following in terms of assessing value for money invested:

- comparison with other universities in the country;
- research outcomes – publications and recognition through citations of their work in subsequent publications;
- commercialization of research and technology transfer;
- translation of research into policy and/or improvement of social conditions;
- survey results about what people think of you.

C. Breckenridge provided a report on the Canada Research Chairs program.

He provided an overview of four research proposals that are currently under consideration by the Canada Foundation for Innovation (CFI) for funding. He noted that the faculty members have spent two years developing the proposals and going through the University's elaborate approval process. In the end, all of them might be successful or none of them could receive funding.

C. Breckenridge concluded by providing an overview on another project – the Ocean Tracking Network. He indicated that an application for funding has been submitted to the CFI through their International Joint Venture Fund program. This is a major project (\$35 million) which would put Dalhousie and Canada on the forefront of ocean research and management. A decision should be forthcoming shortly.

In response to C. Breckenridge's request for comments, it was noted that faculty members should be asked what they think they have done with respect to policy development and/or contributions to society in their research as a way to collect data in this area.

D. Clark noted that he is conducting research for his honours thesis on attitudes of Members of Parliament towards health research that he would be willing to share.

During the discussion, it was noted that Dalhousie must do a better job with respect to commercialization and technology transfer. C. Breckenridge indicated that the University has recently reorganized its commercialization activities and secured additional resources for its operations and to date this new entity, the Industrial Liaison and Innovation Office, has secured encouraging results.

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Items for Information

9. Board Standing Committee Reports

The Academic Affairs and Research Committee and the Investment Committee have been active during the July to October period. Written reports were included in the agenda package for information.

There was no discussion on the reports.

10. LT Financial Planning Committee: Status Committee

The Ad Hoc Long-term Financial Planning Committee has been meeting to final the report to the Board. Two more meetings of the Committee are scheduled. The Committee will present its report which will contain a number of recommendations to the Board at its meeting on November 28, 2006.

In Camera Session

11. Board Roundtable

Board members met in the absence of administration.

12. Motion to Adjourn

The adjourned at 5:45 p.m.

Cathy MacNutt, Acting Chair

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.