

Item: Board of Governors Minutes, October 2007
Call Number: UA-1

Additional Notes:

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BOARD OF GOVERNORS

**Approved Minutes of the Meeting held on
Tuesday, October 16, 2007
University Hall, Macdonald Building**

MEMBERS PRESENT: James Cowan (Chair), Jay Abbass, Jamie Baillie, William Black, Lorne Clarke, Richard Evans, Lloyd Fraser, Richard Goldbloom, Lynn Irving, Nancy MacCready-Williams, Sunny Marche, Cathy MacNutt, Don Mills, Davis Russell, Jim Spatz, Lawrence Stordy, Mike Tipping, Bruce Towler, Tom Traves, Jim Wilson, Shannon Zimmerman, and Susan Brousseau (University Secretary)

REGRETS: Elizabeth Beale, Level Chan, Robert Chisholm, Robert Radchuck, Chris Smith

NON-MEMBERS: Carl Breckenridge, Ken Burt, Karen Crombie, Floyd Dykeman, Donna Gillis, Asa Kachan, Jeff Lamb, Ryan MacNutt, Ian Nason, Bonnie Neuman, Alan Shaver

1. Approval of the Agenda

J. Cowan noted that there was a proposal to move Item 9.1 - Coburg Tower Project to become Item 8.3, as set out in the revised agenda circulated prior to the meeting.

Moved by D. Mills, seconded by B. Towler:

THAT the agenda be approved as circulated with Item 9.1 to be dealt with as Item 8.3.

The motion was CARRIED.

2. Approval of the Minutes of the Meeting held on June 19, 2007

Moved by C. MacNutt, seconded by R. Evans:

THAT the minutes of the meeting held on June 19, 2007 meeting be approved as distributed.

The motion was CARRIED.

3. Chair's Report

Board Chair James Cowan introduced and welcomed new Board members Mr. Level Chan, Dr. Lloyd Fraser and Mr. Lawrence Stordy.

4. President's Report

T. Traves noted as a further update to his written report that the federal government has now announced a number of funding agreements for projects described in the last budget, and the Life Science Research Institute (LSRI) building project is included in that list. This announcement means that the University can move forward on this project and it is anticipated that the construction phase will begin later this fall.

Dr. Traves thanked Board members who participated in the annual alumni dinner held recently, noting that it was a sold-out event with much positive feedback from those attending. He noted that fall convocation ceremonies will take place on October 20th and 21st with three ceremonies over the two days. Honorary degrees recipients are academic and former Olympian, Dr. Bruce Kidd; professor and former President of Latvia, Dr. Vaira Vike-Freiberge; and dentist and entrepreneur, Mr. Bill Murphy. On a sad note, Dr. Traves announced that Dr. Richard Goldbloom will be completing his term as Chancellor following the fall convocation. He noted Dr. Goldbloom's many contributions to the Dalhousie community, including his active service on the Board of Governors, and expressed heartfelt thanks to him on behalf of the Board.

5. Dalhousie Student Union President's Report

M. Tipping reported that the Dalhousie Student Union has hired a Sustainability Coordinator who will be responsible for running the Student Sustainability Office. He noted that Dalhousie is one of the first schools in Canada to have a Sustainability Office. He commented that it is his understanding that the University will have a University Sustainability Coordinator hired in the near future and he is hopeful that the two offices can work closely together on campus initiatives.

Mr. Tipping reported that the Halifax Student Alliance, which is a coalition of student unions in the Halifax Regional Municipality, is currently distributing to students a modified version of the Mayor's Survey on Violence and Crime. Lastly, he noted that copies of the DSU Annual report for 2006-2007 are available from him if any Board members are interested and did not receive one.

Items for Decision

6. Naming of Mark A Hill Student Accessibility Centre

T. Traves referred Board members to the background information in their agenda package. In response to a question, he reported that this naming proposal is in accordance with the University Naming Policy.

Moved by T. Traves, seconded by B. Towler:

THAT the Board of Governors approve the recommendation of the President that the Student Accessibility Services space in the Killam Library be named the Mark A. Hill Student Accessibility Centre.

The motion was CARRIED.

7.1 Enrolment Update

Alan Shaver, Vice-President Academic and Provost, reviewed the Dalhousie and Association of Atlantic Universities (AAU) enrolment data distributed at the meeting. He noted that total enrolment as of October 1st is lower than projected, with a drop of about 280 students (-1.8%). Full-time enrolment (undergraduate and graduate) is down 1.6%, while part-time enrolment is down 1.8%. International student numbers have declined by 2%. On the positive side, the number of first-year, direct-from-high school numbers have increased by almost 6% and overall graduate student numbers have increased by about 3.6%. Further analysis is continuing but there is some indication that the decline in overall

numbers may be due in part to the large double-cohort class who moved through the system over the past 3-4 years and graduated last spring.

Questions and discussions following Dr. Shaver's overview of the data focused on application and acceptance rates, Dalhousie's enrolment goal of 17,500-20,000 students, efforts to increase international student enrolment, and the issue of student retention. Dr. Shaver and Asa Kachan, Registrar, noted that the University needs to delve into its application data in a much more sophisticated way to determine why students who apply do not ultimately come to Dalhousie. In regard to international student recruitment, it was noted that the University has seen increases in the number of entering international students over the past three years and we are just now entering into a much more active agent program which should see even greater numbers coming to Dalhousie. At the same time, a lot of work has to be done to learn more about our international students and their experience at Dalhousie. With respect to the overall decline in enrolment, Dr. Shaver noted that the 2007-08 budget projected a decline of 125 students, however contingencies were also increased and it is not anticipated that the current situation will have a significant impact on the budget.

T. Traves noted that, in terms of reaching an enrolment target in line with the University's vision, it is anticipated that the required increase in student numbers will come from a combination of three factors: continuing increases in the size of the entering class; increases in international student enrolment; and improvement in our retention rates.

7.2 Standing Committee Reports

B. Black, Chair of the Academic Affairs and Research Committee, noted that the Committee intends to focus more on strategic issues this year. He noted that the Committee recently received an excellent presentation from Alan Shaver on performance management issues and the Committee has recommended that the presentation be given to the full Board at a future meeting.

R. Evans reported on behalf of the Student Experience Committee that the Committee met last week at which time it received preliminary information on the issue of student retention. Committee members have agreed to make this issue a priority for the Committee this year.

J. Cowan drew Board members' attention to the report of the Executive Committee and the resolutions approved on behalf of the Board in the interval since the last meeting. The resolutions are as follows:

Resolution 1 – Amendments to Dalhousie University Staff Pension Plan (Approved August 8, 2007)

BE IT RESOLVED:

THAT the Executive Committee approve, on behalf of the Board of Governors, amendments to the Dalhousie Staff Pension Plan (Rules 12, 17) as required by the Canada Revenue Agency to render the Plan's deferment of pension payments provision compliant with the maximum pension limits under the Income Tax Act and Regulations thereunder and to give effect to the rulings made by the Canada Revenue Agency in respect of affected employees, including the lump sum refund to certain deferred members which is subject to the further approval of the Superintendent of Pensions.

Resolution 2 – Purchase of Property at 1326 Barrington Street (Approved September 28, 2007)

WHEREAS the University is interested in purchasing the property located at 1326 Barrington Street due to the potential long-term strategic value of the property to the University;

AND WHEREAS the property in question is appraised to have a current market value of no more than \$800,000;

AND WHEREAS the University, in order to meet the closing date established by the seller, has submitted a formal purchase order in the amount of \$695,000 for the property, subject to the approval of the Board of Governors;

AND WHEREAS the Operations Committee of the Board of Governors has recommended that the President and Vice-President (Finance and Administration), be given greater latitude than is provided for in the Board's Policy on Purchase and Sale of Real Property to commit the University to a purchase price for the property in order to conclude the purchase;

BE IT THEREFORE RESOLVED:

THAT the Board of Governors, on the recommendation of the Operations Committee, authorize the President and the Vice-President (Finance and Administration) to finalize the purchase of the property located at 1326 Barrington Street, provided that the purchase price for such property does not exceed \$800,000, and subject to appropriate closing terms including a property inspection.

8.1 Research Report – Ocean Tracking Network

C. Breckenridge, Vice-President Research, presented an update on research activity at Dalhousie University. Total research funding awarded this year was about \$115 million. About \$90 million of that amount was for research grants, while a little under \$20 million came from contracts. Another \$4-5 million is associated with clinical trials carried out at the affiliated teaching hospitals. In comparison to other universities, Dalhousie does well in terms of funding from standard research grants through the Tri-Councils (10th -11th in the country), and in total funding the University is about 16th in Canada.

Dr. Breckenridge outlined the sources of funding for Dalhousie's research activity in 2006-07, the major funding awards this year (including the Ocean Tracking Network, the Brain Repair Centre, and Professor Jeff Dahn's research in new materials), and the status of the Canada Research Chair program at Dalhousie. He also reported on Dalhousie's Innovation and Industry Liaison Office and provided information on how well the University does in comparison with other universities in terms of innovation and commercialization of research. Dalhousie is improving in this area but needs to increase its competitiveness in terms of contracts and partnerships with the private sector.

Dr Breckenridge provide an overview of the Ocean Tracking Network Project, the current status of the project, and the significant potential implications this endeavor has for Dalhousie's reputation as a world leader in the area of ocean research and management.

T. Traves commented that he believes that the Ocean Tracking Network project is the way of the future in terms of the kind of research projects that will occur at the University. We will most likely see

a move towards large-scale projects with substantial team-based scientific activity. Dalhousie needs to continue to develop the capacity to pursue these projects and opportunities.

8.2 Facilities Project Update

K. Burt reported that, under the revised facilities renewal budget approval process approved by the Board last spring, the 2008-09 budget and proposed projects will come forward for Board consideration and approval at its November meeting. In light of this, he felt it would be useful to provide an overview of the major projects underway or completed as part of the current year's facilities renewal budget of approximately \$9.2 million. He noted that with the changes made last year, four categories of facilities renewal were consolidated as one line item in the budget: Alterations and Renovations, Classroom Renewal, Energy, and Maintenance Renewal.

J. Lamb, Director of Facilities Management, delivered a presentation outlining the status of the facilities renewal budget at the mid-point of the budget year and the projected expenditures to fiscal year end. Mr. Lamb also provided an overview of the ten major facilities renewal projects (those over \$250,000), currently underway. These include the Killam Data Centre upgrade, the Chemistry Envelope Restoration (Phase 2), the Forrest Envelope Restoration, and the Carleton Campus Quadrangle. He noted that, in addition to the \$9.2 million approved for facilities renewal, other funding for the various projects undertaken this year came from carryforward amounts and about \$650,000 contributed by various client groups. There were approximately 243 client-funded projects carried out this year, including the Tupper 10th floor renovation, the Wickwire Field replacement, and stonework restoration at Shirreff Hall. Some of these client-funded projects also constituted major projects of more than \$250,000. Mr. Lamb also provided brief updates on the Chemical Storage Facility Project and the planning begun on the LSRI facility.

In response to questions, Mr. Lamb reported that the extent of Dalhousie's deferred maintenance was estimated last year at about \$200 million. Documented inflation this year is about .5% to -1% per month which translates into a further \$20 million. In response to a question about the work that Dalhousie does "in house", Mr. Lamb noted that Dalhousie employs about 100 trades people in its project group. These employees are involved in a significant amount of the client-funded project work. There are also nine or ten trades people in each of the three zone groups on campus who are involved in day-to-day maintenance work on campus.

8.3 Coburg Tower Project

J. Spatz, Chair of the Operations Committee, provided a brief review of the history of the Coburg Tower project which has come before the Board on several occasions. K. Burt then reviewed the process that the Capital Projects Steering Committee has undertaken over the past several months and the range of options it has considered. He noted that when the Committee looked at the construction cost of a range of options and the service life of the resulting facility, it was clear that new construction would be the best alternative to optimize land usage and maximize available space. J. Baillie, a member of the Capital Projects Steering Committee, commented on the deliberations of the Committee over the summer and spoke in favour of the motion before the Board.

Discussions followed with questions and comments focused on the cost of constructing a new building, whether there had been communication with neighbours in the area regarding the demolition of the house on the site, and the need to be cognizant of developing an appropriate design for the project that is in keeping with the area and the image the University wants to project on this significant border with the neighbourhood.

K. Burt and J. Lamb noted that the current proposal is for a four-storey building (79,000 gsf; 46,500 usable sq. ft.), to be constructed at an estimated cost of \$25 million. The building will provide space for Computer Science and the College of Continuing Education as well as a number of other potential tenants. It was also noted that the current proposal would include nine classrooms and an atrium that could potentially provide additional academic and casual space for students. If this project were to go forward, it is anticipated that 50% of the cost would be funded before construction and the other half would be debt-serviced.

T.Traves noted that regardless of what kind of building the University determines is appropriate for the site, it is clear that the current structures have to be removed fairly soon for safety reasons.

Moved by T. Traves, seconded by J. Abbass:

THAT the Board of Governors, on the recommendation of the Operations Committee, approve the following expenditure amounts from the University funds previously approved for the original Coburg Tower project:

- 1. Up to \$1.1M for the demolition of Saint Andrews Hall, Coburg Tower and the house at 6136 Coburg Road and the relocation of the Telus cell phone site necessitated by the demolition, and**
- 2. Up to \$450k for Programming, Conceptual Design, Construction and Project Management Services for the initial phase of the construction of a 79,000 gsf building on the site.**

The motion was CARRIED

The remainder of the Board meeting was held *in camera*.

The meeting adjourned at 6:20 p.m.