

Item: Board of Governors Minutes, November 2010  
Call Number: UA-1

Additional Notes:

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**Approved Minutes of the Meeting (Open Session)  
held on Tuesday, November 30, 2010 at 3:00 p.m.  
Coburg Board Room, Mona Campbell Building**

**MEMBERS PRESENT:** Jim Spatz (Chair), Nancy Barkhouse, John Baxter, William (Bill) Black, Robert Chisholm, Janet Conrad, Fred Fountain, Lloyd Fraser, Adam Harris, Lynn Irving, Sarah MacDonald, George McLellan, Chris Saulnier, Chris Smith, Larry Stordy, Gail Tomblin-Murphy, Tom Traves, Nancy MacCready-Williams, and Susan Brousseau (University Secretary)

**REGRETS:** Jay Abbass, Michelle Awad, Andrew Bennett, Joyce Carter, Wadih Fares, Stan Spavold, Jim Wilson, Carolyn Watters (VP Academic and Provost).

**NON-MEMBERS:** Mary Jane Adams (Director of Planning, Facilities Management), Ken Burt (VP Finance and Administration), Martha Crago (VP Research), Carrie Dawson (DFA Observer), Floyd Dykeman (VP-External), Jeff Lamb (Assistant VP Facilities Management), Bonnie Neuman (VP Student Services), Katherine Sheehan (Assistant VP Human Resources) and Katie Smith (Minute Taker)

**GUESTS:** James Axon (DSRA Envision Architecture), Vaidila Banelis (Zeidler Partnership Architects), Peter Connell (DSRA Envision Architecture)

**1. Approval of the Agenda**

J. Spatz proposed moving Item 8.2 – Fund-raising/Capital Campaign Update, after Item 6.

Moved by N. MacCready-Williams, seconded by R. Chisholm:

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

**The motion CARRIED.**

**2. Consent Agenda**

Moved by J. Spatz, seconded by R. Chisholm:

**THAT items 2.1-2.3 be approved by *Consent*.**

**The motion CARRIED.**

**2.1 Approval of Minutes of the Meeting of October 25, 2010**

Motion: **THAT the minutes of the meeting held on October 25 be approved as circulated.**

**Approved by *Consent*.**

## **2.2 Appointment to the Board Governance and Nominating Committee**

Motion: **THAT the Board of Governors, on the recommendation of the Governance and Nominating Committee, approve the appointment of Lloyd Fraser as a member of the Governance and Nominating Committee for a term from November 30, 2010 to June 30, 2011.**

Approved by *Consent*.

## **2.3 Appointment of Board Representatives to Senate Honorary Degrees Committee**

Motion: **THAT the Board of Governors, on the recommendation of the Governance and Nominating Committee, approve the appointment of Michelle Awad and Chris Smith as the Board's representatives on the Senate Honorary Degrees Committee for a term to run until June 30, 2011.**

Approved by *Consent*.

## **3. Business Arising from the Minutes**

A small matter was addressed concerning item 8.1 – Campus Master Plan – Final Report from the October 25 minutes. It was suggested that the Vice-President Academic and Provost should be included among those who are immediately accountable for the implementation of the Campus Master Plan. President Traves indicated his agreement with this.

## **4. Chair's Report**

J. Spatz welcomed Carrie Dawson, DFA Observer and President of the Dalhousie Faculty Association. He reported on the results of the on-line survey of Board members regarding the Board meeting time, noting that a majority of members responding voted to stay with the current time of 3:00 -6:00 p.m. Dr. Spatz reminded Board members of the upcoming holiday reception on December 7<sup>th</sup>.

## **5. President's Report**

T. Traves referred members to his written report in the meeting package. He elaborated further on two items - the negotiation of a new Memorandum of Understanding (MOU) with the province, and the negotiation of a new food services contract for the campus. With respect to a new MOU, he reported that discussions are expected to begin in early to mid-January. In the interim, the Deputy Minister of Policy and Priorities will be visiting each of the university presidents individually. Dr. Traves noted that he will be one of the negotiators for the universities.

With respect to the food services issue, Dr. Traves elaborated on the three options outlined in his report. He reported that it is unlikely that students will support the option of expanding the Student Union Building, so the University will be exploring the other two options more fully.

## **6. Dalhousie Student Union President's Report**

C. Saulnier referred members to his written report in the meeting package. He commented briefly on the DSU perspective on the food services contract issue and noted that the DSU council will vote on the food services proposal at its meeting on December 1, 2010.

## 8.2 Fund-raising/Capital Campaign Update

F. Dykeman, Vice-President External, provided a brief overview of his written report. He noted with respect to the capital campaign that the University has now raised \$140 million towards its goal of \$250 million.

## 7. Items for Decision

### 7.1 Facilities Renewal Budget 2011-12

R. Chisholm introduced the motion for approval, noting that this item comes forward to the Board each fall for approval. He noted that the Operations Committee has reviewed the list of projects and is recommending to the Board that administration move forward with preliminary design and procurement work. He noted that the Committee made an amendment to the initial motion presented indicating that funding for this work is not to exceed \$1 million.

Moved by R. Chisholm, seconded by L. Irving:

**THAT the Operations Committee recommends to the Board of Governors the approval of funding not to exceed \$1 million for preliminary design and procurement work prior to the commencement of the fiscal year 2011-12 for the included list of proposed Facilities Renewal projects greater than \$250k.**

1) Shirreff Hall Stonework	\$ 250k
2) MacDonald Building Lobby Renovation	\$ 250k
3) Sexton Help Desk Area Renovation	\$ 250k
4) Central Autoclave Facility	\$ 250k
5) Renew Dawson Room	\$ 250k
6) Castine Way U/G Services Upgrade	\$ 250k
7) Chemistry Partial Roof Replacement	\$ 400k
8) Sexton Hot Water Heating Conversion	\$ 400k
9) 1308-12 Robie Addition	\$ 450k
10) Chemistry Link Stonework & Windows	\$ 500k
11) Multi-Faith Centre Renovations	\$ 500k
12) Replace Data Centre Feeder	\$ 500k
13) Shirreff Hall Roof Replacement	\$ 560k
14) Dunn Bldg Stonework & Windows P2	\$ 650k
15) Asbestos Inventory/Removal	\$ 650k

**Total \$6.110M**

**The motion CARRIED.**

## **7.2 LeMarchant Mixed-Use Facility – Project and Budget**

R. Chisholm introduced this item and spoke to the discussion of the proposed project budget at the meeting of the Operations Committee. He noted that the Board is not being asked to approve the project budget at this stage. K. Burt added that there is a fairly critical timeline for this project as the University is endeavouring to have the residence beds ready for September 2013.

The project architects made a presentation to the Board on the current proposed massing, design and exterior look of the building. The presenters noted that the Campus Master Plan's proposed elements have been adopted for this building and the biggest issue is the facility's height. It was noted that a zoning application with respect to the height issue will be submitted to the city shortly. Lengthy discussion followed the presentation with questions and comments focused on the cost of (and alternatives for) parking associated with the building, the entrance location and the proposed exterior design and materials.

At the conclusion of the discussion, the Board requested that when the project comes back to the Board for budget approval, that it receive further information about the parking alternatives and costs. Members also indicated a wish to see architectural renderings that would provide a better sense of the exterior materials. It was suggested that it would be helpful to view drawings that are close to what is proposed, but to also present some options. Several members expressed a preference for a "warm" exterior palette.

Moved by R. Chisholm, seconded by L. Irving:

**THAT the Board of Governors, on the recommendation of the Operations Committee, give approval to advance the LeMarchant Mixed-Use Facility project from the current design massing and Class D construction estimate, as presented, to complete a detailed building design and construction budget not to exceed \$48 million.**

**The motion CARRIED.**

## **7.3 Board Committees – Review of Terms of Reference**

L. Stordy introduced the proposed revisions to the terms of reference for the Investment and Operations Committee as a continuation of the review process initiated last year.

Moved by L. Stordy, seconded by R. Chisholm:

**THAT the Board of Governors, on the recommendation of the Governance and Nominating Committee, approve the amendment of the respective terms of reference for the Investment and Operating Committees as presented, such amendments to be effective as of November 30, 2010.**

**The motion CARRIED.**

## **8. Items for Presentation/Decision**

### **8.1 Student Satisfaction Survey Data**

B. Neuman, Vice-President Student Services, gave a presentation on recent student satisfaction survey data, highlighting areas where Dalhousie has demonstrated progress, areas identified for

improvement, and examples of the programs and services that have been, or will be, implemented to promote and strengthen a holistic student experience at Dalhousie. She noted in introducing the presentation that experience has shown that it is not one or two elements, but rather the accumulation of small moments, that create an outstanding student experience. Discussion following the presentation focused on the impact of an increasing international student population, not only in terms of the needs for appropriate levels of services and supports, but in terms of the threshold at which the character of the institution changes. T. Traves responded that there need to be more conversations on this point and it is something he intends to explore with some of the Deans in term of their current experience with larger numbers of international students. (It was noted that in the Faculties of Engineering, Computer Science and Management the entering class is approaching 30% international students). He noted that enrolment management, in this context, starts to mean looking at how you want to shape the entering class, as opposed to just getting bodies in seats. International student growth is critical to sustaining Dalhousie's enrolment levels, but significant growth will have a substantial impact on the institution.

### **8.3 Budget Advisory Committee – 2011-12 Budget Development Process/Future Capital Projects Financing Update**

K. Burt, on behalf of C. Watters, distributed a timeline for the 2011-12 budget development process and provided a brief update on the work of the Budget Advisory Committee (BAC). BAC has met four times to date and will be shortly releasing its Report XLIV for discussion and feedback.

The presentation and discussion of the Future Capital Projects Financing Update was deferred to the next meeting due to time constraints.

## **9. Items for Information**

### **9.1 Board Standing Committee Reports**

J. Spatz referred Board members to the written reports for the following committees: Governance and Nominating, Human Resources, Investment, Operations and Student Experience. There were no questions on the reports.

## **IN CAMERA SESSION**

The Board moved to an *in camera* session.

## **Adjournment**

The meeting adjourned at 6:15 p.m.