

Item: Board of Governors Minutes, June 2001

Call Number: Board of Governors fonds, UA-1 29.11 and 61.6

Additional Notes:

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**Board of Governors Meeting
Dalhousie University
Motions to be Proposed
June 26, 2001**

Be It Resolved:

Item #

- 5(a) (i) THAT the Board of Governors commit \$660,000 of available surplus funds to the 2000-2001 operating budget, and commit \$3,291,000 of pension surplus funds to the capital budget for the Arts and Social Sciences Building.
- 5(b) THAT, on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 2001.
- 5(c) THAT, on the recommendation of the Audit Committee, the Board of Governors approve the reappointment of KPMG Chartered Accountants as auditors of the University for the 2001-2002 year.
- 5(d) THAT, on the recommendation of the Operations Committee, the Board of Governors approve the 2001-2002 Operating Budget with revenues and expenses of \$171,266,000.
6. THAT, on the recommendation of the Operations Committee, the Board of Governors approve the University Naming Policy.
8. THAT, on a recommendation of the Senate, the Board of Governors approve the proposed modification of the Master of Nursing program.
9. THAT, on a recommendation of the Senate, the Board of Governors approve the proposal to establish a Law and Technology Institute.
10. THAT, on the recommendation of the Senate, the Board of Governors approve the amendments to the Senior Academic Appointments document.
11. THAT, on a recommendation of the Ombudsperson Advisory Committee, the Board approve the appointment of Ms. Ellaree Metz as Ombudsperson and Ms. Candice Smith as Assistant Ombudsperson.

12. (A) “Be it resolved THAT the Board of Governors revise by-law 7.1.1(b) by deleting the current words and substituting the following therefor:

“Standing Committees, being those Committees determined as Standing Committees by the Board from time to time, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chair and the majority of members of a Standing Committee must be Members of the Board unless otherwise determined by the Board;”

- (B) “Be it resolved THAT the Board of Governors revise by-law 7.1.1(c) by deleting the current words and substituting the following therefor:

“Special Committees, being those Committees appointed by the Board or Executive Committee for specific duties, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chair of the Committee must be a Member of the Board. Unless otherwise determined by the Board, all Committees of the Board which are not Standing Committees of the Board as determined by the Board pursuant to by-law 7.1.1(b) shall be considered to be Special Committees.”

- (C) “Be it resolved THAT the Board of Governors revise by-law 7.2.1 by deleting the current words and substituting the following therefor:

“The Executive Committee of the Board shall consist of not more than twelve Members of the Board, including the Chair of the Board, the Vice-Chair(s), the Honorary Treasurer, the Honorary Secretary, the President, the President of the Dalhousie Student Union, and the Chairs of the following Board committees: Academic Affairs, Operations, Staff Relations, Student Relations and Residence. Additional; Members can be added by the Board from time to time as needed.”

- (D) “Be it resolved THAT the Board of Governors revise by-law 7.2.3 by deleting the current words and substituting the following therefor:

“Regular meetings of the Executive Committee normally shall be held at such times as may be determined by the Steering Committee.”

13. THAT the Vice-President Academic and Provost be authorized to approve any part-time appointment to the academic staff provided the part-time appointee will be holding an appointment less than fifty percent (50%) and, once appointed, will either be in the CUPE bargaining unit or will be a non-DFA bargaining unit member or will be holding an adjunct appointment. All such appointments approved by the Vice-President Academic and Provost shall be reported to the Academic Affairs Committee. All other academic staff matters will be reviewed by the Academic Affairs Committee.
14. THAT the Board of Governors approve the names for the following mini-residences:
- 1416/1424 Henry Street be named Lyall House after William Lyall, Professor of Logic and Metaphysics,
 - 1411 Seymour Street be named De Mille House after James De Mille, Professor of History and Rhetoric, and
 - 1434/1444 Henry Street be named Colpitt House after Merle Colpitt, Instructor of Physics.
15. THAT the Board of Governors approve:
- the incorporation of a company with the name Global Information Networking Institute (GINI) or such other name as is approved for the company, and
 - Dalhousie University subscribe for 100 common shares of the company, and
 - The President or his designate be authorized to issue all instructions necessary to establish the company and appoint the Directors thereof.

**Report of the Nominating Committee
June 26, 2001**

7. THAT, based on a recommendation of the Nominating Committee, the Board of Governors approve the following appointments for the 2001/2002 year:

Steering Committee

Chair	Mr. James Cowan
Vice-Chair	Mr. Murray Coolican
Honorary Treasurer	Mr. John Risley
Honorary Secretary	Mr. Don Mills
Member at Large	Ms. Cathy MacNutt
Member at Large	Mr. Colin Latham

Committee Chairs

Academic Affairs	Dr. Alasdair Sinclair
Audit	Dr. Daurene Lewis
Investment	Mr. Peter Stuart
Operations	Mr. John Risley
Nominating	Mr. Allan Shaw
Staff Relations	Hon. Lorne Clarke
Student Relations & Residence	Mr. Gerald Clarke

THAT, based on a recommendation of the Nominating Committee, the Board of Governors approve the recommendation for the appointment of Dr. Jim Spatz by the Governor in Council for a three-year appointment to the Dalhousie University Board of Governors effective July 1, 2001.

THAT, at a future meeting, and based on a recommendation of the Nominating Committee, the Board of Governors approve the recommendation for the appointments of Mr. Bruce Towler and Mr. Jeff Woodbury by the Governor in Council for three-year appointments to the Dalhousie University Board of Governors.



Dalhousie University

Halifax, Nova Scotia
Canada B3H 4H6

**Board of Governors Meeting
Dalhousie University
Tuesday, June 26, 2001
University Hall, Macdonald Building**

Present were:

Mr. James Cowan, Q.C.

Chair

Mr. Wesley Campbell

Mr. Gerald Clarke

Hon. Lorne Clarke

Mr. Murray Coolican

Mr. David Craig

Dr. Lucy Ellen Canary

Dr. Daurene Lewis

Ms. Cathy MacNutt

Mr. Don Mills

Mr. Robert Radchuck

Mr. John Risley

Dr. Alasdair Sinclair

Dr. Colin Stuttard

Mr. Bruce Towler

Mr. Shawn Tracey

Dr. Tom Traves

President

Associate Board Members in attendance were: Hon. Allan Blakeney, Mr. Derek Brown, Ms. Cynthia Davis, Dr. Anne Archibald Fraser, Hon. T. Alex Hickman, Dr. Douglas Mackay, Senator Donald Oliver, Dr. James Palmer, and Mr. Bill Rand.

Also: Mr. Bryan Mason (Vice-President Finance & Administration), Mr. Eric McKee (Vice-President Student Services), Dr. Dale Godsoe (Vice-President External), Dr. Carl Breckenridge (Vice-President Research); Mr. Brian Crocker (University Secretary and Legal Counsel); Mr. Jacob Slonim (Dean, Computer Science); Mr. Brian Christie (Executive Director, Institutional Affairs); Mr. Scott James (Director, Annual Giving), Ms. Ann Janega (Director, Public Relations), Mr. Ian Nason (Director, Financial Services), Ms. Lynne Sheridan (Director, Alumni Affairs), Mr. Bill Straitton (Director, Capital Gifts), Ms. Charlotte Sutherland (Director, Gift Planning); Mr. Darrell Cochrane (Controller); Ms. Ann Vessey (Assoc. Director, Donor Relations); Mr. Peter Murchland (Manager, External Communications); Dr. Andrew Wainwright (DFA Observer); Mr. David Mulcaster (GINI); Mr. Doug Reid (KPMG); and Ms. Sharlene Drake (Secretary).

Regrets were received from: Ms. Elizabeth Beale, Ms. Karen Cramm, Mr. John Flemming, Mr. Rob Dexter, Mr. Chuck Freeman, Ms. Patricia Harris, Mr. Ben Isserlin, Mr. Colin Latham, Ms. Anne Petley-Jones, Dr. David Precious, Mr. Peter Stuart.

1. Approval of agenda

The proposed agenda was approved as presented.

2. Approval of minutes of the Board of Governors meeting of May 17, 2001

The minutes were approved with the following amendment: In Item #9, the word "Standing" be replaced with "Studies".

3. Report of the Chair

Mr. Cowan welcomed Associate Board members and on behalf of the Board, thanked retiring Members Karen Cramm, Rob Dexter, John Flemming, Patricia Harris, Phillip Saunders, and Colin Stuttard for their combined twenty-six years of service. He expressed special thanks to Colin Stuttard, who is concluding his second term as Chair of Senate, for his service to Dalhousie.

4. Report of the President

Dr. Traves also expressed his thanks to those Associate Board Members who were in attendance. He then provided a brief summary of Dalhousie initiatives over the past year and a forecast for the year ahead as outlined in his annual report to the Board, a copy of which is attached to these minutes. The President then reported on items included in the strategy report "Taking Stock" including research activities, enrolment management, campus renewal, Board governance, fundraising and external relations, and financial matters.

5. Financial Matters

(a) 2000 - 2001 Budget Report

Mr. Risley presented highlights from the budget and encouraged Board Members to read the report in its entirety. He thanked Mr. Bryan Mason and Mr. Ian Nason for presentation and preparation of the reports and also commended the University for its continued excellence in achieving thirteen years of balanced budgets.

(a)(i) Use of Pension Surplus Funds

Mr. Risley moved and Mr. Craig seconded a motion THAT the Board of Governors commit \$660,000 of available surplus funds to the 2000-2001 operating budget, and commit \$3,291,000 of pension surplus funds to the capital budget for the Arts and Social Sciences Building. The motion carried.

Dr. Stuttard then moved and Dr. Sinclair seconded a motion THAT the generous contribution by the University's employees of their pension funds for use in maintaining the operations of the University and in defraying some of the capital costs of the Faculty of Arts and Social Sciences Building is gratefully acknowledged. The motion carried.

(b) Audited financial statements for the year ending March 31, 2001

Following a brief review of the financial statements, Dr. Lewis moved and Mr. L. Clarke seconded a motion THAT, based on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 2001. The motion carried.

(c) Appointment of Auditors for the 2001/2002 fiscal year

Dr. Lewis moved and Mr. L. Clarke seconded a motion THAT, based on the recommendation of the Audit Committee, KPMG Chartered Accountants be reappointed as auditors of the University for the 2001 - 2002 year. The motion carried.

(d) 2001/2002 University Budget

Following a review of the proposed budget, Mr. Risley moved and Mr. Towler seconded a motion THAT, based on the recommendation of the Operations Committee, the Board of Governors approve the 2001 - 2002 Operating Budget with revenue and expenses of \$171,266,000. The motion carried.

6. University Naming Policy

Dr. Traves outlined the policy, following which he moved and Mr. Craig seconded a motion THAT, on the recommendation of the Operations Committee, the Board of Governors approve the University Naming Policy. The motion carried.

7. Report of the Nominating Committee

Following an introduction of the motions by Mr. Cowan on behalf of Mr. Shaw, Mr. Coolican moved and Mr. Radchuck seconded the motions THAT, based on a recommendation of the Nominating Committee, the Board of Governors approve the following appointments for the 2001/2002 year:

Steering Committee

Chair	Mr. James Cowan
Vice-Chair	Mr. Murray Coolican
Honorary Treasurer	Mr. John Risley
Honorary Secretary	Mr. Don Mills
Member at Large	Ms. Cathy MacNutt
Member at Large	Mr. Colin Latham

Committee Chairs

Academic Affairs	Dr. Alasdair Sinclair
Audit	Dr. Daurene Lewis
Investment	Mr. Peter Stuart
Operations	Mr. John Risley
Nominating	Mr. Allan Shaw
Staff Relations	Hon. Lorne Clarke
Student Relations & Residence	Mr. Gerald Clarke

THAT, based on a recommendation of the Nominating Committee, the Board of Governors approve the recommendation for the appointment of Dr. Jim Spatz by the Governor in Council for a three-year appointment to the Dalhousie University Board of Governors effective July 1, 2001. The motions carried.

Mr. Coolican also provided notice that he would recommend that at a future meeting, and based on a recommendation of the Nominating Committee, the Board of Governors approve the recommendation for the appointments of Mr. Bruce Towler and Mr. Jeff Woodbury by the Governor in Council for three-year appointments to the Dalhousie University Board of Governors.

8. Approval of Master of Nursing program

Dr. Stuttard moved and Dr. Traves seconded a motion THAT, on a recommendation of the Senate, the Board of Governors approve the proposed modification of the Master of Nursing program. The motion carried.

9. Approval of the Law and Technology Institute

Dr. Stuttard moved and Dr. Traves seconded a motion THAT, on a recommendation of the Senate, the Board of Governors approve the proposal to establish a Law and Technology Institute. The motion carried.

10. Senior Academic Appointments document

Following an explanation of the changes to the document, Dr. Traves moved and Dr. Stuttard seconded a motion THAT, on the recommendation of the Senate, the Board of Governors approve the amendments to the Senior Academic Appointments document. The motion carried.

11. Appointment of Ombudsperson and Assistant Ombudsperson

Mr. Tracey moved and Dr. Sinclair seconded a motion THAT, on a recommendation of the Ombudsperson Advisory Committee, the Board approve the appointment of Ms. Ellaree Metz as Ombudsperson and Ms. Candice Smith as Assistant Ombudsperson. The motion carried.

12. Amendments to the By-Laws

Based on the recommendations as accepted in the Report of the Ad Hoc Committee on Process and Structure, Mr. L. Clarke moved and Dr. Traves seconded the following motions:

(A) “Be it resolved THAT the Board of Governors revise by-law 7.1.1(b) by deleting the current words and substituting the following therefor:

“Standing Committees, being those Committees determined as Standing Committees by the Board from time to time, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chair and the majority of members of a Standing Committee must be Members of the Board unless otherwise determined by the Board;”

(B) “Be it resolved THAT the Board of Governors revise by-law 7.1.1(c) by deleting the current words and substituting the following therefor:

“Special Committees, being those Committees appointed by the Board or Executive Committee for specific duties, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chair of the Committee must be a Member of the Board. Unless otherwise determined by the Board, all Committees of the Board which are not Standing Committees of the Board as determined by the Board pursuant to by-law 7.1.1(b) shall be considered to be Special Committees.”

(C) “Be it resolved THAT the Board of Governors revise by-law 7.2.1 by deleting the current words and substituting the following therefor:

“The Executive Committee of the Board shall consist of not more than twelve Members of the Board, including the Chair of the Board, the Vice-Chair(s), the Honorary Treasurer, the Honorary Secretary, the President, the President of the Dalhousie Student Union, and the Chairs of the following Board committees: Academic Affairs, Operations, Staff Relations, Student Relations and Residence. Additional; Members can be added by the Board from time to time as needed.”

(D) “Be it resolved THAT the Board of Governors revise by-law 7.2.3 by deleting the current words and substituting the following therefor:

“Regular meetings of the Executive Committee normally shall be held at such times as may be determined by the Steering Committee.” The motions carried.

13. Approval of part-time appointments

Dr. Traves moved and Mr. Risley seconded a motion THAT the Vice-President Academic and Provost be authorized to approve any part-time appointment to the academic staff provided the part-time appointee will be holding an appointment less than fifty percent (50%) and, once appointed, will either be in the CUPE bargaining unit or will be a non-DFAs bargaining unit member or will be holding an adjunct appointment. All such appointments approved by the Vice-President Academic and Provost shall be reported to the Academic Affairs Committee. All other academic staff matters will be reviewed by the Academic Affairs Committee. The motion carried.

14. Naming of mini-residences

Dr. Traves moved and Dr. Sinclair seconded a motion THAT the Board of Governors approve the names for the following mini-residences:

- 1416/1424 Henry Street be named Lyall House after William Lyall,
- 1411 Seymour Street be named De Mille House after James De Mille, and
- 1434/1444 Henry Street be named Lawson House after George Lawson. The motion carried.

15. Creation of GINI Inc.

Following and introduction of the purpose and benefits of this company, Dr. Traves moved and Mr. Clarke seconded a motion THAT the Board of Governors approve:

- the incorporation of a company with the name Global Information Networking Institute (GINI) or such other name as is approved for the company, and
- Dalhousie University subscribe for 100 common shares of the company, and
- The President or his designate be authorized to issue all instructions necessary to establish the company and appoint the Directors thereof. the incorporation of a company with the name Global Information Networking Institute (GINI) or such other name as is approved for the company, and
- Dalhousie University subscribe for 100 common shares of the company, and
- The President or his designate be authorized to issue all instructions necessary to establish the company and appoint the Directors thereof. The motion carried.

16. Annual Reports of the Standing Committees

The annual reports were accepted as distributed.

Dr. Daurene Lewis noted the retirement of Mr. John Moore who had served as an external member of the Audit Committee for fifteen years and offered a special thank you for providing excellent volunteer service to the Board of Governors through this Committee.

17. Enrolment update

Mr. McKee provided a brief report on the status of the enrolment management policy and on progress being made under this policy. He indicated that by the fall a more complete policy will have been developed including capacity, quality, and ability to recruit students. He predicted a growth in enrolment based on marketing, recruitment efforts, increased spending on scholarships, and increased residence capacity.

18. External Relations update

Dr. Dale Godsoe provided a detailed report outlining the results achieved by the External Relations team over the past five years. She noted an upward trend in pledges and gifts to the Annual Fund. Dr. Godsoe thanked John Risley for his leadership with fund raising, Lorne Clarke for his support for the Annual Fund, and Associate Board Members who assist with events and fund raising across the country. She noted that Dalhousie has a tradition of very generous and committed donors, friends, alumni, and volunteers.

The Board then moved to an *In Camera* session at which time the sale of properties located at 1451 and 1461 Seymour Street, and 1456 and 1261 Henry Street was approved.

The Board also approved the appointment of Dr. Christopher Moore as Acting Dean, Faculty of Science for the period July 01, 2001 to June 30, 2002, and the reappointments of Dr. Lynn McIntyre as Dean of Health Professions for a six-month period effective July 01, 2001 and Professor Andrew Cochrane as Acting Dean, Henson College of Public Affairs and Continuing Education for a one-year period effective July 1, 2001.

Murray Coolican
Honorary Secretary

James Cowan
Chair



Dalhousie University

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**President, Dalhousie University
2000-2001 Annual Report**

June 26, 2001

Dalhousie University has tremendous momentum behind its current development trajectory, but it is important from time to time to review any long term strategy, assess its status and make necessary mid-term corrections. Over the past year, while we pressed forward with our plans aggressively, we also took time to stand back and consider how best to proceed in the future in a number of critical areas. These reviews covered our academic programs, our research agenda, recruitment and enrolment activities, the renewal of our campus infrastructure and the governance process through which the Board of Governors carries out its responsibilities. Before looking ahead, I will review each of these initiatives in light of the notable events of the last year.

A Successful Year

“Taking Stock”

In December, I asked each academic and administrative unit in the university to prepare a summary of the critical issues facing them, their strategic plan to address those issues, limitations on their ability to implement their strategy and suggestions about how other parts of the University could help them achieve their goals. The response to this request was very positive and we received, in the aggregate, a very comprehensive description of issues and proposals. Subsequently, I reported to the University community at large on the major items raised and discussed them in more detail with our Deans, the Senate and the Board. I also met Faculty representatives who wanted to pursue particular issues further. I have developed a limited list of priorities for further action and the vice-presidents are following up on these issues.

Research Activities

Under the welcome stimulus of new federal government research programs, we have developed a new research agenda to access many new resources. The Canada Research Chairs Program, in particular, required a detailed list of priorities which complemented and extended previous work we have done in response to the Canada Foundation for Innovation. We have already appointed several new CRC professors under our allocation and have submitted nominations for more in the most recent assessment. To date, most of our appointments have focused on retaining our most marketable faculty, but I expect to see new recruits featured more prominently in the future.

Overall, the level of research activity at Dalhousie continues to grow steadily, and to the extent that externally funded research grants and contracts stand as a rough guide to activity levels, I'm pleased that we earned a record \$77 million this past year. We also started to focus more actively on building our international research and education efforts. To that end we created Dalhousie University International Services (Middle East) and the Faculty of Medicine also created a new international liaison office. We will monitor the work of DUIS carefully in the coming year to ensure that there is a reasonable return on our financial contribution, but its initial prospects are encouraging.

Enrolment Management

At the start of this past year we were quite concerned about recent declines in our applications for admission. We initiated a series of marketing studies to determine our image and impact in the student market and followed up with a series of new plans to improve our effectiveness in attracting additional students. New funds were allocated to the Registrar's Office for recruitment, a marketing firm was hired to advise us and we ventured into new markets in Canada where we have only been a marginal presence in the past. The results look very promising. At this point in the summer our applications and offers of admission are up substantially over last year. Since many of these students come to us from outside the city and province, we moved to increase the availability of student housing on campus to buttress our admissions offers. This Winter, our project with Whitehall Developments commenced and we expect them to open a new residence on South Street this Fall. I will report on additional residence projects in the next section. These initiatives have lessened our anxiety about enrolment levels somewhat, but this issue still remains a major concern and we will continue to press ahead with aggressive new marketing ideas and recruitment programs to ensure that strong results continue.

Campus Renewal

In recent years we have spent a lot of time (and money) working out ways to improve our campus physical plant. Last year we opened new buildings on our Studley and Sexton campuses, and this Spring we completed work on our new building for the Faculty of Arts and Social Sciences. This project won the Lieutenant Governor's Award for Architecture. We also increased spending from our operating budget on deferred maintenance projects. The work of the Facilities Renewal Strategy Committee, which reported to the Board this year, provides an important context for all future work in this regard. I have already prepared an action plan that indicates how this plan will be implemented or addressed, which was shared with the Board this Spring. While we were very disappointed in the Provincial government's decision to eliminate all spending on university capital projects in this year's budget, we will continue our efforts to secure support for increased allocations in such a vital area from both the Province and the Federal government.

Board Governance

An ad hoc Board committee led by The Hon. Lorne Clarke reviewed the way the Board conducts its business. I participated actively in the work of this committee, drafting its final report, and we adopted a new approach to strategic issues management within the Board. We also successfully addressed longstanding student concerns relating to their participation in the work of the Board. The recommendations of the Committee were approved and will be implemented this Fall.

Fundraising and External Relations

As always, we continue our efforts to build strong relations with our alumni and community friends, and secure effective support from them for our projects. The University's Annual Campaign achieved its best results ever and we continue to attract major gifts for various initiatives. The Architecture campaign was well launched this year and Pharmacy completed a very successful effort to secure \$1 million for major lab and classroom renovations to support expanded enrolments. Our drive to secure funds for a new Management building also was launched and we have made reasonable progress, but there remains a lot to be done on this project. Finally, we reorganized our alumni association to create a new Faculty of Engineering branch. This was necessary in light of our decision to incorporate the former DalTech into our normal operating procedures and eliminate this campus identity. The new Engineering branch will appeal to all the graduates of Nova Scotia Tech, TUNS and Dalhousie for their ongoing support for the work of the Faculty.

Financial Results

We completed the 2000-01 fiscal year with a modest operating over-expenditure (\$660,000) as a result of unanticipated costs related to sharply rising oil costs, extra snow removal costs associated with a bad winter season and substantial legal costs to handle an unusual number of labour grievances and court cases. We have adjusted our budget plans for the 2001-2 fiscal year to handle these costs on an ongoing basis and we transferred pension surplus funds to match the 2000-01 over-spending, so we end the year, once again, with a balanced budget. Our efforts to juggle the financial pressures we face continue to be difficult given the Provincial government's unwillingness to meet real cost issues in their annual operating grant. This year we will also face substantial pressure on the cost side of our budget due to the expiration of two of our collective agreements and the need to make wage adjustments. Our finances are solid for the moment, but we will need to secure substantial increases in government support if we hope to carry forward our ambitious agenda.

The Year Ahead

Enrolment Management

This term is our sector's jargon for developing a recruitment strategy based upon good programs,

good administrative service and effective marketing. It is, therefore, potentially a powerful tool for institutional renewal with a focus that goes beyond simple recruitment techniques. The Vice-President Academic & Provost and the Vice-President Student Services head up a university-wide committee with a mandate to focus on these concerns. I am pleased with the progress they've made in their initial year and I look forward over the coming year to further results. To improve service to students we are consolidating and relocating the staff of the Vice-President Student Services into a more accessible location in the Killam Library. We also know already that we need to spend more on marketing efforts, so we have allocated additional funds to this purpose in our 2001-02 budget.

For some time now we have needed to add additional residence accommodation and we now have two projects under construction, one to open this Fall, the other in the Fall of 2002. We are also renovating the houses where a number of Arts and Social Sciences departments were housed and we plan to turn them into residence spaces this Fall. We are examining another major project that we could start when these are completed. For now, however, we face a very strong demand for residence places this Fall, so in response we have developed a plan to use the former nurses' residence at the old Halifax Infirmary site on Morris and Queen known as Gerard Hall. This will add another 200 beds to our housing stock and provide a much needed transition to the Howe Hall addition that will open next year. The Province has already leased this site to us for a nominal fee.

Finally, we have been approached by the Nova Scotia College of Art and Design with a proposal to transfer their small Planning Department to our Faculty of Architecture. This would add critical mass to our tiny Urban and Rural Planning program staff and create the capacity at Dalhousie to develop new program initiatives related to planning and/or urban studies for undergraduates. I hope to conclude these discussions shortly and will provide additional information as it becomes available.

The expected outcome of these initiatives, as well as many other activities sponsored at the Faculty level, will, I expect, be a gradual increase in our enrolment. I hope to see our numbers rise by 1500 to 2000 students over the next three or four years. We can sustain such development given our existing and anticipated capacity, and we require such growth to underwrite the costs of our academic and research endeavours.

Research Initiatives

This is a period of rapid expansion in the research capability present in Halifax and primarily based at Dalhousie. We have been very active developing effective institutional partnerships with other research institutes such as the Bedford Institute of Oceanography and the National Research Council. The successful establishment of Genome Atlantic with a \$10 million start up grant will cement some of these partnerships, as will the eventual development of the Life Sciences Development Association, which revolves around our Faculty of Medicine. These new developments, however, require additional research space at Dalhousie, an issue I will discuss

further below. For now, suffice it to say that our partner institutions, including the QEII and Capital Health District, as well as the IWK Health Centre, have been very helpful in providing research space for a number of exciting projects.

We have found it frustrating in recent years not to have matching funding available from the Province for our many successful Canada Foundation for Innovation projects. I'm delighted that the Province has now created the Nova Scotia Research and Innovation Trust, with what I hope will be only an initial endowment of \$15 million to address this shortfall. I will work with the government and other provincial universities this Fall to put the Trust into operation. We will also work actively to secure funding for a wide range of new initiatives from the Atlantic Investment Fund, which is finally operational.

For some time now, we have worked with the Association of Universities and Colleges of Canada to persuade the federal government of the need to cover the indirect costs of research. At present we receive over \$23 million from the national granting councils without any overhead support. We estimate such support to cost us at least 40 percent for every grant dollar. In light of recent comments about the government's new commitment to improve Canada's innovation capacity, we hope to see our campaign to secure such funding succeed. This will have a major impact on Dalhousie's financial position.

All of these efforts have put substantial pressure on the office of the Vice-President Research. It is our intention over the next few months to move the staff of the Lester Pearson International office, which is responsible for international grants and contracts into a common physical location with the Vice-President's staff and integrate the two operations to deal more effectively with the increased rate of grant and contract activity at Dalhousie.

Campus Renewal

The most visible manifestation of our recent progress has been the new construction projects on campus. We know, however, that we have a huge backlog of deferred maintenance projects to deal with and we have increased spending on this area by approximately \$1 million over the last two years. In part a new student fee will fund this expanded effort. We also will continue to press our case on the provincial government that it is simply irresponsible to allow the physical infrastructure of the province's universities to deteriorate further without any new capital spending.

Over the Summer months we have an ambitious construction schedule. A number of major renewal projects, such as the roof for the hockey rink and a major laboratory project in the Pharmacy Building, are already underway. The new residences are progressing. The final touches to the new Arts and Social Sciences building are being looked after. We also will decide shortly whether we have enough money and pledges in hand from our Architecture campaign to proceed this Summer with the completion of major interior space in their building. If not, we must move forward next Summer. I also hope to make substantial progress over the course of this year to

raising the funds necessary for our new Management building. This is a major university priority and will receive substantial attention from the Vice-President External and her staff, as well as my office.

Financial Issues

This is a perennial topic and my comments do not change much from year to year. We are underfunded vis a vis other universities and provincial university systems in Canada and we keep slipping further and further behind. We have made up our shortfall by raising tuition fees steadily and we will have to do so again in the future. As Nova Scotia begins to get its budget in order, the government will have to decide whether higher education is a priority vis a vis its economic, social and cultural goals. I will launch another initiative this year for a multi-year funding commitment from the Province. The last three-year plan (which took four years to implement!) was a major benefit to us from a planning perspective and I hope to see its renewal in the coming year.

Collective Bargaining

We have been in negotiations with the bargaining agent for our part-time faculty and teaching assistants, CUPE, for some time now and hope to secure a settlement in the near future. We also commence bargaining with the Dalhousie Faculty Association and the Nova Scotia Government Employees Union shortly. Needless to say, I hope to see these negotiations resolved effectively and to the mutual advantage of both parties in each case. The Board will be briefed on our progress as negotiations proceed.

CONCLUSION

This report marks the end of my first term as President of Dalhousie University. I am grateful for the opportunity to have served in this capacity and look forward eagerly to the next six years. We have made real progress on many issues since 1995, and I am deeply appreciative of the tremendous effort that so many contribute to Dalhousie's success. Looking back, enrolments have grown and many exciting academic initiatives have started, our research record has grown tremendously, our accumulated debt has been eliminated, campus renewal has started, our merger with TUNS has been successfully implemented, fund raising is at new historic levels and we have secured a greater public appreciation of what we contribute to our region through our efforts. Looking forward, I believe we have a renewed sense of purpose, an ambitious agenda and the confidence as a community we require to do great things here. It will be an exciting time for us all.

Tom Traves
President
June 26, 2001