

Item: Board of Governors Minutes, June 2003  
Call Number: UA-1 53.5

Additional Notes:

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Dalhousie University

Halifax, Nova Scotia  
Canada B3H 4H6

**Board of Governors Meeting  
Dalhousie University  
University Hall, Macdonald Building  
June 17, 2003**

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Participating were:

Mr. James Cowan Chair	Ms. Lynn Irving Dr. Lucy Ellen Canary
Ms. Elizabeth Beale	Dr. Daurene Lewis
Mr. Wesley Campbell	Ms. Cathy MacNutt
Mr. Gerald Clarke	Ms. Ann Petley-Jones
Hon. Lorne Clarke	Ms. Suzanne Rosson
Mr. Murray Coolican	Dr. Alasdair Sinclair
Ms. Johanne Galarneau	Mr. Peter Stuart
Dr. Richard Goldbloom Chancellor	Mr. Bruce Towler
Ms. Jillian Houlihan	Dr. Tom Traves President

Associate Board Members: Mr. Derek Brown, Ms. Cynthia Davis, Dr. Anne Archibald Fraser, Mr. Henry Hicks, and Dr. Douglas Mackay.

Regrets from: Mr. Ezra Edelstein, Dr. Mohamed El-Hawary, Mr. Colin Latham, Mr. Don Mills, Mr. Robert Radchuck, Mr. John Risley, Dr. Michael Shepherd, Dr. Jim Spatz, Ms. Nancy Tower, and Mr. Jeff Woodbury.

Also participating were: Dr. Carl Breckenridge (Vice-President Research), Dr. Dale Godsoe (Vice-President External), Mr. Bryan Mason (Vice-President Finance and Administration), Mr. Eric McKee (Vice-President Student Services), Dr. Sam Scully (Vice-President Academic and Provost); Ms. Karen Crombie (University Legal Counsel); Mr. Robert Carter (Director, Facilities Management), Ms. Ann Janega (Director, Public Relations), Mr. Ian Nason (Director, Financial Services); Mr. Darrell Cochrane (Controller, Financial Services); Ms. Mary Somers (Manager, Public Relations and Issues); Mr. Douglas Reid, KPMG; and Ms. Sharlene Drake (Secretary).

- 1. Approval of Proposed Agenda**  
The agenda was approved with the addition of the Report on Enrolment Planning and Management and Staff Matters.
- 2. Approval of minutes for the April 22, 2003 Board meeting**  
The minutes were approved as circulated.

**3. Report of the Chair**

Mr. Cowan welcomed the Associate Board Members to the meeting and thanked them for their continuing support of Dalhousie. He also thanked Ms. Ann Petley-Jones for her long service on the Board and for her continuing participation on the Advisory Board for the School of Business.

The Chair noted that Dr. Lucy Kanary had been elected president of the Alumni Association and Mr. Wes Campbell and Ms. Suzanne Rosson had been reelected by the Alumni Association for further three-year terms and welcomed their continuing contributions to the Board.

Mr. Cowan congratulated Dr. Dale Godsoe on receiving the Atlantic Canada Fund raising Executive of the Year Award from the Society of Fund Raising Executives.

**4. Report of the President**

Dr. Traves provided Board members with an overview of the 2002-2003 academic year and an update on prospects for the 2003-2004 year.

He noted that:

- enrolment was up last year by 8.2 per cent to 14,761 students.
- Dalhousie is working towards enhancing its academic strengths with the reorganization of the Centre for Teaching and Learning (formerly the Office of Instructional Development and Technology).
- there are plans for more balanced classroom scheduling to give students more choices in the courses they can schedule.
- there are large expenditure increases for several areas including student assistance, the libraries, classroom upgrades, support for new academic initiatives, and campus renewal.
- Dalhousie's research program continues to grow in strength.
- he was pleased to announce a \$2 million gift from David and Leslie Bissett of Calgary to support new Student Learning Centre.
- campus renewal continues with the opening of the Fountain Hall residence wing, renovations to the Faculty of Architecture and Planning building, opening of the Learning Commons in the Killam Library, major renovations to the Student Union Building, and construction of a new 500 bed student residence.
- negotiations have been completed with the Province for the transfer of ownership of Gerrard Hall and major upgrades to this building will improve its quality and boost capacity to 265 beds.
- plans for the new Faculty of Management project have been unveiled with a schedule for occupancy by September 2005.

**5. Report from the Dalhousie Student Union**

Ms. Galarneau reported on the following:

- the DSU hosted the Canadian Congress of Student Associations in May with over 350 delegates in attendance.
- a new DSU website is under development and expected to be in place by September.
- planning for Frosh Week continues.
- a post-secondary education awareness campaign for the provincial election has been developed in association with the Saint Mary's Student Association.
- research continues into issues of unmet need and parental contribution under the Canadian Student Loans Program.

**6. Financial Matters**

Ms. Beale presented highlights from the Annual Financial Report and noted that total revenues in all funds exceeded \$348 million, an increase of \$29 million from the previous year, with growth in all Funds, the largest in the Operating and Research Funds (\$18.9 million and \$7.3 million respectively). In the Operating Fund the major source of increased revenues were tuition fees and a first-time federal government transfer to assist with the indirect costs of research activities directly funded by federal agencies. In spite of a well-diversified asset mix strategy the investment returns for the previous year were a disappointing -11.1%. Having anticipated these results, endowment spending had been moderated and that will continue for 2003004 and beyond. The same investment losses have impacted the University's Pension Funds.

Dr. Lewis reported that the Audit Committee reviewed the Audited Financial Statements provided by KPMG and, following an explanation of the statements by Mr. Mason, Dr. Lewis moved and Mr. Towler 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, 2003. The motion carried.

Following review and discussion regarding the process of the selection of auditors for the University Dr. Lewis moved and Mr. Towler seconded a motion THAT in accordance with its terms of reference, the Audit Committee shall consider the appointment of the University auditor for the ensuing year. In recommending the auditor, the Committee shall conduct an evaluation of the incumbent firm based on the level and breadth of expertise of the audit firm, the level of service offered, the effectiveness of the audit services performed, competitiveness of fees and the auditor's experience in the University sector. Once the Audit Committee is satisfied that the incumbent meets the criteria, then the appointment of the audit firm shall be recommended to the Board of Governors. The motion carried

Dr. Lewis then moved and Dr. Kanary seconded a motion THAT, based 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 2003-04 year. The motion carried

Ms. Beale noted that the budget for 2003-04 represents the sixteenth consecutive year a balanced budget is being recommended to the Board for approval.

Ms. Beale moved and Ms. Petley-Jones seconded a motion THAT, based on the recommendation of the Operations Committee, the Board of Governors approve the 2003-04 Operating Budget with revenues and expenditures each of \$203,924,000. The motion carried.

#### 7. **Report of the Nominating Committee**

Mr. Towler moved and Dr. Sinclair seconded the following motions: THAT, based on the recommendation of the Nominating Committee, the Board of Governors approve the membership on the Standing Committees be approved as presented. (This document is attached.)

THAT, based on the recommendation of the Nominating Committee and the Alumni Association, the Board of Governors approve the appointment of Dr. Lucy Ellen Kanary for a one-year term effective July 1, 2003, and the reappointment of Mr. Wesley Campbell and Ms. Suzanne Rosson for three-year terms effective July 1, 2003.

THAT, based on a recommendation of the Nominating Committee, the Board of Governors approve the following appointments for the 2003/2004 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
Chair, Operations Committee	Dr. Jim Spatz

#### **Committee Chairs**

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

The motions carried.

**Appointment of Associate Board Member**

Ms. Beale moved and Mr. G. Clarke seconded a motion THAT, based on the recommendation of the Nominating Committee, Mr. Henry Hicks be appointed as Associate Member of the Board of Governors. The motion carried.

**8. Amalgamation of Henson College and Continuing Technical Education**

Dr. Scully explained that the Dean for the new College would assume responsibility for the overall promotion of continuing education at Dalhousie; for the external presentation of Dalhousie's continuing education programming; and a new council of continuing education be created which would have representation from all of the continuing education programs, to encourage exchange of information among the existing programs, and to promote joint programming by those separate endeavours. Dr. Traves then moved and Ms. Petley-Jones a motion THAT based on the approval of the Senate, the Board approve the amalgamation of Henson College and Continuing Technical Education and the new senior academic unit be called the Dalhousie University College of Continuing Education. The motion carried.

**9. Appointment of representative to the Halifax Student Housing Society Board**

Mr. Stewart moved and Mr. G. Clarke seconded a motion THAT Ms. Kathy Wheadon-Hore replace Mr. Pat MacIsaac as one of the representatives of the Board of Governors on the Board of the Halifax Student Housing Society. The motion carried.

**10. Appointment of a Trustee to the Dalhousie Retirees Fund**

Ms. MacNutt moved and Dr. Sinclair seconded a motion THAT Mr. Paul Huber be re-appointed as a Trustee of the Dalhousie Retirees Fund for a two-year term effective 01 July 2003. The motion carried.

**11. Annual Report of the Standing Committees**

The reports were accepted as presented.

**12. Annual Report - Department of External Relations**

Dr. Godsoe, Vice-President, External, reported on a successful year of fund raising. She noted that the fund-raising team raised more than \$20.4 million in pledges and gifts and that the annual fund recorded a record year in 2002 and raised \$1.7 million.

Four President's Circle Awards were presented by Dr. Traves to Doug Mackay, Derek and Margaret Brown, Cynthia Davis and Wes and Diane Campbell.

**13. Enrolment Planning and Management Report**

Dr. Scully presented the fourth Enrolment Management report dated May 28, 2003 and is available on the web site at [http://www.dal.ca/~sradmin/files/Enrolment\\_Report\\_4.pdf](http://www.dal.ca/~sradmin/files/Enrolment_Report_4.pdf).

**14. Pension Valuation Report**

The Pension Valuation Report was filed. It contains information reported by the University earlier regarding the pension fund. The fund has an unfunded liability of \$17 million. The University is putting in \$6 million this year to begin to meet the plan's ongoing funding requirements.

The meeting then moved to an *In Camera* session where Mr. Grant Wanzel was appointed as Dean of the Faculty of Architecture and Planning for a five year period effective July 1, 2003; Dr. David Schroeder was appointed Acting Dean of the Faculty of Arts and Social Sciences for a one year term effective July 1, 2003; Dr. Larry Maloney was appointed Associate Vice-President Academic for a five year period effective July 1, 2003; Mr. Andrew Cochrane was reappointed Acting Dean of Dalhousie University College of Continuing Education for a six month term effective July 1, 2003; and Dr. William Maes appointment as University Librarian be extended for a six month period effective July 1, 2003 to allow for completion of a review.

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Don Mills  
Honorary Secretary

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James Cowan  
Chair

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

## **The Year Ahead**

### **Strategic Objectives**

#### Strengthen Enrolment

- \* present enrolment plan for 2004-5 [improve Metro/NS results]
- \* align scholarship & bursary programs with recruitment goals
- \* roll out of integrated brand marketing project
- \* develop MOU re provincial operating grant and tuition fees
- \* enhance Continuing Education profile

#### Enhance Academic & Research Strengths

- \* develop Advancing Undergraduate Learning Initiative
- \* present library strategic plan
- \* initiate University-wide review of cooperative education programs
- \* coordinate major research applications
- \* develop focused research communities
- \* establish industrial liaison/commercialization outreach initiative
- \* promote renewal of NS Research and Innovation Trust funding
- \* strengthen community partnerships

#### Enrich Student Experience

- \* initiate Learning Connections project in Bissett Centre
- \* explore metro bus pass & service improvement
- \* establish new University fund raising priorities

#### Renew Human Resources

- \* articulate long term faculty recruitment plan
- \* complete CUPE negotiations (Fall-Spring)
- \* commence DFA negotiations (Spring)
- \* complete Dean of Medicine search
- \* review VP Research staffing needs
- \* improve campus communication efforts (internal & external)

#### Sustain Campus Renewal

- \* complete new residence project
- \* complete expanded parking facility project
- \* initiate Management Building construction
- \* develop residence renewal plan
- \* promote new Government facilities renewal support
- \* enhance neighbourhood relations program



## **BOARD OF GOVERNORS - DALHOUSIE UNIVERSITY**

### **Membership on Standing and Other Committees for 2003 - 2004**

#### **EXECUTIVE COMMITTEE**

Composition: Not less than ten members of the Board, including the Chair of the Board, the Vice-Chair(s), the Honorary Treasurer, the Honorary Secretary, the University President, the President of the Dalhousie Student Union, the Chairs of the following Board Committees: Academic Affairs, Operations, Staff Relations, and Student Relations and Residence. Additional members can be added from time to time as needed.

#### **Members:**

Mr. James S. Cowan, Q.C.	Chair of the Board
Mr. Murray Coolican	Vice-Chair of the Board
Mr. John Rislely	Honorary Treasurer
Mr. Don Mills	Honorary Secretary
Dr. Tom Traves	President and Vice-Chancellor
Ms. Johanne Galarneau	President, DSU
Dr. Jim Spatz	Chair, Operations Committee
Dr. Alasdair Sinclair	Chair, Academic Affairs Committee
Hon. Lorne Clarke	Chair, Staff Relations Committee
Mr. Gerald Clarke	Chair Student Relations and Residence Committee
Ms. Sharlene Drake	Secretary

#### **ACADEMIC AFFAIRS COMMITTEE**

Composition: Not less than six members of the Board, including the Chair of Senate, one elected faculty member of the Board, and one student member of the Board; Ex Officio are the Chair of the Board, the President of Dalhousie University (voting member), Vice-President Academic and Provost, Vice-President (Student Services) and the Vice-President (Research) (all non-voting).

Committee Chair	Dr. Alasdair Sinclair
Chair of Senate	Dr. Mohamed El-Hawary
Faculty Board Member	Dr. Sunny Marche
Student Board Member	Ms. Johanne Galarneau
	Dr. Lucy Ellen Kanary
	Mr. Don Mills
Ex Officio	Mr. James S. Cowan
	Dr. Tom Traves
Vice-President Academic & Provost	Dr. Sam Scully
Vice-President (Student Services)	Mr. Eric McKee
Vice-President (Research)	Dr. Carl Breckenridge
Secretary	Ms. Sharlene Drake

## AUDIT COMMITTEE

Composition: Not less than five members of the Board, at least one of whom shall be a Member nominated by the Senate pursuant to the Act; Ex Officio members are the Chair of the Board and the President of Dalhousie University.

Committee Chair	Dr. Daurene Lewis
Members	Mr. Robert Radchuck
	Mr. Wes Campbell
	Mr. Bruce Towler
	Ms. Jillian Houlihan
External Member	Mr. Peter Bryson
Faculty Board Member	Dr. Sunny Marche
Ex Officio	Mr. James Cowan
	Dr. Tom Traves
Senior Officer for Liaison	Mr. Bryan G. Mason
Secretary	Mr. Ian Nason (Director, Financial Services)

## INVESTMENT

Composition: Not less than three members of the Board; one nominee of Senate; one member not otherwise affiliated with the University; Ex Officio members are the Chair of the Board, the President of Dalhousie University, and the Vice-President (Finance and Administration). (Members of this Committee also serve as Trustees of the Dalhousie Pension Trust Fund and the Retirees' Trust Fund.)

Committee Chair	Mr. Peter Stuart
Members	Mr. Colin Latham
	Mr. Robert Radchuck
	Mr. Jeff Woodbury
Retiree - Trustee of RTF	Dr. Paul Huber
DFA Member & Trustee of RTF/PTF	Dr. Gregory Hebb
External Members	Mr. J. Robert Winters
	Mr. Donald Keith
	Mr. Jay Abbass
Senate Nominee	Dr. Iraj Fooladi
Ex Officio	Mr. James Cowan
	Dr. Tom Traves
	Mr. Bryan Mason
Secretary	Mr. Colin Spinney (Treasurer)
Staff Support	Mr. Ian Nason (Director, Financial Services)

### **NOMINATING COMMITTEE**

Composition: Not less than three members of the Board, the Chair of the Board, the Past Chair of the Board; Ex Officio member is the President of Dalhousie University or, in his/her absence, the Vice-President Academic and Provost.

Committee Chair	Mr. Allan Shaw
Members	Mr. James Cowan
	Mr. Murray Coolican
	Ms. Cathy MacNutt
	Mr. Don Mills
Ex Officio	Dr. Tom Traves
Secretary	Ms. Sharlene Drake

### **OPERATIONS COMMITTEE**

Composition: Not less than five members of the Board; the Chair of the Senate Physical Planning Committee, a member of the Senate Academic Priorities and Budget Committee, Ex Officio members are the Chair of the Board and the President or, in his/her absence, the Vice-President (Finance and Administration), and the Vice-President External as a non-voting participant..

Committee Chair	Dr. Jim Spatz
Vice-Chair	Ms. Elizabeth Beale
Members	Ms. Cathy MacNutt
	Mr. Ezra Edelstein
	Dr. Jim Spatz
	Ms. Johanne Galarneau
External Members	Mr. John Dow
	Mr. Greg Auld
	Ms. Michelle Awad
Senate Representatives	Dr. Richmond Campbell
	tbc
Ex Officio	Mr. James Cowan
	Dr. Tom Traves
Vice-President External	Dr. Dale Godsoe
Secretary	Mr. Ian Nason
Staff Support	Mr. Robert Carter

**STAFF RELATIONS COMMITTEE**

Composition: Not less than four members of the Board; Ex Officio members are the Chair of the Board, the President of Dalhousie University, the Vice-President Academic and Provost, and the Vice-President (Finance and Administration).

Committee Chair	Hon. Lorne Clarke
Members	-----
	Mr. Colin Latham
	Ms. Nancy Tower
Ex Officio	Mr. James Cowan
	Dr. Tom Traves
	Mr. Bryan Mason
External Member	Dr. Carmen Moir
Secretary	Mr. Michael Roughneen
Observer	Mr. Brian Crocker

**STUDENT RELATIONS AND RESIDENCE COMMITTEE**

Composition: Not less than five members of the Board, at least one of whom shall be a member nominated by Senate pursuant to the Act; Ex Officio are the Chair of the Board and the President of Dalhousie University or, in his/her absence, the Vice-President (Student Services).

Committee Chair	Mr. Gerald Clarke
Members	Mr. Ezra Edelstein
	Ms. Jillian Houlihan
	Dr. Lucy Canary
Senate Representative	Dr. Michael Shepherd
External Members	Mr. Neale Bennett
	Ms. Shona Kinley MacKeen
Ex Officio	Mr. James Cowan
	Dr. Tom Traves
Alternate	Mr. Eric McKee
Secretary	Mr. Terry Gallivan
Staff Support	Ms. Heather Sutherland

## **SPECIAL COMMITTEES OF THE BOARD OF GOVERNORS**

### **Governors' Awards Committee**

Composition: Not less than three Board Members, the President, and the Vice-President (Student Services).

Dr. Tom Traves  
Mr. Bruce Towler  
Ms. Suzanne Rosson  
Ms. Nancy Tower  
Mr. Eric McKee

## **BOARD REPRESENTATIVES ON UNIVERSITY AND OTHER COMMITTEES**

### **Advisory Committee on Athletics**

Composition: One representative of the Board of Governors appointed as Chair by the President of Dalhousie University and one representative of the Board of Governors appointed by the Board.

Ms. Judi Rice, Chair  
Mr. Gerald Clarke

### **Pension Advisory Committee**

Composition: Representatives of interested bargaining units (including two representatives of the Dalhousie Faculty Association) and representatives of the Board of Governors. The number of representatives named by the Board shall not exceed those named by the bargaining units. The Advisory Committee shall select its own Chair.

Board Representatives	Dr. Carmen Moir (external member) Mr. Robert Radchuck
Secretary	Mr. Leland Crowell

## **BOARD REPRESENTATIVES ON BOARDS OF OTHER INSTITUTIONS/ORGANIZATIONS**

### **Halifax Student Housing Society Board of Directors**

The Board of Governors of Dalhousie University appoints three members to the Society's Board of Directors.

Mr. Terry Gallivan  
Ms. Barbara Mealiea  
Ms. Kathy Wheadon-Hore



**Trustees - School of Business Trust Fund**

Six Trustees are appointed by the Board of Governors, each for a three-year term. Four Trustees shall be appointed from a list of members of the Business School Advisory Board as proposed by the Advisory Board; two Trustees shall be appointed by the Board of Governors from among the Members of the Board. The Chair of the Board or his/her delegate shall be entitled to notice of and to attend any meeting of the Trustees.

Trustees appointed from among members of the School of Business Advisory Board

Dr. Larry Doane, Chair

Dr. Fred Fountain

Mr. David Hennigar

Mr. Harry Mathers

Board members appointed as Trustees (2)