

Item: Board of Governors Minutes, December 1995
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MINUTES of a meeting of the Board of Governors held on December 12, 1995 at 4:00 p.m. in University Hall.

Present:

Mr. Allan C. Shaw
Chair

Mr. Peter Bryson

Mr. Gerald Clarke

Prof. Joan Conrod

Mr. James S. Cowan
Vice-Chairperson

Mr. David Cox

Mr. J. Dickson Crawford

Mr. Fred S. Fountain

Ms. Heather Gibson

Dr. Elaine Gordon

Mrs. Patricia Harris

Ms. Margaret Langley

Dr. Frank Lovely

Ms. Bernadette Macdonald

Mr. George MacDonald

Hon. Jacqueline Matheson

Mrs. Ann Petley-Jones
Vice-Chairperson

Mr. John C. Risley

Honorary Treasurer

Dr. Colin Stuttard

Dr. Tom Traves

President

Mrs. Carol Young

Honorary Secretary

Also present were: Dr. George Piercey (immediate past Chairperson, Board of Governors); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Dr. J. Andrew Wainwright (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Coordinator of Policy Development); Mr. Brian D. Christie (Executive Director, Office of Institutional Affairs); Mr. W. H. Lord (Director, Physical Plant & Planning); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Marian Gray (Acting Director, Alumni Affairs); Mr. William A. Straitton (Director, Capital Campaign); Ms. Mary Somers (Acting Manager, Public Relations); Professor Marlon Lewis (Department of Oceanography); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mrs. Josie Richard and Mr. Kenneth C. Rowe.

The Chairperson called the meeting to order at 4:10 p.m.

Approval of agenda

Board Members agreed to consider the Nominating Committee Report, which consisted largely of recommendations regarding Order in Council appointments, *In-Camera*, as the last item of business prior to the adjournment. No other changes were made to the agenda that had been distributed in advance of the meeting.

Minutes of the Board of Governors meeting of November 28, 1995

Dr. Stuttard observed that while, on page three of the Minutes, there is a reference to Dalhousie's School of Education having been closed, technically the School of Education is still open as closure would require a decision of Senate and such a decision has not been taken. With that clarification of the Minutes noted, and Dr. J. Andrew Wainwright's name being added to the list of those present, Board Members agreed to approve the Minutes as presented.

President's Report

A copy of the President's Report, which was distributed at the meeting, is attached to these Minutes. Beyond the information contained in his report, the President noted that we have just received notification from the Maritime Provinces Higher Education Commission that the joint proposal from Mount Saint Vincent University, Saint Mary's University and Dalhousie University for an inter-university Masters degree in Women's Studies has been approved which program will be funded out of existing resources.

He concluded by reporting that Dalhousie's 1995 United Way campaign goal of \$95,000 had already been surpassed and may reach as much as \$110,000 by the end of the campaign. He extended congratulations to all who were involved in this successful campaign and thanked everyone for their generous contributions to this worthwhile endeavour.

New Directions for Dalhousie

Dr. Traves introduced the topic "New Directions for Dalhousie" by commenting that he wants, as a semi-regular feature for Board meetings over the next little while, to bring to the attention of Board members some of Dalhousie's important developments and activities, particularly in the area of research.

He then profiled Dalhousie's research activities during which he noted we are all proud of the claim that Dalhousie is the leading research institution in Atlantic Canada. He stressed the need for us to contemplate how we justify that claim and suggested that within the University there are a number of ways we can do so. One important measure, he observed, is statistics about monies received for research activities and another is to measure outputs from the University to the community. He acknowledged that not all of the scholars in the University require substantial research funding particularly a lot of our distinguished scholars outside the natural and applied science areas. He remarked that research funding statistics provide an ongoing record and our efforts receive approbation in the larger academic community beyond Dalhousie.

Dr. Traves noted Dalhousie's impressive record accounts for 70% of the external research grants and contracts awarded in Nova Scotia. To put this in a slightly larger context he observed that Dalhousie receives grants more than twice that of the University of New Brunswick and a third larger than Memorial University. Moreover he noted that our record of achievement is a steady, solid one that is growing with our research grants up 75% and research contracts up 175% over the past ten years.

He explained the two-fold point of these research efforts as follows:

- 1) To maintain and enhance our capacity as a centre of research excellence. (Dalhousie has a reputation for being Eastern Canada's leading institution which rests in part on the quality of our programs and is also based on the range and excellence of our research activities which must, and do, meet the standards of the international market place of ideas.)
- 2) To contribute to Nova Scotia and Atlantic Canada's capacity to participate in the emerging knowledge economy. (We can no longer rely on traditional resources and skills. In the absence of a serious provincial research strategy, and in the absence of a large-scale private sector research base, the Universities - particularly Dalhousie - must play a key role in creating the research infrastructure Nova Scotia needs to be competitive internationally.)

He stressed that a key to all of this will be our capacity to link creatively with private sector interests, government agencies and other universities to establish productive partnerships and he noted we have a number of initiatives in various stages of development in this connection.

He commented that Dalhousie has maintained a small Technology Transfer Office for several years and suggested that it is vital that we expand this office and therefore we currently have submitted a couple of major proposals seeking external financial support from ACOA, and NSERC to significantly expand our efforts in this area. He commented that we have to knit together, focus, and showcase our efforts better and that, while we have a lot of individual projects, Dalhousie does not receive the recognition for the aggregated impact of these unique efforts because we do not have a team effort and a team image. He noted that he would be meeting on December 13 with an ad hoc group of experienced university researchers to talk about how we can establish a coherent regional development strategy at Dalhousie.

To begin the process of giving Board members an up-to-date appreciation of some of our research development efforts at Dalhousie he noted that he was delighted that Professor Marlon Lewis, one of our leading ocean studies scientists who is also one of Dalhousie's best illustrations of how university research can spin off into private sector development, would shortly give a brief presentation about his activities as President of

Satlantic Inc., a very successful research company that exemplifies what we mean by the knowledge economy. Before calling upon Professor Lewis, he informed the Board that a week ago we learned that Dalhousie has been awarded a \$1.4 million NSERC/Satlantic Industrial Chair in Environmental Observational Technology. He explained that, as its name implies, the funding for this Chair comes from a five year grant totalling \$800,000 from NSERC and a grant to Dalhousie from Satlantic Inc. of \$600,000 in cash and equipment and that these grants will enable Dalhousie to hire a leading research scholar, Dr. John Cullen, and to fund his research for the next five years.

Professor Lewis explained that Satlantic Inc., which has two divisions (Optical Systems and Information Systems) designs, develops and manufactures products and services in support of remote sensing of the oceans. He explained that his research is in the ocean realm and that he deals with the penetration of light in the ocean which involves both physical and biological oceanographic investigations which have received support in large measure from Environment Canada, NSERC, the Department of Fisheries & Oceans, and more significantly in recent years from NASA and the U.S. Office of Naval Research which has developed quite an intense interest in this field. He noted that Satlantic was formed in 1991 as spin-off from the Department of Oceanography.

In explaining the origins of Satlantic, Professor Lewis noted how they had recognized that there was a fairly strong international demand for optical sensors similar to what had been developed through research at Dalhousie and were motivated to establish the company because of insufficient research funds to support highly qualified personnel, the low national priority for support of university research, and the limited opportunity for rewarding merit in the university. He noted that Satlantic has experienced rapid growth in revenues (\$2 million in 1994) and currently employs 20 people and supports four additional positions in a Windsor machine shop. He noted that 65% of their sales are to the United States, Japan, Europe, South Asia and South Africa and Satlantic has strong joint efforts with other Nova Scotia companies. In terms of return benefits to Dalhousie Satlantic has provided approximately \$400,000 in research funds; its facilities and equipment are available to Dalhousie researchers; and Satlantic has committed to provide \$1 million to Dalhousie to support Industrial Research Chairs in Ocean Acoustics and in Environmental Technology. Professor Lewis concluded his presentation by observing that the local economy has benefitted, Satlantic has benefitted in terms of development of a high technology base in this particular field, and he looks forward to an ongoing close partnership between Dalhousie research programs and the activities of Satlantic.

A brief discussion followed with Professor Lewis responding to questions about what the stumbling blocks might be with respect to improving and increasing linkages such as Satlantic has with Dalhousie. He stressed the need for mechanisms being in place at the University to reward merit and the need to be able to show direct benefits back to Dalhousie as a result of such linkages.

Mr. Shaw, on behalf of the Board, congratulated Professor Lewis on the success of Satlantic and thanked him for his presentation to the Board. At this point Professor Lewis left the meeting.

Items for discussion

Rationalization

Mr. Shaw noted that Board members would have received the President's December 4 Metro Consortium update that advised the Dalhousie community that the Consortium Business Plan had been submitted to the Minister of Education and that subsequently the Metro Presidents held a press conference on the Consortium Plan. He also noted that the final version of the Business Plan along with a press release and executive summaries of two reports from the Nova Scotia Council on Higher Education had been distributed at the meeting.

Dr. Traves remarked that the Metro University Presidents had a brief meeting with the Minister when the Business Plan was submitted and that it is expected a response to the plan will be received by the end of the year.

BAC IX

Mr. Shaw commented that a draft copy of the ninth report of the Budget Advisory Committee had been pre-circulated and that the final version of the report had been distributed today.

Dr. Traves noted that it is customary for the Board to receive a plan on the future budget at roughly this time of year but the difficulty he found with that is it is too early as it will be some while before we know what level of government support we will receive. He observed that although we appreciate the cuts will be significant we do not have a clear sense of what the amount will be and the gap between the amount of the cut if the Consortium Business Plan is accepted versus the amount potentially involved if federal government cuts are passed on to the universities is such that developing a budget plan is more complicated than usual. He noted that we have tried to make the budget planning more open and to seek more informal feedback on preliminary thinking which approach has resulted in an easier exchange of information and debate.

Concern was expressed by Mr. MacDonald and Mr. Bryson about our ability to compete for students in the Law School because of higher tuition fees. Dr. Traves observed that, while this is a difficult issue that we are concerned about, nonetheless this past year despite a slight drop in application rates all places in the Law School were filled and the average grades of those entering the program went up. He acknowledged that the situation in the Law School, and indeed elsewhere in the University, will be closely monitored and should there be evidence that our ability to compete for students has declined adjustments would have to be made.

Mr. Mason observed that when you look at tuition fees across the country great care must be taken because of various incidental fees that some universities levy. For example at Dalhousie we take a portion of increased revenues from tuition fees for a Student Assistance Program whereas at the University of Western Ontario students are required to contribute to a Student Assistance Program and that amount is added to rather than included in the tuition fees. In response to an inquiry from Mrs. Harris, Mr. Mason indicated he would gather comparative information on incidental fees charged at other universities.

Mr. Cox urged that the current student member vacancy on the Budget Advisory Committee be filled quickly so that Committee could have the benefit of a student perspective.

Mrs. Harris referred to the recent Globe and Mail series on changes in universities and it was agreed it would be useful to have these articles sent to all Board members.

Professor Conrod commented that Senate had taken advantage of and welcomed the opportunity to participate in the budget planning process. She stressed that the proposed budget plan was a very early plan that would have to be revisited and that there is a need to ensure that the criteria for determining differential cuts to the teaching units is well discussed and understood.

Items for information

Capital Campaign update

Mr. Risley commented that there was little to report since his last update only two weeks ago, but he observed that the Globe and Mail articles referred to earlier by Mrs. Harris were very helpful in terms of fundraising as they highlight the level of activity across university campuses in the country causing people to reflect on their responsibilities to the university community.

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Adjournment

At 5:25 p.m. the Chair adjourned the meeting and requested that Board members remain for a brief In Camera session to receive the report and recommendations from the Nominating Committee regarding Order in Council appointments.

Carol D. Young
Honorary Secretary

Allan C. Shaw
Chairperson

Attachment : President's Report



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PRESIDENT'S REPORT

As members of the Board will have read, the Metro University Presidents presented the Consortium Business Plan to the Minister of Education and Culture on December 1, 1995. The Nova Scotia Council on Higher Education released its paper on restructuring the university system the same day. The latter document retains most of the features presented in the earlier draft circulated in the summer. It is our understanding that the Minister does not regard the two reports as inconsistent and he has indicated his intention to provide a response to the Consortium plan before the New Year.

I am very pleased to report that NSERC has approved the award to Dalhousie of the NSERC/Satlantic Industrial Research Chair in Environmental Observational Technology in cooperation with Satlantic Inc. NSERC will provide a grant of \$800,000 and Satlantic will donate \$616,000 in cash and equipment over the next five years to support the work of the new chaired professorship, which will be based in the Faculty of Science. I wish to congratulate Dean Kimmins, Professor Marlon Lewis, who is president of Satlantic Inc., and Dr. John Cullen, who will assume the Industrial Chair. I am also pleased to report that the Faculty of Science has two other industrial chair applications under consideration by NSERC at the moment.

In a similar vein, I am also very pleased that Dalhousie faculty fared well in recent research grant competitions held by NSERC and SSHRC. Under the NSERC collaborative grant competition, five of sixteen applications were successful. Our success rate of 31 per cent compared to a national rate of eighteen per cent. In the SSHRC standard research grant competition, twelve of our twenty-nine applications were funded, a success rate of 41 per cent compared to the national average of 26 per cent. I wish to congratulate all those who participated in these competitions.

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