

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

Additional Notes:

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BOARD OF GOVERNORS

**Approved Minutes of the Meeting (Open Session)
held on Monday, October 25, 2010 at 12:00 p.m.
Coburg Board Room, Mona Campbell Building**

MEMBERS PRESENT: Jim Spatz (Chair), Jay Abbass, Michelle Awad, John Baxter, Bill Black, Nancy Barkhouse, Robert Chisholm, Janet Conrad, Wadih Fares, Fred Fountain, Lloyd Fraser, Adam Harris, Lynn Irving, Nancy MacCready-Williams, Sarah MacDonald, Lawrence Stordy, Chris Saulnier, Chris Smith, Gail Tomblin Murphy, Tom Traves, Jim Wilson and Susan Brousseau (University Secretary)

REGRETS: Andrew Bennett, Joyce Carter, George McLellan, Stan Spavold, Carrie Dawson (DFA Observer) and Bonnie Neuman (Vice-President Student Services)

NON-MEMBERS: Ken Burt (Vice-President Finance and Administration), Martha Crago (Vice-President Research), Floyd Dykeman (Vice-President External), Jeff Lamb (Assistant Vice-President Facilities Management), Katherine Sheehan (Assistant Vice-President Human Resources), Larry Sherman (IBI Group), Carolyn Watters (Acting Vice-President Academic & Provost), and Katie Smith (Minute Taker)

1. Approval of the Agenda

Moved by M. Awad, seconded by J. Abbass:

THAT the agenda be approved as presented.

The motion CARRIED.

2. Consent Agenda

Moved by L. Stordy, seconded by W. Fares

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

The motion CARRIED.

2.1 Approval of Minutes of the Meeting of June 22, 2010

Motion: **THAT the minutes of the meeting held on June 22, 2010 be approved as circulated.**

Approved by *Consent*.

2.2 Appointment of Senate Representative to the Board

Motion: **THAT the Board of Governors, on the recommendation of the Governance Committee, approve the appointment of John Baxter to the Board of Governors of Dalhousie University for a term from October 25, 2010 to June 30, 2012, and to the Board Academic Affairs and Research Committee for a term from October 25, 2010 to June 30, 2011.**

Approved by Consent.

2.3 Appointment of Ombudsperson

Motion: THAT the Board of Governors approve the appointment of Ms. Nicole Adams as Ombudsperson for 2010-11.

Approved by Consent.

3. Business Arising from the Minutes

There were no matters arising from the Minutes.

4. Chair's Report

J. Spatz welcomed Dr. John Baxter as a new Board Member and reported the resignation of Board Member Jamie Baillie which was effective July 1, 2010. Dr. Spatz reported on the resolution approved by the Board Executive Committee in late June, following the annual meeting of the Board. The resolution approved is as follows:

BE IT RESOLVED THAT the Board of Governors ratify the Collective Agreement between the Dalhousie University Board of Governors and the Nova Scotia Union of Public and Private Employees (NSUPE) (Local 21) for the period July 1, 2008 to June 30, 2011.

5. President's Report

T. Traves reported on several items, including the following:

- The recent press coverage on the Campus Master Plan Framework report, noting that some media have focused on the \$600 million total cost of the Plan proposals. He emphasized that the Framework report is just that – a framework for future directions. It creates a vision of how the campus could develop and proposals as to how and where this might happen, but there is no certainty at this time that all projects proposed will ultimately go forward;
- A recent private meeting of Nova Scotia University Presidents with the provincial Minister of Education to discuss the upcoming negotiation of a new Memorandum of Understanding (MOU) and reactions to the recent O'Neill report. He reported that the meeting was very positive on both sides, with an opportunity to discuss issues and concerns, but there is nothing further to report at this time;
- The success of a number of recent events, including fall convocation, the Dalhousie annual dinner and the first meeting of the Dalhousie Advisory Council in Toronto on October 13th and 14th;
- The launch of the new website structure. The first phase of this process is complete and the second phase is underway;
- Two new appointments which will assist the University in moving forward on its alumni and public relations strategies. A new director for alumni engagement has been appointed and an

appointment for a new Assistant Vice-President of Communications and Marketing will be announced shortly;

Following this report, T. Traves presented a draft Dalhousie Strategic Scorecard that attempts to summarize significant issues for Dalhousie, its progress against its targets for the year, and a three-year planning horizon. The intent is to draw together key elements and targets for the University as it goes forward. He noted that the scorecard is a work in progress and has been developed by a task force within the senior administrative group that is continuing to look at methodology and what others are doing in this area. The Scorecard will be updated as changes occur and it is his intention to routinely bring it back to the Board. Dr. Traves reported that he has asked Deans and senior administrative leaders to also develop strategic plans and scorecards for their units; this will provide a framework for the University and its units to ensure overall alignment across the institution.

During discussion, several Board members voiced positive reaction to the introduction of the scorecard and the greater focus on alignment of measures that cascade down through the institution. The Balanced Scorecard Collaborative was suggested as being a potentially helpful resource as the University develops and refines this tool. Questions focused on the determination of certain indicators and whether others might also be useful (for example, whether the Student Rating of Instruction (SRI) data might replace the student satisfaction (teaching) measure at some point). T. Traves responded that the University currently tracks student satisfaction through a number of measures and that SRI data is part of this. He noted that this is a first presentation of the scorecard and that it is something that will need to be evaluated as the University develops more experience with it. He noted that he would welcome Board member feedback on the scorecard and the individual measures.

6. Dalhousie Student Union President's Report

C. Saulnier reported on several events, including a scheduled meeting of student representatives with IBI Group for a presentation and discussion on the Campus Master Plan Framework Report, the DSU's involvement with the recent Homecoming event and an upcoming meeting with the Human Resources Committee of the Legislature to provide feedback on the O'Neill Report. Mr. Saulnier and the DSU Vice-President Education will participate in this latter meeting.

7. Items for Decision

7.1 Ocean Excellence Centre (OEC) – Project & Budget Approval

R. Chisholm introduced this item and provided a brief overview of the proposed project. Ken Burt, Vice-President Finance and Administration, then spoke to the financing model as outlined in the materials distributed in the agenda package.

During discussion, it was noted in response to a question that the building of the OEC addition to the Life Sciences Centre (LSC) is consistent with the overall direction of the Campus Master Plan. It was also noted that Dalhousie committed to providing these facilities under the terms of the Canada Excellence Research Chair (CERC) in Ocean Science and Technology agreement that will bring Dr. Douglas Wallace and his research group to Dalhousie. **[Note: Ocean Excellence Centre is the temporary name currently used to identify this project]**

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

THAT the Board of Governors, on the recommendation of the Operations Committee, approve the Ocean Excellence Centre (OEC) project as presented, for a budget not to exceed \$20 million.

The motion CARRIED.

7.2 U-Pass Fee Increase Proposal

R. Chisholm advised the Board that Halifax Metro Transit has increased the unit price of U-Passes for 2010-11 from \$117.00 to \$134.00; however, this information was communicated to the University after student fees for 2010-11 were approved last spring. The total fee for the pass has been set at \$135.00, which includes the University's \$1.00 administrative fee; this administrative fee remains unchanged for 2010-11. K. Burt and Chris Saulnier, DSU President, provided additional information on the circumstances giving rise to this increase. Mr. Saulnier reported on the DSU's involvement in, and consideration of, this issue and noted that the DSU voted to support the proposal as being the fairest way to address the Metro Transit increase without burdening future students. He also noted the DSU's interest in having the University explore the possibility of a transit pass for students enrolled in the summer term.

Moved by R. Chisholm, seconded by M. Awad:

THAT the Board of Governors, on the recommendation of the Operations Committee, approve the 2010-11 U-Pass fee of \$135.00 for full time students, pro-rated to \$67.50 for the Winter Term.

The motion CARRIED.

8. Items for Presentation/Decision

8.1 Campus Master Plan – Final Report

K. Burt introduced the presentation, thanking the members of the Campus Master Plan Steering Committee and others who contributed enormously to this process over the past two years. He then invited Larry Sherman of IBI Group to present the Campus Master Plan Framework Plan.

Mr. Sherman briefed the Board on the Plan, highlighting the fact that it is intended to be very flexible and that it is, in essence, a vision statement for the University that serves as a guide for future development decisions with respect to the University's physical campus and facilities. He highlighted the policies supporting Dalhousie's future vision and the priorities for the three campuses. He also touched on the initial steps in implementing the Plan, including a public launch.

Questions and discussion following the presentation focused primarily on what the Board is actually being asked to approve and who "owns" the Plan in terms of ensuring that it is implemented and followed. T. Traves reiterated that the Campus Master Plan is a framework that creates a vision for how the Dalhousie campuses will unfold. Consequently, the Board is approving a set of possibilities as well as a framework in which these possibilities can be realized. He noted that approval does not commit the Board to any or all of the projects presented in the Plan; the specifics of individual projects will come forward for approval as circumstances and funding permit. In terms of ownership of the Plan, he noted that the document does suggest a process for decision-making. He suggested that immediate accountability rests in the first instance with the President, the Vice-President Finance and Administration and the Assistant Vice-President Facilities

Management, and that the Board undertakes a trusteeship role with respect to oversight in this area.

Other questions focused on whether the Plan addresses the issue of the style of architecture on campus, whether any buildings are impacted by historic buildings restrictions, and how the University intends to engage the Halifax Regional Municipality in discussions around certain proposals, including the University Avenue redevelopment. With respect to architectural styles, L. Sherman responded that this is discussed in an appendix pertaining to design and planning guidelines. He noted that each campus has a particular style, and architecture at each site should respond to the character of the current buildings. While there are zoning, height, and use restrictions that will need to be addressed for some projects, the University is not currently committed to having to keep any buildings under historic properties legislation.

Further discussion and questions centered on opportunities for athletic facilities on the three campuses and how these are addressed in the Master Plan. L. Sherman note that possibilities exist on all three campuses, both within buildings and in open green spaces.

Moved by R. Chisholm, seconded by M. Awad:

THAT the Board of Governors, on the recommendation of the Operations Committee, approve the Dalhousie University Campus Master Plan Framework Plan dated September 2010.

The motion CARRIED.

9. Items for Information

9.1 Board Standing Committee Reports

J. Spatz referred members to the reports of the following Board standing committees in the agenda package: Academic Affairs & Research (AA&R), Executive and Operations. B. Black provided a brief verbal report on the AA&R Committee and the issues it anticipates dealing with this year.

IN CAMERA SESSION

The Board moved to an *in camera* session.

Adjournment

The meeting adjourned at 3:00 p.m.