

Item: Board of Governors Minutes, May 1996  
Call Number: Board of Governors Fonds UA-1, 59.12

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AGENDA  
BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY  
May 14, 1996 (4:00 p.m.)  
University Hall, Macdonald Building

- 4:00 1. Welcome to Associate Board Members and new Student Representatives to the Board of Governors
2. Approval of Agenda
3. Approval of Minutes of April 16, 1996 Board of Governors meeting (enclosure)
4. President's Report (to be distributed at the meeting)
- 4:15 **Presentations**
5. Dr. Tom Traves : Nova Scotia Universities Economic Status
- 4:30 6. Dr. Deborah Hobson : Making Academic Progress Despite Financial Constraint
- 4:45 Discussion
- 4:55 **Item for decision**
7. Nominating Committee recommendation: Appointment of Alumni Association representatives to the Board of Governors for 1996-97 (Young)
- 5:00 **Item for discussion**
8. Final Report of the Monitoring Committee - Employee Morale (enclosure) (Moir)
- 5:30 **Items for information**
9. Update on Capital Campaign (enclosure) (Risley)
10. Audited Financial Statements of Pension and Retirees' Trust Funds and Report on the Actuarial Valuation of the Dalhousie University Staff Pension Plan as at June 30, 1995 (enclosure) (Mason)
11. Expansion of food services (enclosure) (Matheson/  
Risley)
- 6:00 12. Adjournment



Dalhousie University

Halifax, Nova Scotia  
Canada B3H 4H6

Minutes of a meeting of the Board of Governors held on May 14, 1996 at 4:00p.m. in University Hall.

Present:

Mr. Allan C. Shaw

Chairperson

Mr. Peter Bryson

Mr. Curtis Cartmill

Mr. Gerald Clarke

Professor Joan Conrod

Mr. James S. Cowan

Vice-Chairperson

Mr. J. Dickson Crawford

Mr. Fred S. Fountain

Dr. Elaine Gordon

Mrs. Patricia Harris

Ms. Margaret Langley

Dr. Frank Lovely

Ms. Bernadette Macdonald

Mr. George W. MacDonald

Mr. Brad MacKay

Mrs. Ann Petley-Jones

Vice-Chairperson

Mrs. Josie Richard

Mr. John C. Risley

Honorary Treasurer

Mrs. Patricia Roscoe

Mr. Kenneth C. Rowe

Dr. Colin Stuttard

Dr. Tom Traves

President

Mrs. Carol Young

Honorary Secretary

Also present were the following Associate Board Members: Dr. William A. Cochrane, Calgary; Mr. Peter Godsoe, Toronto; Mrs. Brenda McCarthy, Toronto; Mr. E. Neil McKelvey, Saint John; Senator Donald H. Oliver, Ottawa; and Mr. Howard J. G. Pye, Montreal.

Also present were: Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Coordinator, Policy Development); Mr. Peter A. Stuart (Senior Vice-President & Chief Investment Officer, Maritime Life Assurance Company); Dr. Carmen Moir (Chairperson, Monitoring Committee - Report of the Committee on Employee Morale); Mr. Michael Roughneen (Director, Personnel Services); Mrs. Charlotte Sutherland (Director, Development Office); Mr. W. H. Lord (Director, Physical Plant & Planning); Mr. William A. Straitton (Director, Capital Campaign); Mr. Brian D. Christie (Executive Director, Office of Institutional Affairs); Ms. Mary Somers (Acting Manager, Public Relations); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Sir Graham Day, Mr. John Killam and The Hon. Jacqueline Matheson.

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The Chairperson called the meeting to order at 4:05 p.m. at which time he welcomed and introduced the Associate Board Members who were in attendance, and encouraged their participation in the meeting. The Chairperson then introduced Mr. Cartmill and Mr. MacKay, newly elected Dalhousie Student Union representatives on the Board of Governors who were attending their first Board meeting.

### **Approval of Agenda**

Board members approved the agenda as distributed.

### **Approval of Minutes of April 16, 1996 Board of Governors Meeting**

Mrs. Richard moved and Mrs. Langley seconded a motion THAT the Minutes of the April 16, 1996 Board of Governors meeting be approved as distributed. The motion carried.

### **President's Report**

Dr. Traves added his words of welcome to Associate Board Members who were in attendance. The President's Report (copy attached) was distributed at the meeting. Dr. Traves then referred to various highlights of the Report which included information about planning for the amalgamation of TUNS with Dalhousie that is now underway as well as planning for the Metro Halifax Universities Consortium. He observed that a request for proposals to develop a common information management system to be shared by all the Consortium partners has been prepared, which system will be the backbone for the Consortium. In addition to recent awards and program reviews that are mentioned in the President's Report, to which he drew attention, Dr. Traves noted that we had today received notice that our PhD program in Clinical Psychology has been positively reviewed and certified for five years which is the longest certification period that is granted by either the American or the Canadian Psychology Associations. He then noted that for the third year in a row there would be two Dalhousie experiments going up with the space shuttle launch from Florida on May 19, 1996 and our faculty members are now in Florida working on preparations for the launch.

### **Presentations**

#### **Dr. Tom Traves : Nova Scotia Universities Economic Status**

Dr. Traves presented a comprehensive report on the economic status of Nova Scotia universities during which his remarks were accompanied by overheads, a copy of which are attached to these minutes. His presentation included information being conveyed on the economic impact (1993-1994) of Atlantic Universities which is \$1.9 billion with 16,618 people being directly employed and 19,110 indirectly employed. During that same period he noted that the economic impact of

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Nova Scotia Universities alone was \$865.7 million with University expenditures of \$416.2 million. Also included during the course of the presentation was information on the following:

- Unemployment rates by level of education which consistently reveal that unemployment rates for university graduates are approximately half of the national rate.
- Survey information about 1990 graduates from Statistics Canada comparing income two years after graduation from either university or from college which indicates that six times as many university graduates as community college graduates earn \$41,000.
- The distribution of research and development monies in the Atlantic Provinces and in Canada by the Federal Government, the Provincial Government, business enterprises, and universities/non-profit sector in 1993
- APEC (Atlantic Provinces Economic Council) "University-Industry Partnerships in Nova Scotia", 1995, report which indicated amounts of sponsored research by Atlantic Universities in 1993. Dr. Traves drew attention to the fact that Dalhousie's share of the Nova Scotia total was 70.5% and the Dalhousie/TUNS combined share represented 81.9%. He observed that in Nova Scotia, universities contribute significantly more - almost twice as much - to research and development than do businesses which illustrates the very real responsibility universities here have with respect to assisting with the participation of our citizens in the knowledge economy.
- The changing Federal Government expenditures per student from 1983-84 to 1993-94 in the Atlantic Provinces. He noted that in Nova Scotia the decrease was 41.4%, and during that same period the provincial operating grants for FTE (full-time equivalent) students decreased 22.2% in Nova Scotia.
- The impact of declining government grants to universities which over time shows they have come to play a smaller role in our total financing. In 1983-1984 provincial grants accounted for approximately 57% of Nova Scotia universities financing and by 1993-94 they had declined to 47%. For Dalhousie it is now down to less than 40%.
- The decline in government grants which has been partly offset by steadily rising tuition fees over the past decade, but despite these increases our total revenues from grants and fees are not keeping up with enrolment increases. The net result in Nova Scotia is a decline in total revenues per student of 11.7%. Dr. Traves observed that this decline in revenues per student could on the one hand reflect productivity gains, but, on the other hand, it could point to a decline in our capacity to provide a first-rate educational and research environment.
- Granting Council funding awards in the arts, sciences, and medicine from 1983-84 to 1993-94 which indicate that nationally 24.4% more monies were awarded, but Nova Scotia was awarded only 4.9% more during that period.

Dr. Traves concluded his presentation by remarking that Dalhousie has a very high quality of faculty, staff and students but the University needs more, not less, support if we are to be able to continue making a positive impact on the lives of our graduates and the fortunes of our region.

**Dr. Deborah Hobson : Making Academic Progress Despite Financial Constraint**

Dr. Hobson began her presentation by observing that since arriving at Dalhousie she has been struck by the realistic approach that the University has taken to the changing climate, particularly the strategic planning processes that have been employed to increase revenues to cope with reduced levels of government funding. She observed that virtually every unit of the University has been involved in some kind of strategic planning process to adjust to needing to do more with less. She cited the University's great success in receiving funding for Academic Chairs as an example of how we have added very prestigious faculty members without taking money out of operating budgets. She drew attention to the following externally funded Chairs that have been established: NSERC/Satlantic Industrial Research Chair in Ocean Acoustic Technology, NSERC/Satlantic Industrial Research Chair in Environmental Observation Technology, NSERC/3M Industrial Research Chair in Materials Science, and two further chairs that are under negotiation, namely the MT&T (Maritime Telephone & Telegraph Company Ltd.) Chair in Marketing Informatics, and the CSC (Correctional Services of Canada) Chair in Correctional Psychology. She also noted three additional Academic Chairs that have been funded from endowments, namely the James Robinson Johnston Chair in Black Canadian Studies, the Killam Chair in Ocean Studies and the Killam Chair in Materials Science.

She noted that the University has become very active in developing new student markets in Canada particularly through identifying niches in professional areas and developing programs that can be offered by distance education or at premium pricing that would be financially profitable. As well she observed that we are getting more and more into international marketing of programs and services, a spectacular example of which is the \$30 million Kuwait project mentioned earlier in the meeting during the President's Report. She noted and gave examples of various initiatives in New England, Malaysia, United Arab Emirates, Russia and Saudi Arabia. Additionally she noted the University's increasing involvement in a range of community partnerships such as the Adult Learning Assessment and Advising Centre, various Nursing initiatives, the Atlantic Clinical Trials Coalition, and Continuing Legal Education efforts.

Under strategic planning Dr. Hobson singled out the four faculties that received the largest budget reductions for 1994-97, namely Henson College, Management, Arts and Social Sciences, and Dentistry. She then commented on how they have responded to their budget reductions during which the following was noted. Henson College which, in addition to its 33.2% budget reduction for 1994-97, was given a mandate to become self-financing over the next five years is completely on track with that project. Management, with a 15.8% budget reduction, is moving towards a closer integration of its four schools so that it can deploy faculty members more efficiently and share courses where there are overlapping areas of interest. They are also tailoring their program offerings to meet the needs of the market place. The Faculty of Arts and Social Sciences, with a budget reduction of 14.8%, has had to rethink the way it delivers undergraduate education and it is developing a number of practical orientations to encourage students to seek an education with

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marketability. One example is the very popular computing course suited to the social sciences and humanities and, under discussion, are a Certificate in Microcomputing and a Certificate in Technical Writing programs. Dentistry, with a budget reduction of 10.6%, has just completed a very innovative strategic plan one component of which is premium pricing of programs to the international market. They are also planning to run a Dental Clinic in the summer and are developing plans for several summer institutes for dental educators.

A brief discussion followed the conclusion of these two presentations. Dr. Cochrane, in commenting on the issue of generating income with an increasing emphasis on the research and development side, suggested that Dalhousie needs to place more emphasis on industrial relationships as universities are not being utilized well enough by industry as we move into the 21st century.

Mr. Godsoe observed that he was struck by the fact that we receive such a small percentage of the total Granting Council funding and asked if that was a lobbying problem. Dr. Traves commented that with respect to the Granting Councils these are adjudicated, competitive research arrangements which are not, in all but rare instances, susceptible to political lobbying. He noted though that we must be watchful to see whether or not we do well when we are in a straight competition based on merit, and, if not, we have to look at the reasons for that. He also commented that we have to take into consideration the environment in which we are working and the support systems that are available to us. As an example he noted that the classic instance here is our Medical School which competes against four other Medical Schools across the country who have provincial funding agencies for medical research. He suggested that it is not surprising therefore that those schools do exceedingly well because they have the necessary start up funding to get their projects underway while our Medical School is disadvantaged because currently there is no provincial funding agency supporting them.

### **Item for decision**

#### **Nominating Committee Recommendation - Appointment of Alumni Association Representatives to the Board of Governors for 1996-97**

Mrs. Young reported on behalf of the Nominating Committee regarding the appointment of Alumni Association representatives to the Board. Prior to presenting the necessary motion she noted that the criteria for Board membership indicates that except for the President, and those who may be nominated by the Dalhousie Student Union or Senate, persons appointed to the Board shall not be principally employed by Dalhousie. She also noted that the approved composition of the Board includes the current President of the Alumni Association as one of the Alumni representatives to the Board, and she then explained that an unusual situation has arisen in that the incoming President of the Alumni Association, Dr Frank Lovely, is also a faculty member. She reported that the Nominating Committee had discussed the anomaly that this

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presents and was of the view that the importance of having the Dalhousie Alumni Association President on the Board of Governors should, in this instance, take precedence.

Mrs. Young moved and Mrs. Roscoe seconded a motion THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the appointments, effective July 1, 1996 of Dr. Frank Lovely and Dr. Elaine Gordon each for a one year term and Ms. Nancy Anderson and Ms. Diane Bell each for a three year term. The motion carried.

### **Item for discussion**

#### **Final Report of the Monitoring Committee - Employee Morale**

Mr. Shaw observed that the Final Report of the Monitoring Committee - Employee Morale had been pre-circulated to all Board Members. He then called upon Dr. Carmen Moir, Chair of the Monitoring Committee, who is also a former member of the Board of Governors, to comment on the Report.

Dr. Moir observed that most of the Board Members would know that the Employee Morale Committee Report came out in March of 1994 after two years in the planning and that it was followed by the response of Dr. Howard C. Clark, President at the time. He noted that both the report and the response had been fully discussed by the Board and that it now seemed only fitting to report on what the Monitoring Committee had discovered.

Dr. Moir then briefly highlighted a few crucial elements of the Monitoring Committee Report. He drew Board members' attention to the key attributes of well performing organizations and the core principles of the 1994 Employee Morale Committee Report which he suggested were well worth recalling. He then reminded Board Members of the crucial items that had been identified by the Staff Relations Committee as being required in the response to the Morale Report, namely distributed leadership and delegation; improved recognition and relationships; and careful use and allocation of resources. He explained the mandate of the Monitoring Committee which called upon it to monitor the implementation of those recommendations which President Clark had accepted; provide support and advice to those charged with implementation; and make recommendations on University-wide awards. He then commented briefly on the current state of morale and reviewed the conclusions reached by the Committee and its recommendations. He noted the Committee has now met with the President's Advisory Committee which is the group they recommended should assume on-going responsibility for initiatives to improve morale. He concluded by noting various recommendations regarding awards and recognition including the establishment of a University Community Award for which the Board of Governors should develop specific criteria, the nomination and the selection process. Dr. Hobson, as a member of the Monitoring Committee, acknowledged the indebtedness of the University to Dr. Moir for his leadership as Chair of the Monitoring Committee.



Mr. Clarke observed that he had noted a glaring absence of any emphasis on aboriginal or visible minority concerns. Dr. Traves explained that the University is regulated by the Federal Contractors' Program which requires us to create a work environment that is equitable and is a positive work environment for designated groups of employees. He noted that we have now gone through two reviews of our efforts in that regard most recently a year ago when we passed the review and were certified, and as an outgrowth of that we have now sanctioned an Employment Systems Review internally that will be launched shortly. He noted it will involve all members of the designated employee groups who will be invited to comment on the work environment and on the job functions they hold. He commented that this is clearly a matter that will get much more attention in the coming year.

### **Items for information**

#### **Update on Capital Campaign**

The Chairperson observed that information about the Capital Campaign had been pre-circulated and he then called upon Mr. Risley, Chair of the Capital Campaign to comment on campaign activity. Mr. Risley explained that in response to changing patterns of giving we are trying to generate support from individuals capable of making large gifts as that is what forms the foundation for a successful campaign these days. He stressed the importance of being able to reassure donors of large gifts that their contribution will make a significant and tangible difference, that the monies received will be well used, and that they indeed can feel that their contribution is worthwhile. He noted that the campaign group has developed an inventory of people capable of making the large gifts that are required for the campaign to meet its goal. He commented that we are now one-third of the way to reaching the overall goal of the campaign and he and the campaign staff have as a goal for year-end that they will have raised \$17.5 million. He indicated that he has become more and more convinced that the campaign goal is realistic and concluded by reporting that we had today received a very generous gift from the Canadian Imperial Bank of Commerce.

#### **Audited Financial Statements of Pension and Retirees' Trust Funds and Report on the Actuarial Valuation of the Dalhousie University Staff Pension Plan as at June 30, 1995**

The Chairperson noted that a self-explanatory memorandum from Mr. Mason had been pre-distributed to explain to Board Members that subsequent to the approval of the Audited Financial Statement of the Dalhousie Pension Trust Fund and Dalhousie Retirees' Trust Fund and receipt of the Report of the Actuarial Valuation of the Staff Pension Plan at June 30, 1995 the need for an adjustment to these Reports as a result of an allocation error was identified. It was noted that safeguards have now been put in place in an effort to ensure that this does not reoccur.

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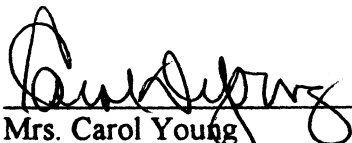
### **Expansion of food services**


A Report to the Board on the Food Services Development Plan had been pre-circulated. On behalf of the Buildings and Grounds Committee, Ms. Macdonald noted that the Buildings & Grounds Committee met on April 16 to review, and subsequently endorse, a comprehensive Food Services Development Plan. She commented that the plan includes an eighty seat restaurant with a Harvey's franchise on the east side of the Life Science Centre facing the Arts & Administration Building which would meet all the building and fire codes and would be fully accessible. She noted that it did not infringe on any of the academic space and that particular attention has been given to ensure that cooking fumes do not permeate the building or adjacent surroundings, and the signage will be discreet and tasteful.

On behalf of the Finance and Budget Committee, Mr. Risley noted that the committee has reviewed the financial arrangement of the plan and in anticipation of a good return on investment support the project. It was noted that the University will own the building and that there are no tax implications as long as the primary purpose of the facility is service to the University community.

### **Adjournment**

There being no further business, the meeting adjourned at 5:50 p.m.

  
\_\_\_\_\_  
Mrs. Carol Young  
Honorary Secretary

  
\_\_\_\_\_  
Mr. Allan C. Shaw  
Chairperson

Enclosures: 1) President's Report  
2) Copy of overheads from Nova Scotia Universities Economic Status  
Presentation