

Item: Board of Governors Minutes, February 2003  
Call Number: UA-1 53.4

Additional Notes:

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**Board of Governors Meeting  
Dalhousie University  
February 11, 2003**

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Participating were:

Mr. James Cowan Chair	Dr. Daurene Lewis
Ms. Kristen Brown	Ms. Cathy MacNutt
Mr. Wesley Campbell	Mr. Don Mills
Mr. Gerald Clarke	Ms. Ann Petley-Jones
Hon. Lorne Clarke	Ms. Suzanne Rosson
Mr. Murray Coolican	Dr. Michael Shepherd
Mr. Charles Freeman	Dr. Alasdair Sinclair
Ms. Johanne Galarneau	Mr. Peter Stuart
Ms. Lynn Irving	Mr. Bruce Towler
Dr. Lucy Ellen Kanary	Dr. Tom Traves President
Mr. Colin Latham	Mr. Jeff Woodbury

Regrets from: Ms. Elizabeth Beale, Dr. Mohamed El-Hawary, Dr. David Precious, Mr. Robert Radchuck, Mr. John Risley, Dr. Jim Spatz, and Ms. Nancy Tower.

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 (Acting University Legal Counsel); Mr. Brian Christie (Executive Director, Institutional Affairs); Ms. Ann Janega (Director, Public Relations), Mr. Ian Nason (Director, Financial Services), Ms. Lynne Sheridan (Director, Alumni Affairs); Ms. Mary Somers (Manager, Public Relations & Issues); and Ms. Sharlene Drake (Secretary).

**1. Approval of Proposed Agenda**

The agenda was approved with the addition of two items: proposal for new student residence project and the appointment of the Dean of Science.

**2. Approval of minutes for the November 19, 2002 Board meeting**

The minutes were approved as distributed.

**3. Report of the Chair**

Mr. Cowan congratulated: Daurene Lewis on her recent naming to the Order of Canada; Richard Goldbloom, Richard Wassersug, Ivar Mendez, Ford Doolittle, and Douglas MacLaren on being on of the inductees into the first-ever Discovery Awards for Science and Technology Hall of Fame for their contributions to the community through outstanding career achievements in science and technology and contributions to the community; and United Way co-chairs Patricia De Meo and Janice MacInnis and all of the volunteers and donors who pledged \$161,900 for this year's campaign.

**4. Report of the President**

Dr. Traves report on the following items:

- An international journal, *The Scientist*, recently published a survey which indicated that Dalhousie was first of all the universities outside of the United States and forth best in the world for post-doctoral fellows to work.
- One of the recommendations of the review committee for the reappointment of the Vice-President Academic and Provost was that, due to work-load demands, an Associate Vice-President be appointed.
- Dalhousie has launched a major project to look at the ways the University presents itself to both internal and external communities. A specialist firm, Educational Marketing Group, has been hired to assist with this project. EMG is seeking input from a wide variety of people and Board members are encouraged to participate in this process.

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

Johanne Galarneau reported that:

- elections are upcoming and she will introduce the new student representatives at the next meeting.
- Student Union building renovations are proceeding well and the bookstore recently reopened in the basement SUB.
- discussions continue with government regarding fees and a student loan remission program.

**6. Reports of the Standing Committees**

Reports from the following committees were distributed and are attached to these minutes:

- Academic Affairs Committee
- Investment Committee
- Operations Committee
- Faculty of Management Building Steering Committee

## 7. President's Strategic Focus

Dr. Traves introduced his President's Strategic Focus document which he indicated is based primarily on the findings of the two most recent Budget Advisory Committee reports which clearly outline the financial constraints the University finds itself in and the options open to it. The University must either cut costs drastically or increase revenues. One realistic option is to increase student enrolment and to increase revenue at a faster rate than rising costs. Dr. Traves indicated that, as a part of discussing this document, it is his intention to meet with every faculty and hold talks with business and government leaders. He said he hopes to bring the last draft of a strategic directions document to the June meeting of the Board of Governors.

The meeting then moved to an *In Camera* session where Professor Conrod presented BAC XXVI, Mr. McKee reported on the results of a student opinion survey, Mr. Mason presented an update on the Pension Fund, details of a property transaction were considered and approved, and Dr. Samuel Scully was reappointed as Vice-President Academic and Provost for a further term of five years effective July 1, 2003.

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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.

**Report of the  
Academic Affairs Committee  
to the  
Board of Governors  
Dalhousie University  
February 11, 2003**

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The Academic Affairs Committee met on November 28 and December 19, 2002, and January 16, 2003 at which time they approved the following:

- Routine Staff Matters which include the following appointments: new full and part-time, Professor Emeritus, post-retirement, Chairs, Directors, Killam Research Professorships, and extensions.

- The following new programs:

Bachelor of Science (Environmental Science), an interdisciplinary program developed in response to an increase in student interest in environmental science.

Bachelor of Community Design, a three-year program which will replace an undergraduate program previously offered by the Nova Scotia College of Art and Design, prior to the transfer of the NSCAD planning faculty to Dalhousie.

Alasdair Sinclair  
Chair



**Dalhousie University  
Investment Committee**

**REPORT TO THE BOARD OF GOVERNORS**

**11 February 2003**

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The Investment Committee met on 22 January to interview a shortlist of investment firms to manage a core portfolio of Canadian equities in the pension and endowment funds. The total amount of funds in the portfolio is approximately \$60 M. These funds previously were managed by UBS Global Asset Management (Canada) Co.

Following the interviews the Investment Committee selected Greystone Capital Management Inc. Founded in 1988, Greystone has over \$13 billion of assets under management. The firm's annualized returns over 4 years were 13.2% and over 10 years were 14.3% (versus the median return of 8.2% and 11.3% respectively and returns of 5.5% and 10.4% for the 4 and 10 year periods for the incumbent manager). The transition of assets from one manager to the other is well under way.

Peter Stuart, Chair



**Dalhousie University  
Operations Committee**

**REPORT TO THE BOARD OF GOVERNORS**

**11 February 2003**

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The Operations Committee met on 4 February and discussed the following:

- an analysis of 2001/02 Research Fund revenues and expenditures;
- an update on the pension plan deficit situation (which is on the Board's agenda today);
- the 2002/03 Operating Budget Update as of 31 December 2002, which showed that, prior to dealing with the pension situation, the University could have expected to end the year with a surplus of approximately \$5 million due to higher than budgeted enrolment levels. Once the pension problem is taken into account the projection is for a deficit at year end;
- longer-term budget prospects, based on BAC XXIV and XXV;
- BAC XXVI, a discussion paper on next year's operating budget. Even with a more aggressive approach to anticipated revenues (e.g. counting on enrolment growth of 750 students) a gap of between \$9 and \$11 million remains before any corrective measures are taken. Among the measures addressed in the report are a revised sharing of tuition revenues accruing from enrolment growth and of certain research overheads as well as general budget reductions and fee increases;
- a property exchange (which is on the Board's agenda today);
- an update on various capital projects, including planning currently underway for new residences and the structured approach being taken to deal with deferred maintenance; and
- a report on the status of fundraising initiatives this year.

John Risley, Chair



**Dalhousie University**  
**Faculty of Management Building Steering Committee**

**REPORT TO THE BOARD OF GOVERNORS**

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- The Committee met on 28 January to receive update reports from the architects (John K. Dobbs & Associates Inc. and Shore Tilbe Irwin and Partners) and from University staff.
- Three intense planning sessions were held in January involving the architects, faculty/staff/students from the Faculty of Management, and Facilities Management staff, and further sessions are planned.
- The architects plan to have completed their schematic design options for the building by early March, and the Steering Committee will meet again on 14 March to review the plans.
- The current schedule would see tenders close in late January 2004, with construction occurring between March 2004 and June 2005.
- The Steering Committee and the architects discussed the need to include at least one large classroom in the design to help meet anticipated enrolment growth in the Faculty and across the University. The objective is to incorporate a 400 seat classroom in the design.

Colin Latham  
Chair