

Item: Board of Governors Minutes, October 2004  
Call Number: Board of Governors Fonds UA-1

Additional Notes:

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**Board of Governors Meeting  
Dalhousie University  
October 19, 2004**

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Participating were:

Mr. James Cowan, Chair	Ms. Cathy MacNutt
Ms. Alison Archibald	Dr. Sunny Marche
Mr. Bill Black	Mr. Curtis McGrath
Mr. Wesley Campbell	Mr. Reg Milley
Hon. Lorne Clarke	Mr. Don Mills
Mr. Murray Coolican	Mr. Robert Radchuck
Mr. David Craig	Ms. Suzanne Rosson
Mr. Ezra Edelstein	Dr. Michael Shepherd
Dr. Mo El-Hawary	Dr. Alasdair Sinclair
Ms. Lynn Irving	Mr. Bruce Towler
Dr. Daurene Lewis	Dr. Tom Traves, President

Regrets from: Mr. Robert Chisholm, Mr. Jay Forbes, Dr. Richard Goldbloom

Also participating were: Dr. Carl Breckenridge (Vice-President Research), 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 Secretary and Legal Counsel); Mr. Ian Nason (Assistant Vice-President, Financial Services); Mr. Michael Roughneen (Assistant Vice-President, Personnel Services), Ms. Kim Thomson (Coordinator, Special Projects), Mr. Jim Vibert (Director, Communications and Marketing), and Ms. Gillian Wood (Director, Government Relations)

**1. Approval of Proposed Agenda**

The agenda was approved with the switch in order of items 11 and 12.

**2. Approval of minutes for the June 22, 2004 Board meeting**

The minutes were approved as presented.

**3. Report of the Chair**

Mr. Cowan welcomed Mr. Bill Black, Mr. Robert Chisholm and Mr. Reg Milley to the Board and announced that Ms. Jane Purves resigned from the Board due to potential conflict of interest resulting from her new appointment in the Premier's Office. Mr. Cowan congratulated the Dalhousie Student Union on exceeding their fundraising goal for Shinerama.

**4. Report of the President**

Dr. Traves welcomed members to the first meeting of the Board for this academic year and drew attention to the *Annual Report of the President and Vice-Presidents* included in the package of briefing materials.

Dr. Traves reported that significant progress is being made on strategic initiatives – enrolments are up; the quality of students is improving over already strong levels; university revenues are up and being invested in improved student services, student financial support, library collections, renovated labs and classrooms and improved competitive salaries. Campus environment improvements are ongoing as is renewal of faculty and staff personnel.

Dr. Traves drew attention to the *Faculty Recruitment Report* included in the package of briefing materials. He noted that over the past three years tenure-stream appointments total 203. This past year 93 per cent of new appointments were first choice candidates. The quality of appointments has a positive impact on research achievements.

Looking forward to the year's Board meetings, four themes have been identified that merit more focused discussion at the Board level: i) strategic focus and continued viability of the university's sustainability strategy; ii) quality of the student experience; iii) quality of academic and research programs; and iv) character of external relations and positioning strategies.

## 5. Report from the Dalhousie Student Union

Mr. McGrath reported that:

- § the DSU hosted orientation events in September for over 1,500 new-to-Dalhousie students and raised \$60,055.68 for cystic fibrosis research
- § the Canadian Alliance of Student Associations recently delivered its pre-budget submission to the House of Commons Finance Committee and will be meeting with federal government representatives in November to discuss priorities
- § the DSU recently hosted a meeting of the Alliance of Nova Scotia Student Associations (ANSSA) with MLA Danny Graham, MLA Howard Epstein, and MP Alexa McDonough and received commitments from them to raise questions and support debate at the provincial and federal levels on earmarked funding for post-secondary education
- § ANSSA representatives met recently with the Minister of Education and senior department officials to discuss the funding Memorandum of Understanding, earmarked federal funding and the student debt reduction program, among other key educational issues
- § DSU hosted an HRM election forum of the mayoral and peninsular Halifax district candidates
- § DSU has taken an active role in Dalhousie's Open House and continues to play an active role in community committee activities
- § pedestrian safety on University Avenue remains a high priority for the DSU

**6. Appointments to the Board of Directors of the Halifax Student Housing Society**

Mr. McKee reported that the Board of Governors has three appointees on the Board of the Halifax Student Housing Society which operates and manages Peter Green Hall, an apartment complex for Dalhousie students and their families. Dr. Traves moved and Dr. El-Hawary seconded a motion THAT Melissa Ferguson be appointed to replace Terry Gallivan on the Board of Directors of the Halifax Student Housing Society effective immediately, and Susan Zinck to replace Barbara Mealiea effective December 1, 2004. The motion carried.

**7. Board of Governors Committee Appointments**

A Committee Membership List for 2004-2005 was included with the Board's briefing materials. This list was comprised based upon members' preferences and the needs of committees. Board members were asked to review the list and contact the Chair if changes are desired. A final Membership List will be distributed in the near future.

**8. Enrolment Analysis**

Dr. Scully circulated and presented information on 2004-05 registration statistics by Faculty, enrolment by permanent residence, and the Association of Atlantic Universities 2004-2005 preliminary survey of enrolments.

Over the past two years, Dalhousie University has grown by almost 2,000 students. The 2004-05 target was an additional 600 students; however, actual growth equalled 317 students. This is indicative of enrolment declines in other Atlantic institutions, totalling an overall 10.3 per cent decline in first year student enrolment in the region. Ontario universities together also suffered a decline of approximately 10 per cent in first year student numbers over the previous "double-cohort" year.

In considering full-time enrolment, Dalhousie is up by 369 over the previous year, the total for Nova Scotia universities is up by 367. Dalhousie has also had continuing success both in the Metro and Nova Scotia markets.

The most problematic area was new from high school Ontario students which more than doubled from 2002 to 2003, but dropped by 392 from 2003 to 2004. It should be noted, however, that enrolment of new from high school Ontario students increased 25 per cent over two years ago. There is still significant growth potential in this market and the university has committed more resources

to this market in recruitment activities for next year. It should also be noted that over 92 per cent of students recruited from Ontario last year returned to Dalhousie this year.

This year, for the first time in many years, Dalhousie did not experience growth at the graduate level.

Budget repercussions from not meeting the growth target will be mitigated by the growth in number of students paying the regular program fees along with a decline in the number of students in the full-cost programs, the growth in summer enrolments, and growth in number of international students paying international differential fees.

Enrolment Management Report #7, which will discuss 2005-06 enrolment projections, will be presented at the November Board meeting.

## **9. Integrated Marketing Plan**

Mr. Vibert reported on the integrated marketing and branding initiatives underway at Dalhousie; the strategic goals of which are to extend and enhance the university's reputation, to recruit top students, to foster internal engagement, and to support the financial and other performance objectives of the university.

This new business model supports a coordinated and consistent marketing effort of the university as a whole as opposed to a product-driven marketing campaign. This approach will allow the university to position itself more clearly in the minds of various stakeholders and partners, and at the same time to achieve internal efficiencies and effective issues management.

*Dalhousie News*, an on-line newspaper, was launched one month ago, replacing the monthly paper-based model. Copy is refreshed on a daily basis and continues to reinforce Dalhousie's brand values or "guiding principles."

Work is also underway on the development of a strategy to reinforce the brand values so they become part of the Dalhousie culture and lead to the brand experience meeting the brand promise.

Other ongoing developments include communicating Dalhousie's research story and undertaking an audit of existing traditional print products with a view to streamline and consolidate to create efficiencies.

The next priorities for Communications and Marketing include a re-design, re-engineer, re-write, and re-structure of the navigation of the website which currently contains over 960,000 web pages – Dalhousie’s website is the primary information tool for potential students; building branding materials, beyond the recruitment suite, targeted at other important audiences; and identifying marketplace and reputational research requirements to help with decision-making.

**10. Financial Update**

Mr. Mason provided a financial update on the 2004-05 operating budget. Tuition revenue will be between \$100,000 – \$200,000 short of budget, which equals about 1/10 of 1 per cent of total revenue. The carry forward from the 2003-04 operating budget of \$1.3 million will assist in offsetting the shortfall.

**11. Construction Update**

Mr. Mason reported on recently completed and ongoing construction projects at Dalhousie University.

- Risley Hall, Dalhousie’s new 490-bed student residence, was completed on time and on budget and opened in September 2004.
- The Management Building project is approximately 4 weeks behind schedule; however, construction schedules are being reviewed to ensure opening in time for the fall 2005 term.
- A \$4 million upgrade of Howe Hall was completed in summer 2004.
- The Law School completed a \$1.7 million project to improve teaching facilities.
- Deferred maintenance and alterations and renovations work is ongoing.

A future major maintenance project currently under discussion involves increasing capacity of the heating plant and building in redundancy, likely requiring a \$5 to \$6 million investment. This will be further addressed at a future meeting of the Board.

**12. Sustaining Dalhousie’s Progress**

Dr. Traves reported that a senior administrators’ retreat, including Vice-Presidents and Deans, was held recently to address strategic issues. There was general consensus that more resources must be put toward the recruitment effort in order to increase enrolments; building analytical capacities to allow tracking of flow-through from year to year for predictive modelling of enrolments; broadening the base within which we recruit, including non-traditional markets and partnership building; integrated communications; fundraising capital campaign; and managing costs in academic units.

### 13. Open House Plans

Dr. Scully reported on Open House planning. Marketing materials and program elements were developed to reflect the Dalhousie brand and graphic identify. Audiences include not only prospective students and their parents within the HRM, but also beyond and into neighbouring provinces, and also community members. A Reach for Dalhousie competition is being held on the first day, with over 30 high schools already having registered teams. CBC will be hosting the semi-finals and finals of that event, and will also be broadcasting their mid-day show on Friday from Dalhousie. The Expo of Dalhousie programs is filled to capacity. A community breakfast is being held on Saturday morning.

The meeting then moved to an *In Camera* session where:

- the Board received an update on discussions between the universities and provincial government concerning the funding MOU;
- the Dalhousie Faculty Association agreement, July 1, 2004 to June 30, 2007, was ratified (Drs. Mo El-Hawary, Sunny Marche, Michael Shephard and Mr. Murray Coolican abstained; Mr. Don Mills voted against the motion);
- the Board received a presentation on the status of the Life Sciences Research Institute
- the Board appointed WHW Architects Inc. with Watson MacEwen Architects to complete the design development and construction documents phase of the LSRI building project (Mr. Wesley Campbell abstained); and
- as follow up to the last meeting of the Board, information was circulated regarding reporting to the Board on collective agreement settlement costs.

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Don Mills  
Honorary Secretary

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James Cowan  
Chair