

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

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for November 2004. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional materials for this year which have not yet been digitized can be found in the Dalhousie University Board of Governors fonds (UA-1) at the Dalhousie University Archives and Special Collections.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

**Board of Governors Meeting  
Dalhousie University  
November 23, 2004**

---

Participating were:

Mr. James Cowan, Chair	Dr. Sunny Marche
Ms. Alison Archibald	Mr. Reg Milley
Ms. Elizabeth Beale	Mr. Don Mills
Mr. Bill Black	Ms. Suzanne Rosson
Mr. Robert Chisholm	Dr. Michael Shepherd
Mr. David Craig	Dr. Alasdair Sinclair
Mr. Ezra Edelstein	Mr. Jim Spatz
Dr. Mo El-Hawary	Mr. Bruce Towler
Mr. Jay Forbes	Dr. Tom Traves, President
Ms. Lynn Irving	

Regrets from: Mr. Wesley Campbell, Hon. Lorne Clarke, Mr. Murray Coolican, Mr. Curtis McGrath, Mr. Robert Radchuck.

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 (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), and Ms. Gillian Wood (Director, Government Relations).

**1. Approval of Proposed Agenda**

The agenda was approved with item 11, Board Appointment Recommendation, to be addressed under item 6, Report from Standing Committees.

**2. Approval of minutes for the October 19, 2004 Board Meeting**

The minutes were approved as presented.

**3. Report of the Chair**

Mr. Cowan welcomed Mr. Robert Chisholm to his first meeting of the Board. Mr. Cowan also congratulated Dalhousie's 51 Canadian Interuniversity Sport Academic All-Canadians.

**4. Report of the President**

President Traves commented on the recently released Maclean's survey of Canadian universities. At the national level, Dalhousie's ranking has not changed. Maclean's rankings are most useful in giving comparative measures on single dimensions. Compared to other institutions in Nova Scotia, Dalhousie

continues to attract the best students in the region with the highest entering averages, and Dalhousie students lead the region in the number of national awards they win. Graduation and retention rates continue to be high, we attract large numbers of out-of-province and international students, and Dalhousie continues to maintain its position with regard to class sizes. Dr. Traves has struck a committee to look at ways institutional data is collected and reported to Maclean's.

Dr. Traves also reported that once again Dalhousie has received accolades from *The Scientist*, a leading U.S.-based magazine for life scientists. In its 2004 "Best Places to Work in Academia" poll, Dalhousie placed fourth in the world outside of the U.S. as the best place to work as a scientist.

## 5. Report from the Dalhousie Student Union

On behalf of Mr. McGrath who is in Ottawa, Mr. Edelstein reported that:

- § the DSU has taken steps to reduce exposure to risk in offering student society programming
- § Tiger Patrol has increased its capacity to service students by adding a second vehicle
- § a strategic plan for the DSU is being developed
- § President Traves is scheduled to attend the December 1 DSU meeting
- § Canadian Alliance of Student Associations' (CASA) representatives are meeting with senior bureaucrats in Ottawa on November 22-27 to discuss their pre-budget submission
- § Alliance of Nova Scotia Student Associations (ANSSA) recently adopted its first policy piece addressing the MOU between the government and universities on tuition and funding

A full report of recent DSU activities is included in the Board briefing package.

## 6. Report from Standing Committees

Mr. Sinclair, Chair of the Staff Relations Committee, reported that there are 151 Dalhousie faculty and staff impacted by an arbitration decision which requires that mandatory retirement for former faculty and staff of the Technical University of Nova Scotia be revoked pursuant to amendments to the Public Service Superannuation Act. In effect, this means that those employees may elect to retire at a time of their choosing.

A grievance by the DFA is underway which seeks to set aside the Board of Governors' resolution to revoke the administrative practice of permitting the withdrawal of twice the Member's contributions from the Pension Plan when a Member is otherwise entitled to a defined benefit pension.

The University has received its preliminary financial results from insurers for its insured benefits plans for the period September 1, 2003 to August 31, 2004.

Mr. Mason reported on behalf of Mr. Radchuk, Chair of the Investment Committee, that the Pension Trustees reviewed and approved the financial statements of the two pension funds for the year ended June 30, 2004. The extrapolated deficit of the plan as a whole as of June 30, 2004 was \$40.3 million, as compared to a \$17 million deficit at the June 2002 valuation. The next valuation must be completed by June 2005. The Trustees also received a status report on the asset/liability study being carried out by consultants on the two pension funds.

The Investment Committee reviewed and approved management's implementation plan for the new asset mix for endowments, which was approved by the Board in spring 2004.

The investment performance for all funds for the quarter ending September 30, 2004 was reviewed. For the year ending September 30, 2004, the funds all had first or second quartile performance.

Mr. Cowan reported on behalf of Allan Shaw, Chair of the Nominating Committee. Don Mills moved and Bill Black seconded a motion THAT, on recommendation of the Nominating Committee, the Board of Governors recommend to the Governor-in-Council the appointment of Mr. Jamie Baillie to the Dalhousie University Board of Governors for a three year term with effect from November 23, 2004. The motion carried.

#### **7. Pension Amendment**

Mr. Mason outlined a series of pension re-amendments, of previous Board approved amendments, required to ensure the Dalhousie plan complies with both federal and provincial legal and legislative requirements. All employee groups have agreed to the changes.

Tom Traves moved and Jay Forbes seconded a motion THAT the Board of Governors approve a series of amendments to the Dalhousie University Staff Pension Plan text, as outlined in the Board briefing note. The motion carried.

#### **8. Overview of University Finances**

Mr. Mason reported on the general financial picture of the university, the operating budget, the endowment funds, and the pension funds.

As of March 31, 2004, total revenue was \$377.3 million, an 8 per cent growth in total revenues over the previous year. The provincial operating grant continues to be the largest source of revenue at \$105 million, with the second and third largest sources being tuition revenues of \$77.9 million and other government grants and contracts related to research of \$55.5 million. As a percentage of total income, government grants and contracts have plummeted in the last decade, from 70 per cent in 1990-91 to 43 per cent in 2001-02.

Over the past 10 years, Dalhousie's operating, endowment, and ancillary funds grew by 60, 56, and 66 per cent respectively, and research funds more than doubled (103 per cent growth) over the same period.

Student assistance expenditures in 2003-04 for scholarships, bursaries, and student employment totalled \$34 million, \$11.4 million of which was funded by the operating budget, the balance from research, endowment, and ancillary funds.

"Unit budgets" is the single largest expenditure line of the operating budget, at \$175.9 million, 80 per cent of which goes to academic units (Faculties and libraries). Compensation comprises \$159 million of unit expenditures. Salary and benefit costs are predicted to increase by \$20 million over the next two years.

Although the university was 300 students short of its forecasted enrolment goals, a \$1.3 million accumulated carry forward will cover any funding shortfall; i.e., a balanced budget for 2004-05 is forecasted.

For the year ended December 31, 2003, Dalhousie University's endowment fund realized a 15 per cent return on investment, and over a 10 year period realized an annualized return of 9.5 per cent, placing it fourth in the country among comparator universities. Endowment expenditures in 2003-04 totalled \$14.9 million.

Investment returns in pension funds over the last four years was 16.5 per cent. The plan's Actuary assumes a return of 7.5 per cent each and every year; therefore, the plan should have been ahead by 30 per cent over the four years. The pension deficit continues to be a major issue for the university.

**9. BAC Report XXX**

Dr. Scully reported on BAC XXX regarding international differential fees. Dalhousie has over 1,300 international students (8.5 per cent of the total student body) from 150 different countries. The BAC report sets out the history and background of international students at Dalhousie; describes the demography of the student body; looks at factors affecting international student enrolment, both internal to Dal and beyond; identifies the importance of international students to Dalhousie; addresses international student support; provides comparative information regionally, nationally, and internationally; presents the university's current fiscal realities; and sets out three scenarios to allow Dalhousie to begin to address the lack of government funding to support student growth in the international student body.

BAC recognizes that there may be strategic expenditures the university might want to undertake in response to various pressures brought by international students on campus, and suggests that a strategic enrolment goal in this area may require a strategic investment in targeted student services.

Dal's practice has been to maintain a single differential fee for all students regardless of program or program level. BAC suggests sustaining and retaining this model. BAC also sets out three scenarios, assuming a graduated introduction of a new fee level spread over a 3 year period, with full implementation in 2007-08. Input is being sought from the university community, with recommendations to go forward to the President early in 2005.

**10.a. Academic Quality Assurance Practices at Dalhousie University**

Dr. Scully presented a taxonomy of activities pertaining to academic quality assurance practices at Dalhousie University, including both internal and external measures. An assessment is underway regarding whether the academic quality assurance programs are accomplishing what they need to, or if changes are required.

**10.b. Research Opportunities and Challenges**

Dr. Breckenridge reported on research opportunities and challenges at Dalhousie. He reviewed funding statistics, presented new and developing initiatives, and provided an update on key ongoing projects.

Dalhousie experienced substantial growth in research grants and contracts over the last four years; however, clinical trial income has continuously decreased over the same period. Total funding in research for 2003-04 was \$94 million, up from \$65 million four years ago.

Tri-Council funding has substantially increased over the past few years from the Canadian Institutes in Health Research (CIHR), but there has been very little change in support from NSRC and SSHRC. Dalhousie receives almost as much funding from the Tri-Council as all other Atlantic universities combined, and compares reasonably well with comparable universities across Canada. However, when comparing total research funding to the institution, Dalhousie is 25-30 per cent lower than all other comparable institutions (with the exception of MUN), likely due to differences in the number of university-private sector/industry partnerships and the level of provincially-funded research.

Dalhousie will undertake a revitalization of its own technology transfer activities in the next three years. As part of the Atlantic Research Commercialization Network (ARCN), a body designed to co-ordinate and jumpstart technology transfer activities in all Atlantic universities and supported by funding from ACOA Nova Scotia, a new office of Industry Liaison and Innovation has been established at Dalhousie to promote industry liaison and to facilitate technology transfer and commercialization of research. In addition, funding from NRC's Industrial Research Assistance Program is supporting industry liaison and facilitating relationship building between industries and researchers.

A sampling of recent areas of research emphasis, accomplishments and new opportunities at Dalhousie include:

- Energy at Dalhousie, a multi-disciplinary initiative broadly covering the energy sector, and building partnerships with the private sector, government, and other institutions in the region.
- Genome Atlantic, which recently received \$12 million, resulting in major research initiatives and recruitment of five new faculty members.
- New initiatives in health research, specifically population and public health being undertaken by Drs. Renée Lyons and Judy Guernsey in cooperation with Atlantic partners; research in vaccinology by Dr. Scott Halperin; and a drug discovery initiative lead by Drs. Don Weaver and Chris McMaster.
- "Metropolis," a multi-university study devoted to immigration issues.
- Institute on Research in Materials which, under the leadership of Dr. Mary Anne White, has created \$11 million worth of "topnotch facilities and equipment," attracted bright new faculty members with 70 to 80 Dal faculty currently engaged in its activities, and is engaged in industry collaboration across the region.

#### **10.c. Academic Staffing Profile**

Due to lack of time, this item was deferred to a future meeting.

The meeting then moved to an *In Camera* session where Dr. Traves updated the Board on the MOU negotiations for a multi-year funding arrangement between the universities and the N.S. provincial government; and Dr. Bonnie Neuman was appointed as Vice-President Student Services, with effect July 5, 2005.

---

Don Mills  
Honorary Secretary

---

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.