

Item: Board of Governors Minutes, June 1998

Call Number: Board of Governors Fonds UA-1, BOG 160 September 1998

Additional Notes:

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Minutes of the Board of Governors meeting held on June 16, 1998 at 4:00 p.m. in University Hall,
Macdonald Building.

Present were:

Mr. Allan Shaw
Chair

Dr. Tom Traves
President

Ms. Nancy Anderson

Ms. Diane Bell

Mr. Level Chan

Mr. Ted Chiasson

Mr. Gerald Clarke

Mr. Murray Coolican
Hon. Secretary

Ms. Karen Cramm

Dr. Andrew Eisenhauer

Mr. Fred Fountain

Ms. Patricia Harris

Dr. Daurene Lewis

Mr. George MacDaonld

Ms. Jacqueline Matheson

Ms. Marie Mullally

Mr. Andrew Philopoulos

Mr. John Risley

Hon. Treasurer

Ms. Patricia Roscoe

Prof. Phillip Saunders

Mr. Peter Stuart

Dr. Colin Stuttard

Also, present were: Mr. Peter Chow, Ms. Cynthia Davis, The Hon. T. Alex Hickman, Dr. Douglas Mackay, and Senator Donald Oliver (Associate Board Members); Dr. Dale Godsoe (Vice-President, External), Dr. Warwick Kimmins (Vice-President, Academic & Research, Acting), Mr. Bryan Mason (Vice-President, Finance & Administration), Mr. Eric McKee (Vice-President, Student Services); Dr. Robert Fournier (Associate Vice-President, Research & International Relations); Mr. Brian Crocker (University Secretary & Legal Counsel); Dr. Ismet Ugursal (President, Dalhousie Faculty Association); Ms. Shawna Burgess (Director of Annual Giving, Acting), Mr. Brian Christie (Executive Director, Institutional Affairs), Ms. Mary Ann Daye (Associate Director, Capital Ideas Campaign), Ms. Michelle Gallant (Director, Public Relations), Mr. W.H. Lord (Director, Facilities Management), Mr. Ian Nason (Director, Financial Services), Mr. William Straitton (Director, Capital Ideas Campaign), Ms. Charlotte Sutherland (Director, Planned Giving); Mr. Stan Dalrymple (Manager, Budgets & Financial Analysis), Ms. Mary Somers (Communications Manager - Public Relations & Issues); and Ms. Sharlene Drake (Secretary).

Regrets were received from: Mr. James Cowan, Dr. Ivan Duvar, Mr. John Flemming, Ms. Bernadette Macdonald, Dr. John O'Brien, Ms. Ann Petley-Jones and Mr. Kenneth Rowe.

The Chair called the meeting to order at 4:10 p.m.

1. Approval of proposed Agenda

Mr. Shaw sought and received approval for the proposed agenda with the following change: the addition of Staff Matters to be considered at an *In Camera* session at the conclusion of the discussion of other business. Board Members concurred.

2. Approval of minutes of May 12, 1998

The minutes were approved as distributed.

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3. Report of the Chair

Mr. Shaw welcomed Associate Board Members - Mr. Peter Chow (Hong Kong), Ms. Cynthia Davis (Halifax), The Hon. T. Alex Hickman (St. John's), Dr. Doug Mackay (Toronto), and Senator Donald Oliver (Ottawa), and thanked them for joining Board Members at this meeting and for their continuing support for Dalhousie.

Mr. Shaw noted that this would be the last Board meeting for several Members - Marie Mullally, Jacqueline Matheson, Bernadette Macdonald and Kenneth Rowe. Mr. Shaw also noted that it was a transitional meeting for the Board Members representing DalTech and expressed the hope that they remain in place during the period of transition.

As President of the Alumni Association, Marie Mullally joined the Board in 1997. During her term on the Board, Ms. Mullally had served on the Development Committee, the Student Relations & Residence Committee, and the Governors Awards Committee. Mr. Shaw thanked Marie for all she has contributed to the Board and for her support for Dalhousie.

Jacqueline Matheson has been a Member of the Board of Governors since 1989 when she was appointed by the Governor in Council. Since joining the Board, Ms. Matheson has served on the President's Council, the Buildings & Grounds Committee, as Chair of the Buildings & Grounds Committee from 1994 to 1997, and as Chair of the Audit Committee since 1997. Mr. Shaw reported that the Board of Governors is fortunate that Ms. Matheson has agreed to accept an appointment as an Associate Board Member but that Board Members would miss her regular presence at the Board Meetings but look forward to her attendance at Annual Meeting next year.

Mr. Shaw noted that it was unfortunate that Bernadette Macdonald and Kenneth Rowe were unable to attend the meeting today but wanted to comment on their contributions in absentia.

Ms. Macdonald joined the Board in 1986 as a representative of the Alumni Association and during her term on the Board has served on the Alumni & Community relations Committee, Nominating Committee, Relations With Other Institutions Committee, Ad Hoc Advisory Committee on DFA Negotiations, Staff Relations Committee, Public Relations Committee, Development Committee, Honorary Degrees Committee, Building & Grounds Committee, and also serves on the Computer Science Building Operations Committee. Bernadette has, during this period, also served as the President of the Alumni Association. Mr. Shaw noted that this represents a fantastic record and that her presence will be missed.

Ken Rowe first appointed to the Board in 1992 by the Governor in Council. While on the Board, Mr. Rowe has served on the Audit Committee, and the committee to review the size and composition of the Board. Mr. Rowe also serves on the School of Business Advisory Board. Fortunately, Mr. Rowe has agreed to remain on the School of Business Advisory Board so his wisdom and guidance will not be lost to the University.

On behalf of the Board, Mr. Shaw thanked each of the retiring Board Members for their support. He stated that the University would lose much without the knowledge and expertise of volunteers and we remain grateful. Mr. Shaw hoped that the University could count on the guidance and support of these retiring Members in future. He then presented Ms. Matheson and Ms. Mullally with copies of *The Lives of Dalhousie University - Volume II* by Peter Waite in appreciation for their service to Dalhousie.

Mr. Shaw then announced that he was delighted to announce that Dr. Colin Stuttard has been reappointed as Chair of Senate for a second term from July 1, 1998 to June 30, 2001.

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Presentation by Shell Canada

Mr. Shaw introduced special guests, Mr. Scott McDonald, Manager, Royalties & Commercial Agreements and Mr. Peter Penstone, District Manager, Commercial Network Sales from Shell Canada.

Shell has renewed their commitment to Dalhousie by making a very generous gift through the Capital Ideas Campaign in a new area for Dalhousie, a new program in Petroleum Engineering at DalTech.

Mr. McDonald, on behalf of Shell, presented a cheque for \$250,000 to Dalhousie as part of Shell's commitment to education. He reported that in 1997, Shell donated over \$1 million Canada-wide to education initiatives. The investment at Dalhousie in the new Centre of Advanced Technical Education & Research in Petroleum at DalTech, with an objective to facilitate continuing education and state of the art research into regional petroleum engineering, will set the stage for improved competitiveness in the global marketplace for graduates and for Nova Scotia. Because of Shell's involvement in the Sable Offshore Energy project and other east coast exploration projects, they recognized the need for skills, equipment, and courses necessary to support and build a sustainable infrastructure and industry in Nova Scotia. Mr. McDonald expressed his pride in the investment that Shell has made to education in this province and Shell Canada hopes that its contribution at DalTech will help it grow to meet the needs of students, the province, and industry in years to come.

Dr. Traves thanked Mr. McDonald and Mr. Penstone and noted that this was the first major contribution to the university's long-term goal to see a major development in our capacity to do oil and gas research at DalTech. The University has an evolving plan to create a research centre, to create new degree programs, and to develop a major specialization where substantial expertise already exists. Additional resources are required to build capacity for the University and the region in this field and the contribution from Shell will assist greatly with this plan. Dr. Traves presented a gift to the Shell representatives.

Report of the President

Dr. Traves outlined that he intended to give an overview on events from the past year. He began by thanking Board Members for their continued counsel, support, and the extraordinarily active participation in the life of the University. Board Members make a significant impact on the life of the University through participation in meetings and events and discussions. He also welcomed Associate Board Members - true friends of Dalhousie and thanked them for their support and interest in the University.

Dr. Traves reported that this had been both an exciting and a challenging year in many respects. The challenges included the fifteenth annual budget cut, the seventh year where salaries were frozen due to provincial Wage Restraint Legislation, and a complicated process of collective bargaining which unfortunately led to a brief faculty strike. More positively, the strike was resolved with a four-year agreement, a first-ever agreement was ratified with part-time faculty and teaching assistants, the tenth consecutive balanced budget was posted, we have continued to pay down the debt to the point where it is no longer a major concern for the institution, and have successfully persuaded the provincial government that the university system was underfunded and required an infusion of support. The University welcomed the recent announcement of an increase in grants to universities - the first in many years. Academically, this year has been a great success with externally funded research up 22% to over \$50 million, nine externally sponsored

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research chairs have been and have nine more chairs are ready to fill. This adds strength to the University and represents new areas of initiative in the areas which are being developed. Enrolments were up slightly and this year's numbers are expected to match last years levels, despite falling enrolments across the country.

The Law School won a prestigious prize from the American Trial Lawyers Association for excellence in advocacy education, the first Canadian Law School ever to win this award. The Medical School finally persuaded the provincial government to establish a Health Research Foundation, which eventually will provide \$5 million annually for research support. The Faculty of Management continued to introduce innovative new programs in partnership with private sector supporters and enrolments grew accordingly. The Faculty of Arts also introduced new programs and enjoyed a very large increase in enrolments. The Faculty of Science attracted several new externally sponsored research chairs and continued its prestigious record as the third most successful Science faculty in attracting research funding on a per capita basis. The Faculty of Health Professions was very active in introducing significant distance education programs in Nursing, Occupational Therapy, and Social Work. The Faculty of Engineering attracted a new research chair, increased research funding and saw its enrolments rise in our first post-amalgamation year. The Faculty of Architecture was very active in community development projects around the province. The Faculty of Dentistry played a lead role in sponsoring a new biomedical engineering initiative in partnership with Medicine, Engineering, & Science, which attracted substantial external sponsorship from the Whitaker Foundation. The Faculty of Computer Science completed its first year in existence as a new faculty by attracting increased enrolments and a \$10.9 million grant from the federal - provincial Economic Development Agreement to launch new research and development initiatives in partnership with the private sector. Finally, Henson College continued on its steady march towards self-sufficiency reaching the point where all direct university subsidies will be withdrawn from its continuing education programs. DalTech's continuing education program operates on a similar cost-recovery basis and both units provide valuable access programs to Dalhousie for a wide range of community partners.

Finally, Dr. Traves reported that construction has commenced on the new Computer Science building on University Avenue, the new Engineering facility in Morris Street will be constructed this summer and the ground breaking ceremony for the Arts & Social Sciences building on University Avenue will take place this fall. These buildings serve as a striking symbol of Dalhousie's energy and commitment to innovation and development.

Dr. Traves reported that after serving three years as President, he looked back on this period with great pride in the accomplishments of his colleagues on faculty and staff and on the outstanding achievements of the students who are attracted to Dalhousie from across the country and around the world.

Appointment of Ombud and Assistant Ombud

Ms. Roscoe moved and Ms. Anderson seconded a motion THAT the Board of Governors approve the appointment of Ms. Mary Hamblin as Ombud and Ms. Fatina Elkurdi as Assistant Ombud for 1998/99. The motion carried.

Proposed Amendment (P6-01.97) to the Staff Pension Plan

Mr. Mason reported that the Board had previously approved an agreement between the University and the employee groups to share in the surplus which had built up in the Pension Plan. Approximately 30% of the

surplus had been devoted to reducing the monthly contributions required by the plan members. A similar amount is being used to reduce the University's contribution to the plan and it is that money that has in turn been used to pay down the debt. The remaining 40% is being used to provide new benefits within the plan. This represents the latest in a series of these amendments and has been ratified by all employee groups. Ms. Anderson moved and Mr. Clarke seconded the motion which is attached to these minutes. The motion carried.

Mandate of the Development Committee

In Ms. Petley-Jones' absence, Dr. Godsoe noted that the substantive changes proposed to the mandate of the Development Committee are the expansion of the role of the Committee to that of providing advice on strategic positioning and the image of the University in support of specific fundraising initiatives and to clarify that Development Committee Members act as ambassadors for the University. The recommended changes to the composition of the Development Committee have been approved and recommended by the Development Committee. The revised composition will include not less than five members of the Board, two of whom shall be the Chair of Senate and the President of the Alumni Association; ex officio members are the Chair of the Board, the President or in his/her absence, the Vice-President (Academic & Research), the Vice-President (External) who will serve as the Secretary, the Director of Alumni Affairs, and a member of the Development Office staff who will provide staff support, with the power to add members from the community at large as deemed necessary. Mr. Chan moved and Mr. Coolican seconded a motion THAT, based on the recommendation of the Development Committee, the Board of Governors approve the revised membership and mandate as presented. The motion carried.

Financial Matters

1997-98 Budget Report

Mr. Risley noted that the report is an extremely comprehensive report. He highlighted various points of interest, and encouraged Board Members to carefully review the document and complimented Mr. Mason and his staff for the excellent job they did in preparing this report.

Audited Financial Statement for the year ending March 31, 1998

Ms. Matheson noted that this year's statements are in the new format for not for profit organizations which has been adopted by the University and there are three major changes from the previous statements: capital assets are now being depreciated on a straight line basis over the useful life of the assets, restricted revenues are reported as deferred contributions until they have an offsetting expense recorded, and the statements now have a consolidated view of operations where they were previously shown on a fund account basis.

Ms. Matheson moved and Ms. Cramm seconded a motion THAT, based on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 1998. The motion carried.

Appointment of Auditors for 1998/99 fiscal year

Ms. Matheson moved and Ms. Bell seconded a motion THAT KPMG Chartered Accountants be reappointed as auditors of the University for the 1998/99 year with a nominal increase in the base audit fee. The motion carried.

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1998/99 University Budget

Mr. Risley noted that, based on the new funding package that was recently accounted by the provincial government for post-secondary institutions, \$2.5 million was added as our share of this allocation to revenues, resulting in a balanced budget for 1998/99. Other assumptions were that tuition fees will be impacted by the recently announced increase of 5% to 7% and enrolments will remain on par with 1997/98. On the expense side, the numbers include the recently ratified collective agreements and anticipates the ratification with other bargaining units. The other major assumption includes a 1.25% across the board budget reduction. Mr. Risley reported that the ability to project a balanced budget is a major component in the University's ability to maintain its image as a financially responsible and capable institution. Mr. Risley moved and Ms. Roscoe seconded a motion THAT, based on the recommendation of the Operations Committee, the Board of Governors approve the 1998-99 Operating Budget with revenues and expenses of \$146,678,000. The motion carried.

Report of the Nominating Committee

In the absence of Mr. Cowan, Dr. Traves introduced the recommendations of the Nominating Committee. Dr. Traves moved and Ms. Mullally seconded a motion THAT Dr. Daniel Tam be appointed for a one-year term and Mr. Bruce Towler for a three-year term, as representatives of the Alumni Association, effective July 1, 1998 and the Honorable Justice Jacqueline Matheson be appointed as an Associate Board Member for a five-year term, effective July 1, 1998. The motion carried.

Annual Reports of the Standing Committees

Mr. Shaw thanked all Board members for their contributions to the work of the committees. Dr. Traves noted that much of the work of the Board goes on at the committee level and he expressed his thanks to Board Members for their contributions to those discussions and also to those committee members who are not Board Members.

Alumni & Development reports

Dr. Godsoe thanked all members of all committees and expressed gratitude to John Risley (Chair, Capital Ideas Campaign), Ann Petley-Jones (Chair, Development Committee), Fred Fountain (Chair, University Foundation), Ed Harris (Chair, Planned Giving Advisory Board), Stewart McInnes (Chair of 1818 Society), and Wesley Campbell (Chair, Annual Fund). Dr. Godsoe stressed that fundraising is about people and relationships and alumni development and fundraising efforts are successful only when relationships are built and there is a win for both the cause (Dalhousie) and for the alumni, friend or the donor. To successfully build these relationships, Dr. Godsoe decided to focus on a first-rate team, programs, and excellent information grounded in sound research. The team is cross-functional and trained to better serve the customers - the students, the faculty, the community, and the volunteers - to raise money and friends for Dalhousie. A long-term strategic plan has been developed to ascertain the needs of alumni and friends and will continue to evolve over the coming years. Dr. Godsoe then introduced Mr. Straitton who provided a brief summary of the aims, priorities, and successes of the Capital Ideas Campaign (CIC). To date \$21,710,000 has raised and Mr. Straitton noted that 70% of this had come from organizations. He noted that in the last campaign, only 10% of the funds raised had come from individuals while in this campaign, 30% has come from individuals. Ms. Sutherland followed with a brief report on gift planning which has gained in popularity in recent years and is the process of designing charitable gifts so that the donor realizes philanthropic

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objectives while maximizing tax and other financial benefits. Gift planning depends on building long-term relationships with alumni and friends and including them in the life of Dalhousie. She then introduced Ms. Burgess who reported on the annual giving campaign, the base upon which many of the planned and major gift activities depend. This campaign is committed to a long-term connection between the university and all of its alumni, donors and friends. Through the Grad Class Challenge, the Annual Fund builds a relationship with students before they leave the university and continues this relationship through such programs as the GOLD Club (Graduates of the Last Decade). The goal of the Annual Fund is to maintain a high degree of relevant and personal communication to build on these relationships. Dr. Godsoe summarized the presentations and commented that she hoped Board Members concurred with her belief that she has diverse programs, wonderful staff, good information, and fabulous volunteers.

Due to the lateness of the hour, the Information Exchange item was deferred and the meeting adjourned to an *In Camera* session.

Murray Coolican
Honorary Secretary

Allan Shaw
Chair