

Item: Board of Governors Minutes, October 2009
Call Number: UA-1

Additional Notes:

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BOARD OF GOVERNORS

Approved Minutes of the Meeting held on Tuesday, October 20, 2009 (Open Session) University Hall, Macdonald Building

MEMBERS PRESENT: Jim Spatz (Chair), Jamie Baillie, William Black, Robert Chisholm, Janet Conrad, Wadih Fares, Fred Fountain, Lloyd Fraser, Adam Harris, Sarah MacDonald, Nancy McCready-Williams, George McLellan, Gail Tomblin Murphy, Chris Smith, Stan Spavold, Lawrence Stordy, Bruce Towler, Tom Traves, Jim Wilson, Shannon Zimmerman, and Susan Brousseau (University Secretary)

REGRETS: Jay Abbass, Michelle Awad, Nancy Barkhouse, Andrew Bennett, Lynn Irving, Jennifer Smith

NON-MEMBERS: Ken Burt (VP Finance and Administration), Martha Crago (VP Research), Charles Crosby (Marketing and Communications), Ray Ilson (Director, Environmental Health and Safety), Omar Kartabil (Facilities Management), Jeff Lamb (Assistant Vice President, Facilities Management), Tom Marrie (Dean, Faculty of Medicine), Don Mills (President and CEO, Corporate Research Associates), Bonnie Neuman (VP Student Services), Alan Shaver (VP Academic and Provost), Katherine Sheehan (Assistant Vice President, Human Resources) and Katie Smith (University Secretariat, Minute Taker)

1. Approval of the Agenda

There was one change: Dr. Marrie, Dean of the Faculty of Medicine, was present to address the matter of the undergraduate medical program accreditation status. This item will follow the President's Report.

Moved by J. Wilson, seconded by B. Towler:

THAT the agenda be approved as amended.

The motion CARRIED.

2. Approval of Minutes of the Meeting held on June 30, 2009

Moved by J. Wilson, seconded by J. Baillie:

THAT the minutes of the meeting held on June 30, 2009 be approved as circulated.

The motion CARRIED.

3. Chair's Report

J. Spatz welcomed three new Board members attending their first meeting: Adam Harris, Sarah MacDonald, and George McLellan. He also reported on the resolution approved at the special meeting of the Board held prior to the Retreat on September 23, 2009:

THAT the Board of Governors approve the renaming of Dalhousie's Faculty of Law as the Schulich School of Law.

4. President's Report

T. Traves referred Board members to his written report and briefly highlighted several items, including the University's very positive student enrolment numbers for 2009-10, and the work of the ad hoc subcommittee of the Pension Advisory Committee which had been established to explore some significant issues with the University's current pension plan. He noted that the findings and recommendations of this sub-committee will be forwarded to the Pension Advisory Committee, which in turn reports to the Board and the bargaining units. As events evolve, senior management will fully advise and consult the Board on the issues arising. Aspects of the discussions will likely be reported through the Board Operations and Human Resources committees.

Dr. Traves also reported briefly on the successful Open House held on October 16th, in which over twelve hundred prospective students participated, and on Fall Convocation where almost 900 students received their degrees. Honorary degrees were awarded to James Cowan, Bernhard Gueller and Alexa McDonough.

4.1 Faculty of Medicine Accreditation

Dr. Tom Marrie, Dean of the Faculty of Medicine, provided a brief report on the recent accreditation process for the undergraduate medical program and the current status of that process. This past winter, Dalhousie's undergraduate medical program was found by the Canadian and American accreditation teams to be non-compliant on 17 of 132 standards. The American body (LCME), in its report, found the program to be deficient in 17 standards and found this serious enough to put the program on probation, while the Canadian group found the program deficient in 12 standards and issued a warning of probation (which the Canadian body deemed not to be an adverse action). Dalhousie subsequently appealed the American finding on 10 of the 17 standards. The appeal was heard in Chicago in early October, and the University was successful in achieving a finding in its favour on seven of these standards.

Dr. Marrie noted that one of the most serious issues is that regular curriculum and program course reviews have not been undertaken in a number of years. The Faculty of Medicine began immediately to address the issues raised and has done an enormous amount of work in the past several months. Twenty groups (involving over 200 individuals, including faculty, students and members of the public), have been established to explore and address various aspects. A plan must be developed setting out how the University intends to respond to each of the areas of non-compliance that remain. The accreditation team will visit Halifax on November 30 and will review the plan. It is anticipated that it will take at least 18-24 months for enough progress to be made to have a positive status restored; some issues can be dealt with fairly quickly while several others, including the curriculum map, will take longer.

Dr. Marrie and Dr. Traves addressed a number of questions from Board members concerning the governance and reputational issues arising out of this situation. The Board indicated that it would like to receive regular updates on progress of this matter, and requested that it receive a report (through the Academic Affairs and Research Committee), on the status of accreditation processes underway and upcoming in other Faculties. In terms of governance oversight more generally, it was noted that results of reviews of Faculties and accreditations of professional programs are normally reported to Senate, but it may also be useful to ensure that these outcomes are also reported to the Board, perhaps through the Academic Affairs and Research Committee.

5. Dalhousie Student Union President's Report

S. Zimmerman spoke to several items in her written report, including the success of the 2009 orientation week, the annual Shinerama campaign, DalFest, and the upcoming ANSSA Fall Student Assembly at St. Francis Xavier University to discuss issues and priorities for the 2009 – 2010 year. She gave a brief report on the DSU proposal for a co-curricular transcript (CCT), highlighting its purpose and potential benefits to students and the University. Ms. Zimmerman noted the wide range of societies that are active at Dalhousie and highlighted in this occasion the Dalhousie rugby team.

6. ITEMS FOR PRESENTATION/DISCUSSION

6.1 2009 Workplace Survey

Don Mills, President and CEO, Corporate Research Associates, gave a Power Point presentation highlighting the results of the recent Dalhousie Workplace Survey conducted in May and June 2009. The response rate for the survey was 54%, which is reasonable for an institution such as Dalhousie. He noted that although there are clearly issues that need to be explored and addressed, the University scored higher in a number of measures than other organizations in the region that CRA has surveyed over the last several years. Pride in the organization is very high and 76% responded that they would recommend Dalhousie as a good place to work; this is quite a bit higher than the norm. Mr. Mills reviewed the report's six high level recommendations:

1. Dalhousie should strengthen its efforts to ensure both understanding of and support for the University's strategic direction;
2. The University should leverage its unique role as a socially conscious and responsible organization to enhance its perception as an employer;
3. The University should reinforce the value of regular and timely feedback to staff members from their supervisors and managers;
4. Dalhousie should place a higher emphasis on workplace health and safety concerns;
5. The University should develop a specific strategy to address the perception among a significant number of faculty members that their research needs are not being supported; and
6. Senior management should develop a strategy to leverage the results of this study.

Katherine Sheehan, Assistant Vice-President, Human Resources, reported briefly on the University's plans for follow-up on the survey results. She noted that it is critical for leaders across the organization to discuss results with employees; leaders are now in the process of presenting the data to each Faculty and large administrative unit with the intention of engaging employees in identifying the specific issues within their workplaces. Ms. Sheehan also reported that the organization has identified several key issues to target initially: communications, research support, rewards and recognition, job evaluation, performance feedback tools for staff, leadership development and health and safety.

Discussion and questions followed. It was noted that one of the most disappointing numbers is the 54% participation rate; this suggests that employees are not optimistic about the outcomes from the survey. A big test for the next survey would be to increase this participation rate. It was also noted that the data doesn't tell an organization what the issues are; it just suggests where it should look for the issues. The University needs to find out what the issues really are and then respond. Leaders need to be careful, however, about going directly from the survey to a response without doing some further exploration.

7. ITEMS FOR DECISION

7.1 Life Sciences Research Institute (LSRI) – Budget Approval

R. Chishom provided a brief summary of the LSRI project to date and events since the Board approved the construction of the project and directed university administration to enter into a lease agreement with InNOVAcorp (May 12, 2008). At the time of this earlier approval, specific details of the LSRI research space, the InNOVAcorp space requirements, and the project costing estimates were not available. Since then, the lease agreement with InNOVAcorp has been completed and a more detailed space plan prepared which has allowed for the preparation of a more accurate construction budget for the project. In addition to expansion of the scope of the work, there have been other changes to this project, including expenditures for contaminated soil removal, costs for items that were not included in the original Class D construction estimate (such as furniture and landscaping), and items related to new project scope, (including the addition of energy conservation features to make the project eligible for LEEDS designation).

K. Brut, Vice-President Finance and Administration, addressed several questions concerning the allocation of space within the two towers, the distribution of the increased construction cost among the funding contributors, and the nature of the project which is “construction-managed” rather than “fixed price”.

Moved by R. Chisholm, seconded by S. Spavold:

THAT the Board of Governors, on the recommendation of the Operations Committee, approve a sum for the Life Sciences Research Institute which is not to exceed \$69.9 million, for the design, construction and fit-up provided that all reasonable efforts be made during that process to minimize construction costs within the current design parameters.

The motion CARRIED.

7.2 Appointment of Assistant Ombudsperson

B. Neuman reported that the appointment of the Ombudsperson for 2009-10 was approved by the Board of Governors at the annual meeting on June 23, 2009. The recommendation for an appointment for the position of Assistant Ombudsperson has now come forward for approval.

Moved by W. Black, seconded by L. Fraser:

THAT the Board of Governors approve the appointment of Ms. Moira Clancey as Assistant Ombudsperson for 2009-10.

The motion CARRIED.

8. ITEMS FOR INFORMATION

8.1 Capital Projects Update

J. Lamb, Assistant Vice-President, Facilities Management, provided an update on the status of four major capital projects under way: Life Sciences Research Institute (LSRI), the new academic building on the corner of Coburg Road and LeMarchant Street, the Life Sciences Centre (LSC) Retrofit, and the SLOWPOKE Reactor Decommission. Additionally, planning is underway for a third

tower in the location of the LSRI complex that would serve as an education building primarily focused on inter-professional health. An RFP for architectural services is in preparation and should be ready for release shortly. Mr. Lamb responded to a question as to the University's approach to buying construction and construction management for these kinds of projects.

8.2 Campus Master Plan – Update

K. Burt reported on the third progress report released in September. He noted that there have been a number of consultations and presentations in the community since its release. The campus planners are continuing to work on a number of issues and the process is still on track for completion by the end of the year. He anticipates that a draft of the Plan will come forward at the Board's meeting in December.

8.3 Board Standing Committee Reports

J. Spatz referred members to the written reports from several committees that have met recently. B. Black provided a verbal report on the recent meeting of Committee Chairs and highlighted some of the issues discussed there. It was noted that one suggestion was to create a cycle where once a year each of the committees will have a more substantive opportunity to present on its mandate and current issues and challenges.

B. Black and A. Shaver responded to a question on the issue of access to student evaluation data raised in the report of the Academic Affairs and Research Committee, and the time-lines projected in that summary.

IN CAMERA SESSION

The Board moved *in camera* for the remainder of the meeting. During this session, the following resolutions were approved:

THAT based on the recommendation of the Audit Committee, the Board of Governors approve the appointment of Ernst & Young as auditors of the University for the year ending March 31, 2010.

THAT the Board of Governors of Dalhousie University commits to complete the decommissioning of the Dalhousie Slowpoke-2 Reactor Facility following the detailed decommissioning plans by the Canadian Nuclear Safety Commission and the issuance of a License to Abandon so that the facility can be released for unrestricted use. The Board of Governors of Dalhousie University approves the expenditure of \$6,432,000 to complete this work.

Adjournment

The meeting adjourned at 5:55 p.m.