

Item: Board of Governors Minutes, October 2005  
Call Number: UA-1

Additional Notes:

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BOARD OF GOVERNORS MEETING  
Dalhousie University  
Tuesday, October 18, 2005

MINUTES

Members Present: Elizabeth Beale, Bill Black, Robert Chisholm, Lorne Clarke, James Cowan, Ezra Edelstein, Richard Evans, Richard Goldbloom, Lynn Irving, Cathy MacNutt, Sunny Marche, Suzanne Rosson, Chris Smith, Bruce Towler, Tom Traves and Bonnie Van Buskirk

Associate Board Member: Anne Fraser

Non-Members: Carl Breckenridge, Dale Godsoe, Ian Nason, Bonnie Neuman, Mike Roughneen, Sam Scully, Kim Thomson and Jim Vibert

Regrets: Alison Archibald, Jamie Baillie, David Criag, Mo El-Hawary, Jay Forbes, Don Mills, Helen Powell, Robert Radchuck, Alasdair Sinclair and Jim Spatz

1. Approval of Agenda

The agenda was approved as circulated.

2. Approval of Minutes of the June 21, 2005 Meeting

The minutes were approved with minor changes.

3. Report of the Chair

Chair James Cowan welcomed Anne Fraser, Associate Board Member to the meeting. He also reported on the following: congratulations to Dr. Goldbloom and his wife Ruth who received Honorary Degrees from Acadia University ▪ additional congratulations to Dr. Goldbloom on the new Dr. Richard B. Goldbloom Research and Clinical Care Pavilion named in his honour ▪ interviews for a University Secretary have commenced and the Search Committee hopes to have someone in place by the next Board meeting or shortly thereafter ▪ congratulated those involved in the signing of the agreement between NSGEU and Dalhousie Administration ▪ the resignation of Ava Czapalay from the Board after taking a new position with EduNova and there being a possible perception of conflict of interest, ▪ and the sad news of the death of George Piercey who was a past member of the Board and a strong supporter of Dalhousie University.

4. Report of the President

President Tom Traves reported on ▪ ongoing budget discussions and pointed out the decrease in enrolments, rising energy costs and increased pension contribution issues were the cause of the implemented one percent budget cutback throughout the University ▪ he stated the key priorities for Dalhousie are: enrolment and reputation management and financial integrity ▪ the retreat for senior administrators to review the current situation and develop plans and priorities for required decisions ▪ the progress of governance issues ▪ the inclusion of the annual reports of the President and Vice-Presidents in the Board package and encouraged discussion and comments.

5. DSU President's Report

Ezra Edelstein circulated a report at the meeting on DSU activities on and off campus. Key items: Frosh Week ▪ Open House ▪ Shinerama campaign for cystic fibrosis research raised \$42K ▪ DSU legal assistance program operating since September 30 ▪ the hiring of a policy analyst ▪ ANSSA and CASA

6. Nominating Committee Report

On the recommendation of the Nominating Committee it was moved by Tom Traves and seconded by Bill Black

THAT the Board of Governors approve the appointments of Mr. Paul Conrod and Mr. Byron Cornor as members of the Investment Committee and as Trustees of the Pension Trust Fund and Retirees' Trust Fund for a term of three years.

Motion carried.

7. Staff Relations Committee Report

Committee Chair Lorne Clarke circulated a brief report and overview on ▪ Employee Benefits Committee presentation on possible changes to the insured benefits program ▪ EBC considering the benefits of additional education and wellness ▪ ongoing discussions with IUOE, Local 968.

8. Budget Update

Assistant Vice-President (Financial Services) Ian Nason reviewed the factors contributing to operating budget stresses in the current 2005-06 fiscal year. The factors are increased by employer contributions to the pension plan resulting from the triennial actuarial valuation as at June 30, 2005; higher than budgeted heating oil costs and an anticipated increase in electricity rates; and a shortfall in tuition revenue resulting from a decline in fall-term enrolments. In September, a shortfall of \$4M was projected and will be addressed through a midyear base spending reduction imposed on all unit operating budgets, use of surplus funds accumulated over the past few years and deferral or cancellation of a limited number of upgrade projects and expenditures.

9. Pension Valuation

a. Assistant Vice President (Financial Services) Ian Nason presented the financial position of the Dalhousie University Staff Pension Plan and the changes to the actuarial assumptions contained in the draft valuation report at 30 June 2005. The actuarial balance sheet shows a deficiency of \$23.8M when asset smoothing is applied; although, the market value of assets exceeds the Plan's liabilities by approximately \$7M. The Board contribution rate will be increased to 11.27% of payroll, up from 10.54% effective 01 July 2005.

Assistant Vice-President (Personnel Services) Mike Roughneen outlined the assumptions which have been modified. These reflect, among other things, the trend to more conservative interest assumptions (revised to 7%) and changes to the Income Tax Act maximum benefit level. The assumed contribution transfer rate for pension eligible members has been scaled back based on recent Plan experience and the limits prescribed in the arbitration award received earlier this year. Market value was used in conducting the solvency test valuation whereas asset smoothing had been used in the previous valuation. The final valuation report is being prepared and will be provided to the Board in due course.

b. It was moved by Tom Traves and seconded by Ezra Edelstein

        THAT the Board of Governors approve the appointment of Robert Jack to the Pension Advisory Committee commencing October 2005 to serve at the pleasure of the Board

Motion carried.

c. On the recommendation of the Pension Advisory Committee it was moved by Tom Traves and seconded by Richard Goldbloom

        THAT the Dalhousie University Staff Pension Plan be amended as attached.

Motion carried.

10. Capital Campaign Planning Presentation: *Raising the Bar*

a. Vice-President External Dale Godsoe's presentation outlined a proposal for a comprehensive campaign including ▪ the process of planning and preparation ▪ the campaign goal (range of \$125M to \$200M) ▪ the rationale for a campaign: *to sharpen focus and stretch fundraising capacity* ▪ milestones – planning and preparation (2005-2007); fundraising (2008-2011) ▪ the first step: initial consultation ▪ the next step: testing the case for support ▪ role of the Board.

Fundraising Goals

b. Mary Ann Daye circulated a document outlining this year's fundraising goals per faculty versus last year's totals. She also gave a synopsis of the magnitude of fundraising levels required to reach an annual goal of \$20M.

11. Enrolment Report

Vice-President Sam Scully circulated the 2005-06 Enrolment Preliminary Factual Analysis document and gave a synopsis of how these statistics will impact the future of the University. He explained that all Universities are facing the same kind of enrolment challenges and the need for a strategic plan and innovative approach to student enrolment.

In camera

At this point the Board of Governors began discussion on *in camera* items 12 and 13.

There being no further business the meeting adjourned.

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Jim Cowan, Chair

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Don Mills, Hon. Secretary

The meetings of the Board of Governors are recorded and the tapes are available for review in the Office of the Secretary.

*In Camera*

12 Reputation Survey

Director of Communications and Marketing Jim Vibert presented the results from data accumulated from two research projects to determine the state of the University's reputation and outlined the need to make strategic and active reputation management essential.

13. Integrated Undergraduate Enrolment Planning

Vice-President Bonnie Neuman presented a report on Undergraduate Enrolment Management: Recruitment and Retention. She explained the enrolment challenges facing Dalhousie and outlined new and innovative planning processes that needs to be put in place to give Dalhousie a greater opportunity in the competition for new students. She also reviewed the importance of student retention and satisfaction and the need to monitor annual retention and to improve or eliminate troubling patterns to ensure we retain students for successful completion of their degrees.