

*A Celebration of the*

**DALHOUSIE - TUNS AMALGAMATION  
9 APRIL, 1997**

Last week, on April 1, an historic event occurred in Halifax. (No, I'm not referring to the HST!). Dalhousie and TUNS merged to form Nova Scotia's only comprehensive, research intensive university, putting our province in a position to compete more effectively in the new knowledge economy.

We all know that the global economy is changing. It's more integrated, more competitive and driven by continuous productivity increases associated with new technologies. To get ahead in such a knowledge economy, Nova Scotia requires the key infrastructure elements essential for competitiveness: we need a highly educated workforce in a wide range of fields, we need to think and work globally, and we need to expand and capitalize on our research and development activities.

As Nova Scotia's only comprehensive university, with newly added

Faculties of Engineering, Architecture and Computer Science

located at our DalTech campus, <sup>the new</sup> Dalhousie University is uniquely positioned to <sup>serve the province by providing</sup> ~~provide~~ a broad liberal education, advanced professional and graduate studies, and exciting applied science and technical education programs.

<sup>A few</sup> ~~Ten~~ years ago, Dalhousie dedicated itself to a special focus on ocean studies and health studies in our teaching and research efforts. Now TUNS has brought its historic strength in applied science and technical education as a third area of special emphasis. All three areas, of course, are greatly enhanced by their ability to draw upon Dalhousie's strong management and legal education programs to address the economic and managerial challenges facing private and public sector organizations attempting to cope with globalization and change.

Dalhousie is also uniquely positioned to address the province's

research and development needs. Last year, Dalhousie and TUNS together earned \$41 million from research grants, contracts and international development projects. This sum accounts for over 80% of the externally funded research done at all Nova Scotia universities and more than one-third of all the research and development work done throughout Nova Scotia. These competitive earnings enable Dalhousie to attract over 700 additional researchers and technicians to work in our province on key R&D projects.

These talented professionals are based in Halifax, but they work around the world and they attract students to our campus from over eighty countries. Recently, as you may recall, Dalhousie signed a deal in Kuwait for the largest foreign health services contract in Canadian history. But the Middle East is only one area of interest for us. At the moment we are completing research contracts in thirty-one countries. These projects bring much

needed revenues to Dalhousie. They also have great potential to open doors for Nova Scotia businesses. We want you to join us as partners in the global economy.

\$41 million - 700 extra jobs - 2400 individual research accounts in the university's accounting system. These are large numbers, and that's just the R&D side of our activities! Please allow me to put the new Dalhousie into economic perspective for you.

Dalhousie's spending totals a quarter of a billion dollars a year.

We employ 3500 people. We enrol over 13,000 degree students a year and we service the continuing education needs of another 15,000 adult learners, most of them professionals seeking additional training and development to keep up in their fields.

Because of the reputation of our programs, over 40% of our students come to us from outside the province, about 500 from other countries. The economic spin-off from the personal

expenditures of our students, faculty and staff, along with our university operating expenditures is about half a billion dollars a year.

So Dalhousie University is big business for Nova Scotia. It's also the right business, because in a knowledge society, we are in a *positive* ~~unique~~ position to contribute strongly to the future growth of our province and our region. Last year, Halifax received praise as one of Canada's five "smart cities". Dalhousie and its partners in the Metro Halifax University Consortium were identified as one of the key reasons why the city was growing quickly, enjoyed lower unemployment rates and had the capacity to create a civilized, attractive urban environment.

Think about Halifax for a moment without the knowledge economy stimulated by Dalhousie, without the Dalplex, without the Cohn, without student audiences at concerts, plays and public events,

without our range of health care facilities, without community outreach projects, without our 3500 employees and their \$500 million impact. Now think about our future as a province without a strong educational base and without a competitive R&D capacity. Frankly, it doesn't bear thinking!

I mentioned that Dalhousie spends \$250 million annually. Our provincial government grant, which is \$87 million, only accounts for about one-third of these expenditures. The rest come from tuition fees, research revenues and our internal business activities. We manage these resources well. The fiscal year that just closed was our ninth year in a row of balanced budgets.

To thrive in the future, to help Nova Scotia build the future it deserves, we're going to need more resources. The Dal-TUNS merger will help. The amalgamation of two universities, as you can imagine has been a very complex process. We have merged

and eliminated eight administrative and service departments. We have also merged two academic units. The results will be ~~some~~ savings that we can use to slightly offset previous cutbacks. But as every business person in the room knows, you have to invest money to make money. Obviously, I hope the provincial government will be able to provide a few more dollars in the future (Mr. Premier, I promise that's my only political comment), but to really develop as we can and must, Dalhousie must increasingly do our business in new ways.

More partnerships with community and private sector supporters will make Dalhousie a key component of the development infrastructure of this province and earn us essential new resources. The private sector is going to have to play the lead role in moving development forward, but the new Dalhousie can be a valuable partner in that effort. That means more research partnerships to commercialize some of our research efforts like

the \$2 million program sponsored by Innovacorp that's lead to

*twenty-one* ~~nineteen~~ *was* development projects between DalTech and local

companies. That means more international partnerships to win

lucrative foreign contracts linking service or product delivery with

education or research capacities such as our recent \$30 million

contract in Kuwait. That means creative partnerships to provide

on-the-job training for our students to complement our well

established efforts in co-op education. This year, we have 2800

Dalhousie students in the field, and we'd like to see more.

Many of you in this room have some experience of working with

Dalhousie or TUNS in the past. I promise you that the new

Dalhousie will combine our joint strengths in innovative ways to

produce a more open, more involved and more committed

Dalhousie to work with and for you. There is a huge, untapped

potential for all of us in these partnerships and we are determined

to seek them out and make them work.



Speaking of promises and commitments, let me say that the new Dalhousie is committed to change.

- We're committed to creating exciting new academic programs from the enlarged mix of Faculties that the merger with TUNS presents.
- We're committed to more co-op programs and more experiential learning in all of our Faculties in order to give our students the mix of knowledge, values and skills needed in their transition to work in the new economy.
- We're committed to broadening our international efforts in cooperation with public and private partners.

- We're committed to continue attracting the high school students with the highest averages in Atlantic Canada, to support them with the \$16 million Dalhousie spends annually on scholarships, bursaries and student jobs, and to making sure that they complete first-rate educational programs in a timely manner.
- Finally, we're committed to using the unique blend of research talents and facilities that Dalhousie possesses to work with government and private sector partners to help Nova Scotia grow culturally, socially and economically in the challenging new century ahead.

In closing, I'd like to say thank you to a few people who made this historic, voluntary merger possible.

Mr. Premier, the winds of change have blown strongly across this province. I know that some of these changes haven't always been

welcome, but many people understand that they were substantially necessary. My partners in the Metro Halifax Universities Consortium and my new colleagues from TUNS certainly recognized that change was necessary, indeed highly desirable, and we have made significant progress under the prodding of you, Premier Savage, Minister Harrison and Minister MacEachern to making the most of the possibilities that faced us.

I'd also like to thank our 84,000 alumni and our many friends in the community who have worked closely with us to build the capacity for change and development. At times I know the university looks a bit stuffy, but those of you who know us well from close involvement with our activities realize that under the mask of tradition we're a community of learners dedicated to understanding and making the world a better place to live in. Sometimes we may need a push, however, and, you, our friends, provide that. Sometimes we also need a helping hand and our

friends also generously provide that, actually almost \$30 million to date in our current fundraising campaign.

It's been a rare <sup>privilege</sup> ~~feat~~ for me to work with so many dedicated and able people to make amalgamation and the new Dalhousie possible. I thank you all. Now, I'd like to call on one of the people most critical to bringing this day about, the new Principal of DalTech, Dr. Ted Rhodes.

b:amal.sph