

Item: Board of Governors Minutes, January 1989  
Call Number: Board of Governors Fonds UA-1, 56.3

Additional Notes:

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MEETING OF THE BOARD OF GOVERNORS

January 17, 1989

MOTIONS TO BE PROPOSED

OFFICIAL BINDER COPY

Be it resolved

Item 3(b)

That, on the recommendation of the Nominating Committee, the following persons be appointed to Board Committees for the year 1988-89 as shown:

Alumni & Community Relations Committee	Prof. Paul Thomas
Audit Committee	Dr. Thomas Vinci
Buildings & Grounds Committee	Dr. Judith Ritchie
Finance & Budget Committee	Dr. Mary Brooks
Nominating Committee	Dr. Judith Ritchie
Student Relations & Residence Committee	Mr. David Almon

Item 4(a)

That the proposals for Residency Programmes in Dermatology, Infectious Diseases, Endocrinology, Pediatric Nephrology, Neonatal/Perinatal Medicine and Pediatric Surgery be recommended to the Maritime Provinces Higher Education Commission for favorable consideration, and for implementation.

Item 4(b)

That the Board of Governors defer implementation of the proposed Master of Arts in International Development Studies programme, pending the preparation of a financial framework for the activities of the University, and the reconsideration of the priority of activities within this framework.

Item 5(a) (i)

That the Board of Governors approve the draft audited financial statements of the Dalhousie Staff Pension Fund for the year ended June 30, 1988.

Item 5(a) (ii)

That the Board of Governors approve the draft audited financial statements of the Dalhousie Retirees' Trust Fund for the year ended June 30, 1988.

Item 8

That the Board advise Senate that, except in unusually compelling circumstances, the Board will approve no new programmes until such a strategy has been developed and approved by the Board.

(Please refer to page four of minutes of Board of Governors meeting held on December 6, 1988 for wording of preceding motion approved at that meeting.)

Minutes of a Meeting of the  
Board of Governors held on Tuesday,  
January 10<sup>7</sup>, 1989 at 4:00 p.m. in  
the Board and Senate Room

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson      Mr. Edward MacNeil  
          Chairperson                      Mr. Neil McKelvey  
Dr. Mary R. Brooks                      Mrs. Shirlee Medjuck  
Mr. David Byrne                         Mr. Norman Newman  
Dr. Howard C. Clark                    Mr. George C. Piercey  
          President                         Vice-Chairperson  
Dr. Donna Curry                         Mrs. Ruth Pulsifer  
          Honorary Secretary             Dr. Judith A. Ritchie  
Mr. Stephen Davis                       Mr. Allan C. Shaw  
Mr. H. Larry Doane                      Honorary Treasurer  
Mrs. Linda Fraser                       The Hon. Robert L. Stanfield  
Mrs. Lorraine Green                    Professor Paul Thomas  
The Hon. T. Alex Hickman             Dr. Thomas C. Vinci  
Dr. William E. Jones                   Ms. Shayna Watson  
Mr. Donald A. Kerr                      Mrs. Peggy Weld  
Mrs. Vivian Layton                      Vice-Chairperson  
Ms. Bernadette Macdonald             Mr. F. B. Wickwire  
Dr. Albro D. MacKeen                   Mr. Sherman Zwicker

Also present were Dr. Denis Stairs (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Win Hackett, (Assistant Vice-President, Development and Alumni Affairs); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Mr. Mike Wright (Director of Financial Services); Ms. Marilyn MacDonald (Director of Public Relations); and Mrs. Elizabeth A. Christian (Secretary).

Regrets were received from Mr. David Almon, Mr. George Cooper, Mr. James Cowan, Mrs. Jean Harrington, Sr. Sheilagh Martin, Ms. Juanita Montalvo, and Ms. Maxine Tynes.

Minutes

The Minutes of the meeting held on December 6, 1988 were approved as circulated.

Board  
Matters

Board Membership

Dr. Clark announced that the terms of eight Board members will be completed next June. He added that the Nominating Committee will meet January 23 to consider Board membership, and requested that nominations, accompanied by a brief biographical note, be submitted to either Mrs. Medjuck or the Board secretary.

Dr. Clark reported that word is expected soon from Mount Saint Vincent University about Ms. Clancy's replacement.

Board  
Matters

Committee Membership

The following motion was presented by Mrs. Medjuck and approved by those present:

That, on the recommendation of the Nominating Committee, the following persons be appointed to Board Committees for the year 1988-89 as shown:

Alumni & Community Relations Committee	Prof. Paul Thomas
Audit Committee	Dr. Thomas Vinci
Buildings & Grounds Committee	Dr. Judith Ritchie
Finance & Budget Committee	Dr. Mary Brooks
Nominating Committee	Dr. Judith Ritchie
Student Relations & Residence Committee	Mr. David Almon

Academic  
Matters

Faculty of Medicine Residency Programmes

Dr. Stairs explained that the proposed residency training programmes reflected a rearrangement of programmes already in place within the Faculty of Medicine. He said the programmes were being renamed to comply with the accreditation requirements of the Royal College of Physicians and Surgeons and that no new resources would be involved. It was agreed

That the proposals for Residency Programmes in Dermatology, Infectious Diseases, Endocrinology, Pediatric Nephrology, Neonatal/Perinatal Medicine and Pediatric Surgery be recommended to the Maritime Provinces Higher Education Commission for favourable consideration, and for implementation.

Master of Arts in International Development Studies

Dr. Stairs introduced a motion to defer this programme pending the establishment of a financial framework for the university and the report of the Financial Strategy Committee. He added that a similar programme was available at Saint Mary's. Dr. Jones noted that while Senate recognized the need to put a stop to new programmes, it had approved implementation of this programme. He said that non approval by the Board would affect students presently enrolled in courses, as well as the joint programme with Saint Mary's. During the ensuing discussion faculty members pointed out that the costs involved to start up the programme were minimal, that there was the same potential for future added funding as in the residency programmes just approved, and that there would be a possible conflict with the international perspective of the university's proposed mission statement if the programme were not approved.

In response Dr. Clark pointed out that the motion before the Board only sought deferral of the programme, not cancellation. He also said that it is the accumulation of marginal costs arising after new programmes have been approved that can add several hundred thousand dollars to the budget, and that the time has now come for the Board to draw the line on new programmes until a long-term financial strategy for the university is developed. It was recognized that there is no satisfactory way of doing this without some consequences, and that the Board must be arbitrary in taking action at this time. Dr. Jones stated that Senate should be given a chance not to approve programmes in future, that this Board meeting was not the place to draw the line, and that notice should be served on Senate after the programme had been approved.

There being no further discussion, the following motion was approved on a show of hands:

**That the Board of Governors defer implementation of the Master of Arts in International Development Studies programme, pending the preparation of a financial framework for the activities of the University, and the reconsideration of the priority of activities within this framework.**

Reports of  
Standing  
Committees

**Audit Committee**

Mr. Wright presented two sets of audited statements relating to the Staff Pension Trust and the Retirees' Trust Fund, copies of which had been circulated to members with the agenda. He said these statements had been approved by the Trustees of the Funds and by the Audit Committee. The following motions were approved by those present:

- (i) **That the Board of Governors approve the draft audited financial statements of the Dalhousie Staff Pension Trust for the year ended June 30, 1988.**
- (ii) **That the Board of Governors approve the draft audited financial statements of the Dalhousie Retirees' Trust Fund for the year ended June 30, 1988.**

**Buildings and Grounds Committee**

There was no report from this committee.

**Finance and Budget Committee**

1988-89 Projected Results - Copies of this committee's report were distributed at the meeting (copy attached as Appendix A). Mr. Piercey, in reading this report, noted the reasons for the deficit of \$193,000 forecast for 1988-89. He then presented the committee's recommendation that action be taken by the Board to

eliminate the deficit caused by operation of the Rebecca Cohn auditorium. At this point Mr. Robertson asked that consideration of this matter be deferred pending the outcome of discussions presently under way with alternate sources of funding which could offset the deficit of the Cohn auditorium. He expected these discussions would be completed within a week or two. With the Board's agreement the Committee's recommendation was withdrawn by Mr. Piercey. Dr. Jones sought assurance that the total deficit for the Arts Centre (approximately \$500,000) would be eliminated. Mr. Mason indicated it would still cost the university about \$100-150,000 to operate the facility.

#### 1989-90 Preliminary Budget

Dr. Piercey presented a motion to accept the projected budget requirements for 1989-90. The wisdom of accepting a projected budget deficit of \$1.7 million was discussed and it was finally agreed

**That the Board accept the budget planning guidelines as proposed for 1989-90, including a 2.5% across-the-board reduction in the budget envelopes.**

#### Staff Relations Committee

Copies of staff changes had been circulated with the agenda and an Addendum (copy enclosed for absent members) was distributed at the meeting. Mr. Zwicker, on behalf of Mr. Shaw, noted two items of interest. On motion, staff matters were approved as circulated.

#### Student Relations Committee

Mr. Robertson advised members that the minutes of this Committee's last meeting would be circulated and a report given at the February meeting.

#### Campaign for Dalhousie

Dr. Clark introduced Mr. Win Hackett, who had recently assumed his responsibilities as Assistant Vice-President of Development and Alumni Affairs. Dr. Clark reported the Campaign was proceeding well and had now reached a total of \$35.5 million. He said the Campaign, which commenced over four years ago, will be winding down over the next seven to eight months.

#### Mission Statement

Copies of a draft Mission Statement for the University had been circulated to members with the agenda. Dr. Clark said the draft statement would be published in Dal News and circulated to the Senate Academic Planning Committee. After any comments have been received a final statement of Dalhousie's mission will be prepared. Dr. Clark, referring to Mr. Adlington's report on MPHEC's funding formula (copies circulated to members with the agenda), said it was hoped this mission statement would be a first step in developing a statement of the university's future role as required by the

Maritime Provinces Higher Education Commission. Board members were invited to send their comments and suggestions on the mission statement to Dr. Clark. This item was then tabled for discussion at a later meeting.

Financial  
Strategy

During discussion of a financial strategy for the university at the December Board meeting the following motion had been deferred until this meeting:

**That the Board advise Senate that, except in unusually compelling circumstances, the Board will approve no new programmes until such a strategy has been developed and approved by the Board.**

It was explained that academic planning would continue to be the responsibility of Senate, but that if any programme recommended to the Board should be too costly it would be referred back to Senate for reshaping to fit within the university's resources. There was no further discussion and the motion noted above was approved by those present.

At its meeting in December the Board had approved the establishment of a Financial Strategy Committee. A document setting out the proposed terms of reference and composition of this committee had been distributed prior to the meeting. Dr. Jones asked that, in light of the motion passed in December, the last term of reference be amended to read "can guide university planning" instead of "academic planning". This amendment was approved.

Mr. Davis expressed concern that there was only one student representative on the committee and urged that a second student be added. This request was put to Board members who expressed no objection to increasing the number of members on the committee from 10 to 11 to accommodate another student. Dr. Clark announced that Mr. Shaw had agreed to act as Chair of the committee.

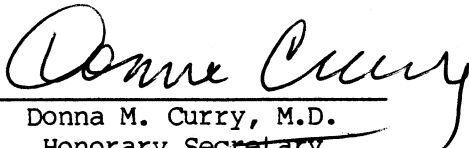
On motion, the terms of reference and composition of the Financial Strategy Committee were approved as amended. (Copy attached as Appendix B to these minutes.)

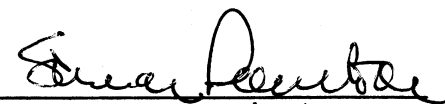
President's  
Report

Copies of this report were distributed to members prior to the meeting (copy attached as Appendix C). Dr. Clark commented briefly on the items contained therein, and remarked on the recent honours received by Dalhousie faculty members and alumni.

Adjournment

The meeting adjourned at 5:45 p.m.

  
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Donna M. Curry, M.D.  
Honorary Secretary

  
\_\_\_\_\_  
W. Struan Robertson  
Chairperson