

Item: Board of Governors Minutes, November 1989
Call Number: Board of Governors Fonds UA-1, 56.13 and 56.14

Additional Notes:

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Minutes of a Meeting of the
Board of Governors held on Tuesday,
November 14, 1989 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson Chairperson	Donald A. Kerr, Q.C. Dr. Patricia Lane
Mr. David J. Almon	Mr. Thomas Lynch
Dr. Mary R. Brooks	Mrs. Annemarie Macdonald
Mr. Aubrey D. Browne	Ms. Bernadette Macdonald
Dr. Howard C. Clark President	Dr. Albro MacKeen
James S. Cowan, Q.C.	The Hon. Jacqueline Matheson
Dr. Donna M. Curry Honorary Secretary	Ms. Lara Morris
Mr. Stephen Davis	Dr. Clifford Murray
Mr. H. Lawrence Doane	Ms. Suellen Murray
Mrs. Janice Flemming	George C. Piercey, Q.C. Vice-Chairperson
Mrs. Linda Fraser	Mr. David Shannon
The Hon. T. Alex Hickman	Ms. Maxine Tynes
	Miss Barbara Walker

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); Dr. David A. Tindall (President, D.F.A); and Ms. Elizabeth A. Christian (Secretary).

Invited speakers included Professor Wayne MacKay (Faculty of Law); Dr. Fred Wien (Maritime School of Social Work); Mr. Dan Chase (Research Grants Coordinator), Dr. Matthew Spence (Paediatrics) and Dr. Jon Grant (Oceanography).

Regrets were received from Dr. Wayne Bell, George Cooper, Q.C., Mrs. Shirlee Medjuck, Mr. Norman Newman, Mrs. Ruth Pulsifer and Mr. Allan Shaw.

Minutes

The Minutes of the Board meeting held on October 17, 1989 were approved as circulated.

Board
Matters

Board Membership

Dr. Clark reported that confirmation had now been received from the University of King's concerning the reappointments of Mrs. Linda Fraser and Mr. George Cooper to the Dalhousie Board for a further term of one year.

Reports of
Standing
Committees

Buildings and Grounds Committee

Mr. Cowan said the committee, which had not met since the last Board meeting, had nothing to report.

Finance and Budget Committee

Mr. Piercey reported that discussions on changes to the budget planning process will be on-going for some time. In the meantime the committee has commenced work on the 1990-91 budget using the present envelope system. The committee is presently drafting a policy for managing the university's endowment funds in order to maximize income from the fund and maintain it in a healthy condition in future years. He explained that the Killam Trustees have recently made a proposal which, when implemented, would reduce the university's spending from the Killam endowments to 5% of the market value of the principal amount in each endowment. This would reduce funds in the university's operating account (later quoted as being about \$2 million per annum by Mr. Mason) and the committee is very concerned about this development. Mr. Piercey said it might take a while before the committee can report back to the Board on the effect the Killam proposal may have on the university's operating account in 1990-91 and future years.

Campaign for
Dalhousie

Mr. Win Hackett reviewed events in late October which marked the formal winding down of the Campaign. He said that commitments from the private sector and the recently approved Centres of Excellence will bring the Campaign, which now stands at \$39.8 million, well over its goal. He indicated that the consultant's report on fund-raising is expected shortly and will be referred to the Development Committee for discussion. The Annual Fund, which now exceeds \$500,000, should surpass its goal of \$650,000 by its closing date of March 31.

Financial
Strategy
Committee

In the absence of Mr. Shaw, Mr. Jim Cowan reported that the committee has been concentrating its attention on human relations issues and is formulating a number of recommendations and suggestions, some of which it is hoped will be implemented before the committee's final report. He said the Committee has encountered difficulty drawing together revenue expectations and expenditure requirements in developing a financial strategy and will circulate its sixth progress report for further consultation and discussion within the university community later this month. Due to the time spent on human relations issues the committee's final report will not be available until January or early February.

Report of
Task Force on
Access for
Black and
Native
Students

Copies of the report entitled "Breaking Barriers" had been mailed to Board members in late October. Dr. Clark provided background information on the establishment of the task force to study and report on the role Dalhousie should play in the education of Black and Native people in the region. He then invited Professor Wayne MacKay, who had served as Chair of the Task Force, to comment on the content and recommendations contained in the Report.

Professor MacKay introduced his remarks by saying that the task force had learned a great deal from talking directly to Blacks and Natives in their own communities about the barriers these groups encounter in the educational system in Nova Scotia. The committee had also received a number of suggestions about ways Dalhousie could take a leading role in making university education more accessible to these people (see Chapter 4 in the report). Professor MacKay, in summarizing the historic, legal and economic context of the report, stressed that post secondary education for black and aboriginal people is a right, and not an act of charity on the part of universities and government. He spoke about the models for access presently in place at Dalhousie, noting that most of these serve aboriginal and not Black people. With regard to the Transition Year Programme, Professor MacKay said that although very few people were satisfied with the programme in its present form, they considered the programme vital in aiding transition from school to university for Black and Native people. He said that Dalhousie has an opportunity to play a leadership role in meeting the challenge to facilitate access by Black and Native people to higher education in the province, and suggested there are outside sources to assist the university with funding this venture.

Professor MacKay concluded by commenting on the task force's recommendations which, if implemented, would profoundly affect the university. The report recommends that the university mount a general outreach and recruitment programme and provide financial assistance through scholarships and awards to help Blacks and Micmacs attend university; that Dalhousie continue to support the Transition Year Programme for at least 10 years and that the programme be fully integrated into the university; that graduate and professional schools improve access to their programmes; that the School of Education examine the issue of cross-cultural sensitivity in teacher training, and counselling; that Henson College organize a major conference to address educational issues and minorities; and that the university develop an overall policy on affirmative action in the hiring of Black and Native teachers.

Following Professor MacKay's presentation Dr. Clark invited Dr. Fred Wien to speak about programmes at Dalhousie other than TYP which have been very successful in providing access for minority and Native people to the university. Dr. Wien, speaking to a document which had been distributed to Board members prior to the meeting (copy enclosed for those not in attendance), described some initiatives undertaken by the Maritime School of Social Work and Henson College over the past several years, mostly in response to requests from minority organizations. He then described what the university has learned from working with minority communities (the list can be found in the document referred to above). In closing, Dr. Wien urged the Board of Governors to support the task force's report and that Dalhousie become a leader among Canadian universities in providing access to higher education for members of racial minority groups.

Dr. Clark informed those present that the University is presently working on a response to the recommendations contained in the task force's report and is trying to arrive at a reasonable estimate of cost. He said meetings are being arranged with representatives of the various groups concerned, and hoped the university's final response would be available by the end of January, so implementation of the report's major recommendations could begin. He described the steps which have, and are presently being taken to resolve funding for the Transition Year Programme, and affirmed that Dalhousie is fully committed to this programme for at least the ten-year period recommended in the report.

Noting that the Task Force's report had been widely distributed outside the university, Dr. Tindall asked that it be circulated more widely within the university community. This suggestion was noted by those concerned. Items addressed by Members during discussion of the Report included exploring non-traditional sources of funding, flexible admissions standards for minority groups to attend Dalhousie, and the need for a coordinated approach in implementing the recommendations in the report so that the university's model might be one which can be used in other parts of the province.

Statutory
Board/Senate
Meeting

The minutes of the joint meeting held on October 26, 1989 had been circulated with the agenda for the information of Board members. Mr. Robertson commented on the usefulness of these annual meetings.

President's
Report

Before addressing his report, Dr. Clark drew attention to the new recruitment material (distributed at meeting) which had been used by the Registrar's office this year, saying he felt this presented Dalhousie in a more coherent and attractive manner than in the past. (Ms. Tynes later commented that brochure still needed to be changed to meet the needs of prospective minority students.) Dr. Clark reviewed the various items as set out in his report (copy attached as Appendix A), adding that renovations to the Animal Care Centre in the Tupper Building had also been completed by Physical Plant in the last two years.

Dr. Clark announced that, if agreeable to Board members, a tour of various facilities in the Faculty of Science would be arranged to immediately precede the Board meeting on February 20 next year. Further details will be forthcoming in due course.

Centres of
Excellence

Mr. Dan Chase, Research Grants Coordinator, provided background information on the process involved in the selection of successful proposals under the Networks of Centres of Excellence programme which was established in May 1988 by the federal government as part of its science and technology strategy. He said that Dalhousie researchers had participated in about 30 of the 158 proposals submitted in this national programme, and the University is

involved in three of the 14 networks to be funded. Mr. Chase then introduced Dr. Matthew Spence who outlined the Neural Regeneration and Functional Recovery network which will be centred at McGill University. On behalf of Dr. Jurgen Kreuzer of the Department of Physics, Mr. Chase then described the Centre of Excellence for Molecular and Interfacial Dynamics which will be centred at the University of Victoria. Lastly, Dr. Jon Grant spoke about the Ocean Production Enhancement Network (OPEN) which will be centred at Dalhousie. (Summary information on each of these networks was provided to members at the meeting and is enclosed for those who were absent.)

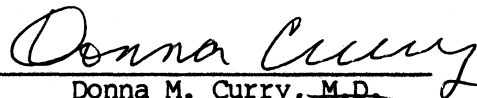
Dr. Clark alerted Board members to various issues associated with establishment of these centres, including finalization of funding, management structure, and the question of establishing each network as a non profit corporation. The Board will be kept informed of developments.

Other
Business

Mr. Kerr queried the current practice whereby recipients of honorary degrees are selected solely by Senate, and asked for information justifying the non involvement of the Board of Governors in this process. The President agreed to look into this matter and report back to the Board.

Adjournment

The meeting adjourned at 6:00 p.m.



Donna M. Curry, M.D.
Honorary Secretary



W. Struan Robertson
Chairperson

Minutes of a Special Meeting of the Board of Governors held on Thursday, November 30, 1989 at 3:00 p.m. in the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson
Chairperson
Mr. David J. Almon
Dr. Mary R. Brooks
Dr. Howard C. Clark
President
George T.H. Cooper, Q.C.
James S. Cowan, Q.C.
Dr. Donna M. Curry
Honorary Secretary
Mr. Stephen Davis
Mr. Louis Deveau
Mr. H. Lawrence Doane
Mrs. Janice Flemming
Mrs. Linda Fraser
Mrs. Lorraine Green
Donald A. Kerr, Q.C.
Dr. Patricia Lane
Mr. John W. Lindsay
Mr. Thomas E.G. Lynch
Mr. Bernadette Macdonald
Dr. Albro D. MacKeen
Ms. Lara Morris
Dr. Clifford Murray
Mr. Norman H. Newman
George C. Piercey, Q.C.
Vice-Chairperson
Mrs. Ruth Pulsifer
Dr. Judith A. Ritchie
Mr. David Shannon
Mr. George C. Thompson
Ms. Maxine Tynes
Ms. Barbara Walker
Mrs. Peggy Weld
Vice-Chairperson

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); Dr. Dale Retallack (D.F.A. Observer); and Ms. Elizabeth A. Christian (Secretary).

Regrets were received from: Dr. Wayne Bell, Mr. Barrie Black, Dr. Mona Campbell, Mrs. Annemarie Macdonald, Madam Justice Jacqueline Matheson, Mr. Allan C. Shaw, and the Honourable Robert Stanfield.

Feasibility Study

Mr. Robertson explained that this special meeting of the Board had been called to deal with a single item relating to a feasibility study (to be announced later today) to consider a proposal to relocate the Technical University of Nova Scotia campus to an area bounded by LeMarchant Street on the west, Coburg Road, Robie Street, and part of University Avenue. The proposed site consists of approximately eleven acres, part of which is owned by Dalhousie. Mr. Robertson explained that the proposal, which had been under consideration for about three months, is also being considered by TUNS, which has to find an improved location. TUNS will remain autonomous and have its own campus, but its relocation will enable it to share some common facilities with Dalhousie, such as heating, library, computer and recreational facilities, with the end result that overhead costs for both institutions would be reduced. If the Board approves, a small committee will be constituted to undertake a feasibility study on the proposal, and it is hoped this study will be completed in a relatively short period of time.

Dr. Clark then defined the geographic location of the proposed site for TUNS campus on slides provided by Mr. Bill Lord, Director of Physical Plant and Planning. He said that the close proximity of TUNS to Dalhousie would create a university centre which would be quite unique, and would give this region of Canada a total overall facility which would be unrivalled in the country. He then described some changes which would take place on Dalhousie's own campus as a result of TUNS' relocation to the area. These include replacing the Arts Centre parking lot with a layer of underground parking beneath an artificial playing surface on Studley Field, and erecting a major academic building on the Arts Centre parking lot to house the Faculty of Management. Also, another major academic building would be built on the site of the present Education building to accommodate the Faculty of Arts and Social Sciences departments, many of which are presently located in the target area. Finally, additional residential space would be provided by construction on the Hancock Hall site, which might continue to house the Maritime School of Social Work. Dr. Clark commented that the proposal to relocate TUNS is an exciting one, and would provide facilitate interaction between TUNS and Dalhousie in a number of areas. He emphasized that the Board is only being asked at this meeting to approve a feasibility study on the proposal to relocate TUNS, and that there is no intention of raising, or discussing, possible integration of TUNS and Dalhousie. Both institutions will remain separate autonomous units, but will share some common facilities and resources.

Mr. Robertson then asked for, and received, a motion

That the recommendation to allow a feasibility study on the relocation of TUNS to be undertaken, be approved.

During the discussion which followed several questions were raised by several of the persons present at the meeting. In summary, the issues discussed related to:- whether Dalhousie could afford to give up the opportunity for future expansion on the 45% of property it now owns in the target area; the costs involved in TUNS relocation; how the proposal was originally initiated; how the land for the TUNS campus would be assembled, and by whom; the reason for choosing this particular site over land south of University Avenue; the period of time involved in TUNS relocation; whether the proposal fitted into Dalhousie's long-term plans; how space would be provided for university units presently housed in the target area, and at what cost; the structure, cost and timing of the feasibility study as well as involvement of students in the study group; how the private dwellings in the area would be acquired and homeowners compensated; the possible need for future expansion by TUNS on these eleven acres; the process for decision-making on the final recommendation of the feasibility study; and to whether TUNS relocation was a prelude to its becoming a part of Dalhousie.

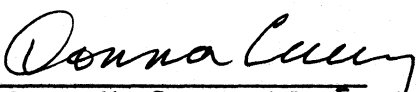
Mr. Robertson, Dr. Clark and Mr. Mason responded to the various questions as they were raised by members. A summary of their comments follows. The area bounded by Coburg Road, Robie, South and Oxford Streets has been designated by the Municipal Planning Board for university growth. On Dalhousie's initiative, discussions were held with TUNS and a proposal was developed whereby TUNS might relocate its campus to an eleven-acre site near Dalhousie (as described earlier in the meeting by Dr. Clark). This particular site was chosen in preference to land south of University Avenue because of land layout and because Dalhousie already owns a number of old houses in this area. The estimated total cost of the entire project would be \$150 million; assembly of the land required and the purchase of private dwellings in the area would be TUNS responsibility, with substantial support anticipated from government. A public meeting with homeowners in the target area is being jointly organized by TUNS and Dalhousie for December 12 to provide them with details about the proposal for the feasibility study. With regard to Dalhousie, the university now owns 45% of the land in the target area, and might realize from \$8-\$9 million from the sale of these holdings. Assurances were given that Dalhousie will not be purchasing any land in connection with TUNS relocation, and that Dalhousie and TUNS will remain autonomous and each have their own campus. However, TUNS will share some common facilities (steam heat, library, computer centre, Dalplex facilities) with Dalhousie, which will reduce operating costs for both institutions in these areas. The move will also provide the opportunity for greater cooperation and collaboration in many areas, and provide a unique university centre unparalleled in Canada. It is expected the whole project would probably cover a period of five to seven years.

The Board is being asked today to approve a feasibility study to consider all aspects of the proposal for TUNS relocation. Members were assured that the various issues raised at today's meeting will be considered during the study process. In particular, the long-term advantages and disadvantages of the proposal to both institutions, government and the region will be a very fundamental issue to be examined carefully. The feasibility study, which will be a joint venture, will be undertaken by a committee of six to eight people. Mr. Shannon's request that the Student Union be represented on the committee was noted. The study is not expected to cost a large amount of money and should be completed within three months. Its recommendations will then be considered carefully by all parties concerned before any final decision are made on TUNS relocation.

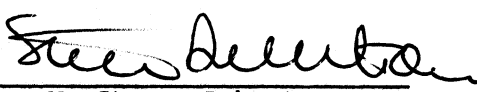
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As discussion had run beyond the time allotted for the meeting, Mr. Robertson called for a vote on the motion before the Board. On a show of hands the motion carried, with one dissenting vote.

Adjournment The meeting adjourned at 3:40 p.m.



Donna M. Curry, M.D.
Honorary Secretary



W. Struan Robertson
Chairperson