

Item: Board of Governors Minutes, January 1993  
Call Number: Board of Governors Fonds UA-1, 58.7

Additional Notes:

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BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY  
AGENDA

Thursday, January 21, 1993 - 4:00 p.m.  
University Hall - Macdonald Building

1. Approval of Agenda (A. Shaw)
2. Minutes of Board Meeting of December 15, 1992 (enclosed) (A. Shaw)
3. President's Report (H. Clark)
4. Items for Decision
  - (a) Appointment of Members to Governors Awards Committee (H. Clark)
  - (b) Tuition Fees for 1993-94 (enclosed) (L. Doane)
5. Items for Discussion
  - (a) Challenges Facing the Board (H. Clark)
  - (b) Rationalization of Nova Scotia Universities (enclosed) (H. Clark)
6. Items for Information
  - (a) Reports of Standing Committees:
    - (i) Buildings and Grounds Committee (D. Kerr)
    - (ii) Development Committee (N. Newman)
    - (iii) Nominating Committee (G. Piercey)
7. Other Business
8. Adjournment

Minutes of the Meeting of the  
Board of Governors held on Thursday,  
January 21, 1993 at 4:00 p.m. in  
University Hall

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw  
          Chairperson  
          Ms. Hermie Abraham  
          Ms. Jean Addison  
          Mr. David J. Almon  
          Dr. Marie Battiste  
          Dr. D. Wayne Bell  
          Mr. Robin N. Calder  
          Mr. Daniel M. Campbell  
          Dr. Howard C. Clark  
          President  
          Mr. James S. Cowan  
          Vice-Chairperson  
          Mr. J. Dickson Crawford  
          Mr. H. Lawrence Doane  
          Honorary Treasurer  
          Mr. Peter R. Doig  
          Dr. Kenneth Dunn  
          Mr. Fred S. Fountain  
          Mrs. Linda Fraser  
          Mrs. Cynthia Gorman  
          Mr. Donald A. Kerr  
          Ms. Lale Kesebi  
          Mr. Thomas E. G. Lynch  
          Ms. Bernadette Macdonald  
          Mr. George W. MacDonald  
          Hon. Jacqueline Matheson  
          Mr. Fraser Matte  
          Mr. Ralph M. Medjuck  
          Dr. Carmen F. Moir  
          Mr. Norman H. Newman  
          Dr. Sharon Oliver  
          Dr. Norman G. O. Pereira  
          Mr. George C. Piercey  
          Mr. Peter Pottier  
          Ms. Patricia Roscoe  
          Mr. Byron G. Sarson  
          Dr. William M. Skerrett  
          Dr. Maxine N. Tynes  
          Miss Barbara Walker  
          Vice-Chairperson  
          Mr. Sherman Zwicker

Also present were Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Mr. Ian Nason (Director, Financial Services); Ms. Jane Spurr (Research and Policy Analyst); Mr. W. H. Lord (Director, Physical Plant and Planning); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Mrs. Betty Flinn (Director, Alumni Affairs); Ms. Mary Somers (Editor, "Dal News") and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. Aubrey Browne, Dr. Fay Cohen, Dr. Margaret Hansell, Chief Justice A. Hickman, Ms. Carolyn Johnson, Dr. Patricia Lane, Mrs. Ann Petley-Jones, Mr. John C. Risley, Mr. Kenneth C. Rowe, Dr. Donald Sobey, and Mr. Robert Zed.

The Chairperson called the meeting to order at 4:00 p.m. and some of the public in attendance immediately began chanting "All of us or none of us". Mr. Shaw commented that there would be order or the public who were disrupting the meeting would not be permitted to remain to observe the meeting. Ms. Kesebi then reiterated an earlier invitation to relocate the meeting to the McInnes Room. The Chair declined the invitation noting that he intended to conduct this meeting in the usual manner and place. He noted that the Board by-laws provided for the Chair to determine the place for the meeting, and that his decision was firm.

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### Approval of Agenda

On motion (Gorman/Walker) the Agenda as circulated was approved with the addition of a Resolution regarding the Sir Charles Tupper Medical Building being added to the Agenda as item 4 (c).

### Minutes of Board Meeting of December 15, 1992

On motion (Cowan/Roscoe) the Minutes of the December 15, 1992 meeting of the Board of Governors were approved as circulated.

### President's Report

Dr. Clark noted, over disruptive chanting by certain non-Board Members, that his President's Report had been distributed to all Board Members and that he would just emphasize two points, the first being that he wished to acknowledge his gratitude to Dr. Denis Stairs who had carried on nobly on his behalf during his recent illness. Secondly he drew attention to item 6 of his Report which he observed was an interesting example of efficiency and co-operation among universities which had resulted in savings for Dalhousie in the year ending October 1992 of \$70,000 on photocopying costs.

At this point the meeting was interrupted for approximately fifteen minutes as some students attempted to gain entrance to University Hall. When the meeting reconvened Ms. Abraham apologized for the behaviour of those students but noted that the tuition fee issue was a very emotional one and that the students were feeling very pressured. Mr. Shaw observed that we had seen past examples of that as well, but the Board would not be pressured into relocating the meeting.

Board Members then concurred that item 4 (a) Governors Award Committee be deferred until later in the meeting and that we proceed to address item 4(b) Tuition Fees for 1993-94.

### Items for decision

#### Tuition Fees for 1993-94

Mr. Shaw noted that, while there was other business to attend to, this was an important topic and forty-five minutes would be allowed for the discussion. In order to allow an opportunity for all Board Members who wished to speak, it would probably be necessary to ask Board Members to speak once only and they were requested to confine their remarks to a two to three minute time period. He noted that the four student representatives had

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requested in advance and he had agreed that they be given fifteen minutes to make a joint presentation which would occur following Mr. Doane's Report.

Mr. Shaw then called upon Mr. Doane to present the Report from the Finance and Budget Committee containing its recommendation re 1993/94 fees, which Report had been pre-circulated with the agenda for the meeting. Mr. Doane noted that the Report from the Finance and Budget Committee which recommended a tuition fee increase for 1993/94 of 7.5% for operating purposes and a 2.5% increase for student assistance had been accepted by the Student Relations and Residence Committee. He commented that the arguments in favour of the fee recommendation were based on no increase in government grants for 1993/94, and contractual obligations to almost all employee groups upon the expiration this spring of the Province's Wage Restraint Program. He noted that even with the proposed increase in tuition fees it would be necessary to reduce current expenditures by \$3.4 million, and to postpone a further \$1.4 million in needed expenditures. He observed that other Nova Scotia Universities faced with the same difficulties had indicated they expected to increase their fees by almost 10% and that earlier this week Acadia University's Board of Governors had approved an increase in tuition fees of 11%.

Mr. Doane then moved and Miss Walker seconded a motion THAT, on the recommendation of the Finance and Budget Committee, a tuition fee increase for 1993/94 of 7.5% for operating purposes and 2.5% for increased student assistance be approved. In seconding the motion Miss Walker reviewed the steps leading up to the motion and recalled the establishment a year ago of the Task Force on Tuition Fee Policy. She noted that the Final Report of the Task Force had been accepted by the Committee, comprised of Board Members and students, and had been approved by the Board of Governors. In closing she noted that all conditions required by the Task Force on Tuition Fee Policy had been fulfilled.

Dr. Tom Sinclair-Faulkner then rose on a point of personal privilege and stated that some members of the Dalhousie Faculty Association would like to have been in attendance, but not having a pass for the meeting they were prevented from doing so. Mr. Shaw reminded Dr. Sinclair-Faulkner that he was not a Member of the Board and was present as an observer. Dr. Sinclair-Faulkner then said that, with all due respect, on behalf of the Dalhousie Faculty Association, he believed the decision to remain in University Hall was hurting communications at Dalhousie and he therefore intended to immediately withdraw from the meeting.

Ms. Abraham then moved and Mr. Pottier seconded an amendment to the motion presented by Mr. Doane. The amendment was THAT tuition fees for 1993/94 should be increased by 0%.

Ms. Kesebi observed that it was an onerous task to represent so many students who were hopeful that the fees would not increase and she proceeded to offer the students' perspective on the proposed tuition fee increase. The three main points she made dealt with accessibility, quality control management and revenue generation. With respect to accessibility she stated that a 10% increase would make it harder for students to pay for their education and that the increase should not be considered in a vacuum. She also urged Board Members to consider the cumulative effect of recent increases. She then suggested that quality control management was not being exercised and that the proposed 10% increase would be directed towards debt financing rather than quality. In terms of revenue generation possibilities she suggested that the most obvious thing that would be affected negatively was annual giving as tuition fee increases would not foster a spirit of giving on the part of students to the annual fund after they had graduated.

Mr. Pottier said this was not a hostile presentation, that he hoped for fairness and was concerned about the well being of the University. He stressed the need for new ideas and innovative approaches and suggested that the University lacked adaptability and that we all had to be a lot more accountable for what we did. He said difficult decisions had to be made about what the University did well and that then we must focus on those areas. He challenged Board Members to come up with new ideas and solutions.

The Chair then called for the vote on the Amendment to the Motion. The amendment was defeated.

Dr. Tynes suggested that if we were dealing with the political electorate we would ask that the motion to increase tuition fees be tabled to factor in alternatives and she questioned when the tuition fees increments would end. She observed that if she was a student now facing such increases in tuition fees she would not be able to afford to be a student at Dalhousie.

Ms. Gorman then spoke to issues regarding student assistance noting that for 1993/94 the 10% proposed increase in tuition fees would generate an additional \$580,000 to the Student Assistance Program which would then total \$1,810,000. She noted that it was proposed that 25% of the increase in 1993/94 would be directed to the student assistance program and that it was well known that Dalhousie was the only university in Canada to have initiated a student assistance program on such a large scale. She observed

that the University of British Columbia had followed our example by introducing an assistance program and that Mount Saint Vincent had also initiated a small assistance program. She concluded her remarks by noting that without the proposed tuition fee increase the University would face an enormous deficit which itself would have a direct impact on the ability of the university to respond to the educational needs of the student body.

Dr. Pereira commented that the students had raised an important point with respect to the quality of education but that he did not see how to resolve the issue; and that while a ten percent increase in tuition fees would not succeed in improving the quality of education, the best we could hope for was to prevent further erosion. He suggested we needed alternative ways of cutting costs or to find new revenues, but that until that occurred we could not ignore the current reality. He observed that if we could get more funding from government, we would do so, and he commented that no one on the Board of Governors wanted a tuition rise but that it was a last resort.

Ms. Abraham acknowledged that Dalhousie had a good student assistance program but that tuition fees are amongst the highest in the country and low employment options for students exacerbate the students' difficulties. She indicated that the students were more than willing to work with Board Members to seek solutions and she expressed her concern that tuition increases would reach an unsustainable level. She suggested, assuming that the anonymous donor had the best interests of Dalhousie in mind, that the \$1 million contributed to the renovation of the Macdonald Building could have been invested for a period of time to earn interest for the University and that the renovations could have been delayed. She then commented that the motion presented by Mr. Doane to increase tuition fees for 1993/94 should be tabled.

Mr. Matte began to speak about the need he perceived for ongoing change but was interrupted by the persistent sound of a fire alarm. Mr. Shaw advised Board Members that the sounding of the alarm had been anticipated, that all necessary precautions were being taken and that the meeting would continue unless we were notified that it was not a false alarm. Mr. Matte declined Mr. Shaw's offer that he continue with his presentation.

MR. MATTE INDICATED HE THOUGHT HE HAD BEEN EXERCISING HIS CHOICE TO DEPART UNTIL

Mr. Cowan observed that with this disruption, it would not be possible for there to be further meaningful discussion about the proposed 1993/94 tuition fee increase. He therefore moved and Miss Walker seconded a motion THAT the Chair should call for the question on the motion THAT, on the recommendation of the Finance and Budget Committee, a tuition fee increase for 1993/94 of 7.5% for operating purposes and 2.5% for increased student assistance

THE FIRE  
ALARM  
CEASED

AMENDED  
FEB 23/93

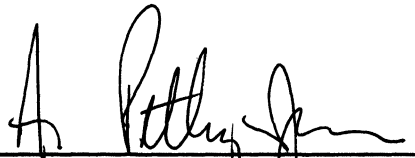
be approved. The question was then called by the Chair and the motion carried. Dr. Battiste, abstained.

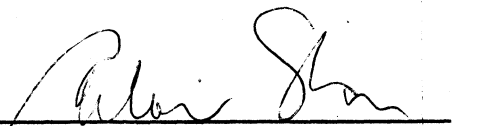
*AMENDED  
FCB 23/93* Adjournment *AND DR. PEREIRA  
THE FOUR STUDENT REPRESENTATIVES ON THE BOARD OPPOSED THE  
MOTION AND OBJECTED TO THE VOTE BEING CALLED AT THAT TIME*

The Chair recommended that all remaining items on the agenda be deferred to a subsequent meeting and asked that a motion to adjourn be presented. Mr. Cowan moved and Mr. Campbell seconded a motion to adjourn. The motion carried.

Mr. Shaw observed that "tomorrow is a new day" and that Board Members and students needed to work together and co-operate.

The meeting adjourned at 5:05 p.m.

  
\_\_\_\_\_  
Mrs. Ann Petley-Jones  
Honorary Secretary

  
\_\_\_\_\_  
Mr. Allan C. Shaw  
Chairperson