

Item: Board of Governors Minutes, April 1995
Call Number: Board of Governors Fonds UA-1, 54.6

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**AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

**April 18, 1995 (4:00 p.m.)
University Hall, Macdonald Building**

- 4:00 1. Approval of Agenda
2. Approval of Minutes of Board Meeting of March 21, 1995
(enclosure)
3. President's Report (to be distributed at the meeting)
- 4:10 **Presentation**
4. Role of the Employment Equity Office (Ms. Mary M. Dauphinee, Employment Equity Officer) (enclosure)
- 4:30 **Items for decision**
5. Senate complement (enclosure) (Clark)
6. Dalhousie Student Union fees (Walker)
7. Appointment of new Dalhousie Student Union representatives to the Board (Walker)
- 4:45 **Items for discussion**
8. Rationalization (Clark)
9. Critical issues for the Board (enclosure) (Shaw)
- 5:30 **Items for information**
10. Report from the Buildings and Grounds Committee (enclosure) (Matheson)
- 5:50 **In-Camera**
11. Nominating Committee recommendations (Piercey)
- 6:00 12. Adjournment

Minutes of a meeting of the
Board of Governors held on Tuesday,
April 18, 1995 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT;

Mr. Allan C. Shaw
Chairperson
Dr. D. Wayne Bell
Mr. Peter Bryson
Dr. Howard C. Clark
President
Mr. James Connor
Dr. Kenneth Dunn
Mr. Fred Fountain

Ms. Lisa Lachance
Ms. Margaret Langley
Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald
Mr. George W. MacDonald
Hon. Jacqueline Matheson
Mr. Douglas W. Reid
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe

Also present were: Sir Graham Day (Chancellor), Mr. George Piercey (immediate past Chairperson, Board of Governors), Dr. Deborah Hobson (Vice-President, Academic and Research), Mr. Bryan G. Mason (Vice-President, Finance and Administration), Mr. Eric A. McKee (Vice-President, Student Services), Mr. Henry E. Eberhardt (Vice-President, External), Professor Jennifer Bankier (President, Dalhousie Faculty Association), Mr. Brian C. Crocker (University Secretary and Legal Counsel), Mr. W. H. Lord (Director, Physical Plant and Planning), Mr. Tony Martin (Director, Athletics and Recreational Services), Ms. Marilyn MacDonald (Director, Public Relations), Ms. Mary Somers (Editor, *Dalhousie News*), and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. James S. Cowan, Mr. J. Dickson Crawford, Mrs. Ann Petley-Jones, Mrs. Josie Richard, Mr. John C. Risley, Miss Barbara Walker and Mrs. Carol D. Young.

The Chairperson called the meeting to order at 4:05 p.m.

Approval of Agenda

Board members approved the agenda as distributed along with agreeing that two motions would be presented at the conclusion of the Report from the Buildings and Grounds Committee.

Minutes of Board Meeting of March 21, 1995

Professor Bankier requested that on page seven where the Minutes record her comments on the President's Response to the Report on Employee Morale the sentence reading " She then suggested that there is a people skills issue linked to the Deans unwillingness to support the proposed budget allocation to Personnel Services"

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was slightly ambiguous and she requested that it be revised to read "She then suggested that there is a people skills issue linked to the Deans unwillingness to support the proposed budget allocation to Personnel Services which reflected a lack of prior consultation with the Deans." On motion it was agreed to approve the Minutes of the March 21, 1995 meeting of the Board of Governors as amended.

Mr. Shaw then noted for the benefit of Board Members who were absent during the *In-Camera* session held after the March Board meeting that a motion to invite Dr. H. Reuben Cohen to accept appointment as Chancellor Emeritus effective immediately was unanimously carried, and that subsequently at the unveiling of Dr. Cohen's portrait his appointment as Chancellor Emeritus was announced.

President's Report

Dr. Clark briefly reviewed the President's Report that was distributed at the meeting, a copy of which is attached to these Minutes. He noted that rationalization would be addressed later in the meeting, and he observed that the Federal Budget is a matter of some speculation that certainly does not seem to bode well for universities. Beyond that he announced the unofficial outcome of the Annual Fund during which he noted the following results. Total gifts and pledges were \$1,530,000 which is the second highest total ever achieved. The total number of donors was 9,000 which is an increase of five percent and there was 100 percent participation from the Board of Governors. \$67,000 was received in Parents Fund Dollars which represents an increase of twenty-three percent and the number of Parents Fund Donors was up seventy-nine percent.

Presentation

Role of the Employment Equity Office

Mr. Shaw introduced Ms. Mary Dauphinee, Dalhousie's Employment Equity Officer, who acts as a specialist resource person to the President and manages the planning and implementation of a program of Employment Equity through Affirmative Action for all University faculties and administrative units. He noted that Ms. Dauphinee had from 1979 until coming to Dalhousie last September been Director of the Equal Opportunity Division for the City of Toronto and was responsible for the management of the Service Equity and Human Rights Programs, and an Employment Equity Program for women, people with disabilities, racial and ethnic minorities and Aboriginal persons.

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Early in her presentation Ms. Dauphinee noted that the good news is that we continue to meet the requirements of the Federal Contractors' Program which requirements she then reviewed. She then noted the role of the Employment Equity Office and the issues she has addressed since September. She explained the mandate of her office and suggested that we are headed in the right direction and then went on to review the goals and policies and practices of the Employment Equity Office. She noted that the workforce census has not been kept up to date and that they will have to review all job descriptions to assign a new code in keeping with the national occupational coding system. She also explained that they will be creating a tracking system to monitor applicants as well as hirings, promotions, and transfers. She observed that we are currently losing racially visible employees at a rate that should concern us. She noted that her office's responsibility for investigating complaints is the area where she has the most concern. She observed that there is a general burn out and frustration among all staff who are assigned to equity work and suggested that the physical separation of all the various workers adds to the problem.

Items for decision

Senate complement

Mr. Shaw commented that after some consultation between Dr. Dunn and Mr. Crocker it had been agreed that there should be Board approval for the change in the size and distribution of Senate's membership that will occur on July 1, 1995 as part of the implementation of Senate Reform.

Dr. Clark moved and Dr. Dunn seconded a motion THAT the Board of Governors approve the changes to the Membership of Senate which were accepted by Senate in a mail ballot and were announced to Senate at the 27 February 1995 Senate meeting. The new membership will include thirty-nine elected members of faculty, the President of Dalhousie, the Vice-President (Academic and Research), the University Librarian, the Deans of the eight Faculties, the Dean of Henson College, the Director of the School of Education, four students and one representative from each of the University of King's College and the Nova Scotia Agricultural College. The changes will take effect 1 July 1995. The motion carried.

Dalhousie Student Union Fees

Mr. Shaw noted that it is customary for the Dalhousie Student Union fees to come to the Board for approval.

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Dr. Dunn moved and Ms. Lachance seconded a motion THAT, on the recommendation of the Student Relations and Residence Committee, the Board of Governors approve that the Dalhousie Student Union fees for 1995-96 be decreased from \$144 to \$132 with a proportionate reduction in the part-time fee. The motion carried.

Dr. Dunn moved and Ms. Lachance seconded a motion THAT, on the recommendation of the Student Relations and Residence Committee, the Board of Governors approve that the society fee paid by students in the School of Recreation, Physical and Health Education be increased from \$10 to \$15. The motion carried.

Appointment of new Dalhousie Student Union representatives to the Board

Mrs. Roscoe moved and Ms. Lachance seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the appointment of the following individuals to represent the students of Dalhousie University on the Board of Governors effective May 1, 1995 for one year: Mr. David Cox, Ms. Heather Gibson and Mr. Geoffrey Stewart. The motion carried.

On behalf of the Board of Governors, Mr. Shaw extended congratulations to the newly elected student representatives to the Board. He then offered thanks to James Connor, Lisa Lachance, Rod MacLeod and Thomas McPhee, who would shortly be concluding their terms on the Board, and he acknowledged their contribution to the university through their involvement as Board Members was greatly appreciated.

Items for discussion

Rationalization

Mr. Shaw explained that the Officers of the Board had recently discussed the merits of scheduling a special *In-Camera* session of the Board to focus exclusively on rationalization to gain the input and involvement of all Board Members and he now wished to receive feedback on this suggestion. Mrs. Roscoe commented that such a session would be beneficial for those who are struggling to keep current with rationalization activity. It was noted that the President of the Dalhousie Faculty Association would be invited to attend such a session as well as both the current and the incoming student representatives to the Board. After a brief discussion it was agreed that plans would be made to hold a session as soon as possible.

Dr. Clark reviewed his comments on rationalization that are contained in the attached copy of the President's Report and noted that there was nothing specific to report on other than to note that there are only four out of a possible total of nine members of the

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Nova Scotia Council on Higher Education currently in office. He concluded his remarks by noting that whatever NSCHE is contemplating remains a complete mystery.

Critical issues for the Board

Mr. Shaw suggested that the critical issues for the Board should be reviewed on an annual basis and should serve as a guide for the Board's activities during any given year as well as being used to measure the Board's performance. He noted that Board members had received the priority listing of critical issues that had been approved in May, 1993 in advance of this meeting and he encouraged them to participate in the process of revising the list of critical issues. He then called upon Dr. Clark to comment on the critical issues.

Dr. Clark prefaced his remarks by noting that President-elect, Dr. Tom Traves, may have additional input and may identify other issues when he arrives in July. He then commented that considerable progress has been made with respect to the financial health of Dalhousie with a great deal having been achieved in terms of balancing the budget and reducing the debt. He indicated that personally he would like to see the capital campaign now placed at the top of the list of priorities. He acknowledged that it is not an easy time for fundraising but it is of increasing importance. He noted that rationalization will continue to be a major issue the outcome of which is not totally in our own hands. He commented that the Board has made progress in redefining the role of the Board and downsizing the Board. He concluded by commenting that the vision for the future of education clearly relates to the mission statement which he would expect Dr. Traves will want to review and he noted the statement could also be significantly influenced by the outcome of rationalization.

Mr. Reid recommended that the development of an alternate plan for rationalization in the event that the Dalhousie model for consolidation is rejected should be a priority to address.

Mrs. Roscoe observed that it has become clear how little the general public truly understands what a national university is all about and that is an issue that is critical and we should be making efforts to increase public awareness.

Mr. Fountain suggested that the capital campaign and the University's ability to do private fundraising will become a pre-occupation for the Board.

Mr. MacDonald suggested that a session concentrating on the role of the Board, what is expected of Board Members and how we could best use the talents of Board Members would be most helpful. Mr. Shaw agreed that it would be useful to plan a

session soon to discuss the role of the Board.

Mr. Rowe indicated it would be helpful if Financial Services could inform the Board about what the worst case financial situation might be and how we would intend to manage that.

Mr. Shaw requested that Board Members convey any further thoughts they might have with respect to the critical issues to him.

Items for information

Report from the Buildings and Grounds Committee

Judge Matheson briefly reviewed the Report of the Buildings and Grounds Committee and advised of one new matter, namely that the Costume Studies Department will be relocating to Carleton House on Argyle Street by June 1, 1995, and will have a permanent display which is expected to be ready in time for the G-7 Summit. It was explained that the condition of the building is up to standard having been completely restored recently. Judge Matheson also noted that the Killam study is still ongoing as they are looking at ways to finance some of the proposed renovations.

At this point information was distributed to Board Members with respect to the two motions that were to be presented.

Ted Wickwire Memorial Field

With respect to the Wickwire Field, Judge Matheson noted that there had been some revisions since the Report from the Buildings and Grounds Committee had been circulated. Judge Matheson moved and Dr. Bell seconded a motion THAT the Buildings and Grounds Committee recommends to the Board of Governors that approval be given to the construction of an artificial grass playing surface on the Ted Wickwire Memorial Field, and to the relocation of approximately 145 parking spaces, at the proposed cost of \$3.3 million. The proposed source of funding is as follows:

(1) Wickwire Trust Fund	\$1,000,000
(2) Future Student Athletic Fees	1,350,000
(3) Capital Campaign	500,000
(4) Mortgage	250,000
(5) Federal/Provincial Infrastructure Funding	200,000

Notes:

- (1) could include continuation of \$50,000 per annum from undesignated Annual Fund plus Capital Campaign donations.
- (2) should the project cost less than the \$3.3 million, the Student Athletic Fees contribution could decline.

In presenting the funding sources for this project, the Buildings and Grounds Committee recognizes that the University is awaiting final agreement from the two levels of government on the proposed use of infrastructure funding. The motion carried.

During the discussion Mr. Lynch observed that it gave him pleasure to congratulate the Buildings and Grounds Committee for bringing the motion forward. He noted that he was immensely proud of the students who have served on the President's Advisory Council on Athletics over the past many years as they have been first in line with their commitment to the new field. He also acknowledged the untiring commitment of the Alumni Board, the Black and Gold Club, faculty representatives and administration officials which has been appreciated by all who had hopes that this field would become a reality. In conclusion, he particularly thanked Dr. Clark for his commitment to the project.

Mr. Connor noted that the students would support this project financially by way of student athletic fees of \$1.35 million over seven to ten years and that all they were asking was that the students would continue to be involved with the project which he said would be a positive benefit to students, the alumni and the University.

Professor Bankier inquired where the 145 parking spaces would be going. Mr. Mason explained that the 145 parking spaces around the perimeter of the current field and the west side of the Memorial arena, which have existed on a temporary basis since 1986, would be distributed somewhat across the campus. He noted that a number of buildings will be taken down such as the three portable class rooms that were temporarily located twenty years ago near the corner of Oxford and Coburg which buildings have been condemned. He also noted there are a number of houses in very bad shape in the LeMarchant/South Street area backing on to one of our major parking spaces which will be taken down which is in keeping with the long term Campus Plan. He noted that some parking would also go on the south side of Memorial arena and in the location of the present Education Building which is long past the point of economic repair. He noted that the decision to take down the Education Building has been communicated to various people in the School of Education and those individuals in the Education Building who are remaining at Dalhousie will be relocated to better

accommodation. In response to an inquiry from Professor Bankier he indicated that one of the houses that they are proposing to take down is the house currently being occupied by the Women's Centre and alternate accommodation will need to be found for them as well.

Judge Matheson noted that with respect to financing it will take a number of years for the student athletic and capital campaign funds to come in which will necessitate interim funding the cost of which will be picked up by the University as part of its contribution to the field.

Mr. Reid noted that the Alumni Board of Directors unanimously supported the building of the field which it felt was very important for the future of the University. He acknowledged the tremendous leadership given by Mr. Lynch throughout the development of this project.

Proposed allocation of funds for Alterations and Renovations 1995/96

Judge Matheson moved and Dr. Bell seconded a motion THAT, on the recommendation of the Buildings and Grounds Committee, the Board of Governors approve the proposed allocation of funds for Alterations and Renovations 1995/96, subject to receipt of the expected amount of restricted operating funds. The allocations are: Accessibility \$145,000; Building Fabric \$314,500; Buildings Systems \$196,500; Environmental Health and Safety \$325,000; Safety \$312,500; and Teaching \$108,350; for a total of \$1,401,850. The motion carried.

Judge Matheson noted that the allocation for Accessibility had been increased and that the Building Fabric allocation had been slightly decreased because we have had a program of upgrading classrooms over the last five years and now do not need to expend as much in that area.

Adjournment : On motion the meeting adjourned at 5:20 p.m. with Board Members only being asked to remain for a brief *In-Camera* session.

Mrs. Ann Petley-Jones
Honorary Secretary

Mr. Allan C. Shaw
Chairperson

Encl. 1) President's Report

MOTION

BE IT RESOLVED: That the Board of Governors approve the changes to the Membership of Senate which were accepted by Senate in a mail ballot and were announced to Senate at the 27 February 1995 Senate meeting. The new membership will include 39 elected members of faculty, the President of Dalhousie, the Vice-President (Academic and Research), the University Librarian, the Deans of the eight Faculties, the Dean of Henson College, the Director of the School of Education, four students and one representative from each of the University of King's College and the Nova Scotia Agricultural College. The changes will take effect 1 July 1995.

BUILDINGS AND GROUNDS COMMITTEE

REPORT BY THE CHAIR

MARCH 1995

The following brief report has been prepared to provide an update on work carried out by the Department of Physical Plant and Planning over the past few months.

1. Sir Charles Tupper Building

We are pleased to report that this major \$10.5 million project, which has been under way for the past three years, was completed at the end of March, under budget and several months ahead of the original schedule. For budgetary reasons, Floors 3 and 4 were not included in this project. However, although these floors urgently require upgrading, a source of funding will have to be identified prior to the initiation of any major work on them.

2. Wickwire Field/Parkade

A considerable amount of planning was undertaken on this project in an effort to determine whether or not it was financially feasible. While there is no question as to the need for both an upgraded field and additional parking, it appears almost certain now that it will not be possible to accommodate the latter within the available sources of financing. Unfortunately, this will likely have a somewhat negative financial impact on future developments as it will be necessary to incorporate parking at a higher cost per space than would have been the case under the field.

3. Killam Library

A survey carried out by Global Energy Vision, an Energy Service Company (ESCO), has identified considerable potential energy savings, most of which will be gained through lighting retrofits. Much needed improvements to air quality and ventilation, however, will require significant funding over and above these savings. It is hoped that much of this additional funding can be achieved through savings gained by a retrofit of the Central Thermal Plant, an energy study of which Global has just begun. The study is also investigating the possibility of putting a roof over the inner courtyard. The atrium thus created would not only result in a significantly increased amount of useable space but greatly enhance the building.

4. Deferred Maintenance Audit

A report commissioned by the Audit Committee of the Board identified approximately \$20 million worth of deferred maintenance, of which about \$5 million is required to remedy those areas most urgently in need of attention. As recommended by BAC 6, a one-time amount of \$800,000 will be allocated in FY 1995-96 to deal with the most pressing priorities. It is hoped that additional projects can be financed as part of various energy conservation efforts (see above) and/or by using some A&R funding (see below).

5. Alterations and Renovations

Requests amounting to approximately \$10 million of work were submitted for the 1995-96 fiscal year. As Dalhousie has received no more than \$1.5 million p.a. over the past few years, this list is in the process of being pared down to include only the very top priorities. A list of priorities will be recommended for the Board's approval at its April meeting.

Respectfully submitted,

J. Matheson, Chair

March 1995