

Item: Board of Governors Minutes, January 1995  
Call Number: Board of Governors Fonds UA-1, 54.3

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**AGENDA**

**BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY**

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

- 4:00 p.m.**
- 1. Approval of agenda**
  - 2. Minutes of Board Meeting of December 13, 1994  
(enclosure)**
  - 3. President's Report (to be distributed at the  
meeting)**
- 4:10 p.m. Item for information**
- 4. Report from the Finance and Budget Committee (Cowan)**
    - Mid-year Operating Budget Results  
(enclosure)
    - Budget Advisory Committee Report  
No. 6 and the President's Response  
(enclosures)
- 4:30p.m. Items for decision**
- 5. Recommendation for Tuition Fees for 1995-96 (enclosure) (Cowan)**
  - 6. Proposed schedule of meetings for 1995-96 (enclosure) (Clark)**
  - 7. Appointment to Board of Director, Halifax Student Housing Society (McKee)**
- 5:30 p.m. Item for discussion**
- 8. Rationalization (Clark)**
- 6:00 p.m**
- 9. Adjournment**

Minutes of a meeting of the  
Board of Governors held on Wednesday,  
January 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  
Mr. James S. Cowan  
    Vice-Chairperson  
Dr. Kenneth Dunn  
Mr. Fred S. Fountain  
Dr. William Hare  
Ms. Lisa Lachance  
Dr. Patricia Lane

Ms. Margaret Langley  
Mr. Thomas E. G. Lynch  
Ms. Bernadette Macdonald  
Hon. Jacqueline Matheson  
Mrs. Ann Petley-Jones  
    Honorary Treasurer  
Mr. Douglas W. Reid  
Mrs. Josie Richard  
Mrs. Patricia Roscoe  
Mr. Kenneth C. Rowe  
Miss Barbara Walker  
    Vice-Chairperson  
Mrs. Carol D. Young

Also present were Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Thomas McPhee (alternate Student Representative to the Board of Governors); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Co-ordinator, Policy Development); Mr. Ian Nason (Director, Financial Services); Mr. Darrell Cochrane (Controller); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Mr. Stuart Watson (Assistant Editor, *Dalhousie News*); Dr. Derek McPhee (President, Professional Association of Residents and Interns - Maritime Provinces); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. J. Dickson Crawford, Ms. Suzan MacLean, Mr. Rod MacLeod, Mr. John C. Risley and Dr. Donald Sobey.

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

**Approval of Agenda**

Board members approved the agenda as circulated with two revisions, namely the inclusion of a brief report from the Development Committee and the placement of Rationalization on the agenda as an item for decision rather than discussion.

**Minutes of Board Meeting of December 13, 1994**

Ms. Macdonald moved and Miss Walker seconded a motion THAT the Minutes of the Board of Governors meeting held on December 13, 1994 be approved as circulated. The motion carried.

**President's Report**

Dr. Clark observed that much of his President's Report (copy attached) dealt with rationalization which would be addressed later in the meeting. He drew Board Members' attention to the significant changes announced by NSERC as a result of re-assessment of its priorities. He then commented on the unfortunate shooting incident that occurred on Seymour Street on January 13, 1995 and noted that Ms. MacDonald, Director of Public Relations, had conveyed to all Board Members a memorandum to inform them of the steps which had been taken by the university to manage various aspects of the situation. He then noted that the recent awarding of a Rhodes Scholarship to Audri Mukhopadhyay was a very notable accomplishment and represents the sixth such award to a Dalhousie student since 1988. He concluded his remarks by noting that all Board Members are invited to a reception in the Art Gallery following the March 21, 1995 meeting of the Board for the unveiling of the portrait of Dr. H. R. Cohen, Chancellor from 1990-1994.

**Item for information**

**Report from the Finance and Budget Committee**

- Mid-Year Operating Budget Results
- Budget Advisory Committee Report No. 6 and the President's Response

Mr. Cowan reported for Mr. Risley on behalf of the Finance and Budget Committee with respect to the Mid-Year Operating Budget Results. He noted that the Mid-Year Operating Budget Results had been pre-circulated along with a memorandum from Mr. Risley indicating that the Finance and Budget Committee was satisfied with the mid-year results. He reviewed and explained the projected revenue and expenditure variances from the budget for the current year ending March 1995 and noted that the overall operating surplus is expected to be in the order of \$390,000.

In response to an inquiry from Professor Bankier it was noted that the issue of whether or not to apply the \$3.3 million surplus projected for 1995-96 to cumulative operating debt or to carry it forward is a matter that the Board will need to decide upon in June. Mr. Mason observed that in the past when a surplus had been carried forward it was because the budget model for the coming year showed we would be in difficulty if we

did not do so but that does not appear to be the case for 1995-96. In response to an inquiry from Mr. Reid, Mr. Mason commented that the primary impact of interest rates on our finances is the rates we pay to the bank when we are borrowing or when we have monies on deposit and he noted that most of the year we are in the investment mode which is good for our operating position.

Mr. Reid inquired about the outcome of the Budget Advisory Committee's recommendations regarding the President's Residence and Mr. Shaw noted that will be discussed at the February Board meeting at which time the Report of the Presidential Search Committee will be on the agenda.

Mr. Mason noted that changes in government funding and the 1994-97 compensation restraint legislation have resulted in a \$3.3 million surplus being projected for one year only (1995-96) and therefore the 6th Report of the Budget Advisory Committee has made recommendations to provide some relief through a series of one-time adjustments to a number of areas in the university. He noted that the pain has been spread over the years and now with some good news we are trying to share it as broadly as possible. He noted that the recommended actions for the 1995-96 budget plan are to reduce the general tuition fee increase from 10% to 6% with a corresponding reduction in additional funds to the student assistance program; a one-time allocation of \$903,000 to budget units to assist with the 1995-96 amortization cost of voluntary negotiated separations; and \$800,000 towards deferred maintenance.

Mr. Mason commented that Board Members had received the 6th Report of the Budget Advisory Committee in advance of the meeting along with the President's Response which endorsed the recommendations contained in the Report.

In response to an inquiry from Dr. Bell, Mr. Mason noted that the Budget Advisory Committee did not meet with the PARI-MP (Professional Association of Residents and Interns - Maritime Provinces) or any other students groups. He explained that subsequent to the 6th Report of the Budget Advisory Committee being made public PARI-MP contacted him and that the Budget Advisory Committee is planning in the coming weeks to meet with various interested groups in light of the recommendation that our current policy for setting fees is to be reviewed. He then acknowledged that while a decision on tuition fees, if made today, would mean that PARI-MP's concerns would not be addressed for this year, he noted that they have presented their concerns each year in recent years and equally there could be analogous presentations by many other groups. He commented that the Board in the past has taken the position that fees in all of the groups will have to rise fairly substantially.

Dr. Bell commented that the PARI-MP concerns about assistance in the teaching of undergraduate medical students not being compensated, and their ineligibility for federal and provincial bursaries placed them in a unique situation. Mr. Mason noted that these concerns had been taken into account specifically in the past, and he suggested we needed to keep in mind the level of the tuition fee paid by residents and interns relative to what other students are expected to pay. He noted we are proposing a fee next year of \$1,115 and although the increase of \$200 is a substantial percentage increase it is nevertheless a fee base which is certainly lower than what almost any other group of students are required to pay.

Dr. Bell commented that his only concern is that we treat the PARI-MP group the same as other students and he questioned the legitimacy of their ineligibility for bursaries and not being compensated for teaching of undergraduate medical students. Mr. McKee noted that residents and interns are eligible to apply for federal and provincial aid but that they would almost certainly not receive assistance because of the incomes they earn, which while not princely sums, in terms of student aid needs assessment purposes the incomes received are high enough that they would not receive assistance. He indicated that he did not know if the residents and interns were eligible for bursaries in the Faculty of Medicine as the Faculty administers its own bursary program and is free to use its allocation of bursary funds to assist post-graduate medical students if they so choose but in all likelihood the judgement of the Faculty and the committee making the allocation is that other students are in greater need.

Mr. Mason explained that all of the recommendations for the 1995-96 Budget Plan could be reversed with the exception of the tuition fee recommendation if our government grant is less than expected. He noted that it is board policy to set tuition fees in January, and the Budget Advisory Committee has recommended that the Board reconsider that policy. He commented that particularly given the huge uncertainties that exist making our tuition fee recommendation after the level of government funding is known is an approach that needs to be considered.

### **Items for decision**

#### **Recommendation for Tuition Fees for 1995-1996**

Mr. Cowan briefly reviewed the Report to the Board of Governors - 1995-96 Tuition Fee Recommendation which had been pre-circulated. He noted that the tuition fee recommendation being presented by the Finance and Budget Committee had been endorsed by the Student Relations and Residence Committee. It is noted that the

Finance and Budget Committee at a meeting held on December 21, 1994 approved a motion that the Finance and Budget Committee recommend to the Board of Governors the adoption of a 1995-96 tuition fee schedule based on the Budget Advisory Committee's recommendations of 4.5% for operating purposes and 1.5% for increased student assistance, and continued implementation of programme differential fee increases. The Student Relations and Residence Committee, at a meeting held on January 10, 1995, passed a motion that the Student Relations and Residence Committee endorses the recommended adoption of the tuition fee schedule as shown in the final column of the schedule (attached) and that 25% of the amount of the year-over-year fee increase be used to support student assistance.

Mr. Connor noted that the students are not complacent about higher fees, that they remain concerned but also recognize Dalhousie's financial problem and realize that sacrifices must be made. He expressed his hope that the students of tomorrow will not have to bear the same burden as the students of today.

Mr. Cowan moved and Miss Walker seconded a motion THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve the tuition fee schedule as shown in the final column of Appendix "B" of the Dalhousie University Report to the Board of Governors 1995-96 Tuition Fee Recommendation dated January, 1995. The motion carried.

#### **Proposed Schedule of Meetings for 1995-96**

Mr. Cowan moved and Mrs. Petley-Jones seconded a motion THAT the proposed schedule for meetings of the Board of Governors for 1995-96 be approved as presented. The motion carried.

#### **Appointment to Board of Directors, Halifax Student Housing Society**

Miss Walker moved and Mrs. Richard seconded a motion THAT Mr. David Ness be appointed to replace Ms. Susan McIntyre as a representative of the Dalhousie University Board of Governors on the Board of Directors of the Halifax Student Housing Society. The motion carried.

#### **Rationalization**

Dr. Clark observed that the rationalization debate has intensified significantly. He noted that in late December the early retirement-negotiated separation package was released to faculty members in Education at Dalhousie and other institutions and that

Dr. Hobson and Mr. Mason have met with Dalhousie faculty members to discuss the options and respond to questions. He noted that faculty members have been given a deadline of February 7 to respond. He commented that the entire process has been completely unsatisfactory and poorly defined and noted that the Faculty of Education deserves our sympathy.

He noted that the length of the NSCHE meeting at Dalhousie which was currently in progress had been extended by one hour because there were so many individuals and groups wishing to present comments. He noted that the NSCHE site visits are expected to be completed by the end of February. He observed that while the first announcement concerning the Public Forum on February 17-19 has been circulated it is disconcerting that we are only a few weeks away from an event that could be very important for Nova Scotia universities and we still have no idea of the programme or of the strategy for the event; and it is even more alarming when the complete Green Paper, on which the Public Forum is based, has not yet been released. He then noted that NSCHE has recently released sets of comments and response on the Engineering and Computing Science Review Team Reports, recognizing that Dalhousie and others will still be responding to Computer Science.

He commented that rationalization discussions are of vital importance and we therefore concluded that for today's session with NSCHE, and others as well, the development of a statement to indicate the Dalhousie's official position on rationalization would be useful. He noted that the statement had been distributed to Board members and that following a discussion of the statement a motion seeking its approval would be presented.

During the discussion that followed the following points were noted:

- The statement has met with the approval of many constituents and has been subject to a broad review and it has been considered by Senate although they have not voted on the statement.
- We are facing challenges such as we have never seen before and we must be proactive.
- Support for the statement should be tempered with concern about quality control problems that we could face in a larger consolidated university.
- We have cause to be concerned about the "boutiquing" model which has to be resisted.
- We should not delude ourselves about the level of support we have from other institutions.
- We need to address concerns about unique cultures being preserved and alumni need to be able to maintain an identity with specific entities.
- The University's official statement should be circulated as widely as possible.



