

Item: Board of Governors Minutes, December 1988
Call Number: Board of Governors Fonds UA-1, 56.2

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Minutes of a Meeting of the
Board of Governors held on Tuesday,
December 6, 1988 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson Mr. John W. Lindsay
 Chairperson Ms. Bernadette Macdonald
 Dr. Mary R. Brooks Dr. Albro D. MacKeen
 Dr. Howard C. Clark Sr. Sheilagh Martin
 President Mrs. Shirlee Medjuck
 Mr. James S. Cowan Ms. Juanita Montalvo
 Dr. Donna Curry Mr. Norman H. Newman
 Honorary Secretary Judge Ian H.M. Palmeter
 Mr. Stephen Davis Mr. George C. Piercey
 Mr. Ivan E.H. Duvar Vice-Chairperson
 Mrs. Jean Harrington Mrs. Ruth Pulsifer
 The Hon. T. Alex Hickman Dr. Judith A. Ritchie
 Dr. William E. Jones Ms. Maxine Tynes
 Mr. J. Gordon Lawley Dr. Thomas C. Vinci
 Mrs. Vivian Layton Ms. Shayna Watson

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); Dr. Robert O. Fournier (Associate Vice-President, Research); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Mr. Michael Roughneen (Director of Personnel Services); Ms. Marilyn MacDonald (Director of Public Relations); and Mrs. Elizabeth A. Christian (Secretary).

Regrets were received from Mr. David J. Hennigar, Mr. E. Neil McKelvey and Mr. Sherman Zwicker.

Welcome

During the course of the meeting the Chairperson welcomed the Honourable T. Alex Hickman to his first meeting as a member of the Board.

Minutes

With the incorporation of an amendment to reflect remarks made by Dr. Thomas Vinci during discussion of the President's report at the November 15th meeting of the Board, the Minutes of that meeting were approved. (This correction has been made to the official copy on file.)

Agenda

The agenda and accompanying documentation were distributed to members at the meeting. (A copy is enclosed for those not in attendance.)

Board
Matters

Board Membership

Dr. Clark informed members that Ms. Mary Clancy, a representative of Mount Saint Vincent University, had tendered her resignation from the Board. It is expected the Mount will bring forward an alternative name to replace Ms. Clancy shortly.

Board
Matters

Committee Membership

Mrs. Medjuck reported that the Nominating Committee, which had met the previous day, had discussed voting privileges of members at Executive Committee meetings, and had agreed that all Board members could attend and participate in Executive Committee meetings, but that only members of the Executive Committee could cast a vote.

On the recommendation of the Nominating Committee, approval was given to the appointment of Mr. Norman Newman as a member of the Investment Committee and as a Trustee of the Pension Trust Fund. The appointment of Ms. Shayna Watson as the Board's representative on the Computing and Technology Planning Committee of Senate was also approved.

A motion to appoint Senate and other Board members to Board committees was deferred until these individuals had been contacted. Mrs. Medjuck noted that in some cases Senate representation on the committees concerned would be doubled until the end of the year.

Mrs. Medjuck said the Nominating Committee had also considered the status of the Chair of Senate, and of the Presidents of the Student Union, the Faculty Association and the Alumni Association at meetings of the Executive Committee and agreed they should be non-voting observers. Ms. Montalvo, who had understood the President of the Student Union was an ex officio member with voting privileges, expressed concern that students would not have a vote at Executive meetings under this arrangement. Dr. Clark explained that this decision had been reached because the present composition of the Executive Committee exceeds the legal number of members permitted under the University's statute. There was a brief discussion on the interpretation of the words "ex officio", and members were advised that this matter is currently under review in the preparation of the Board's by laws.

Reports of
Standing
Committees

Staff Relations Committee

A copy of staff changes had been distributed at the meeting (copy enclosed with these minutes for members not present). In the absence of Mr. Shaw, Mr. Newman drew attention to two items of interest, following which the changes in staff were approved.

Statutory
Joint Board/
Senate
Committee

Copies of the report of the meeting held on October 24 had been distributed to Board members with the agenda (copy attached to these minutes as Appendix A). Dr. Clark spoke briefly about the items contained in the report. Dr. Jones commented favorably on these meetings between Board and Senate members, and urged that they be continued.

Financial
Strategy

At its November meeting the Board had discussed the university's serious financial difficulties, and had considered some possible solutions to improve the situation. The Board has realized this would not be an easy task and that it must now become more actively involved in such issues as long-term planning, etc. Mr. Robertson and Dr. Clark both stressed the need for the university to find ways to cut its expenditures and to develop a long-term financial strategy for future years. The Officers had discussed this problem and were now recommending that a small Board committee, which would be representative of the university community, be established to undertake a review based on the university's mission statement, and to develop a financial plan for the future. Mr. Cowan pointed out that should a creditable solution be reached it must be one that is seen to be effective by the various groups in the university who would be affected by it.

During discussion of this proposal Ms. Watson asked about the composition of the proposed committee and the Chairperson responded that its members would be selected in consultation with various groups in the university. Dr. Jones welcomed the Board's intent, and expressed the hope that Senate would be involved in the planning process, as it has been in the past. He urged caution in how the Board proceeded with establishment of this committee and its terms of reference in order to avoid any misunderstanding by those faculty members who seem unaware as yet of the Board's deep concern for the university and its community. Dr. Jones was assured that serious thought would be given to these matters. Dr. Ritchie inquired if the committee's mandate would relate only to academic issues, to which Mr. Robertson replied in the negative. Ms. Watson asked whether an outside consultant had been approached and Mr. Robertson responded that, although this was a possibility, the Board had no intention of doing so at this stage. Referring to Dr. Jones' concern about Senate's involvement, Dr. Clark indicated the wording of the motion was intended to emphasize that Senate's involvement is with academic planning while the Board's role is with handling the university's finances. Mrs. Pulsifer noted the importance of keeping the communication lines open between the administration and the university community as planning proceeds.

At this point Dr. Curry introduced the following motion:

That the Board establish a representative ad hoc committee of not more than ten Board members to develop a five-year financial strategy, designed to support Dalhousie's mission, within the limits of which the academic and other planning activities of the Senate and other University bodies will have to be accommodated.

Responding to a query by Dr. Ritchie, the Chairperson stated that no time frame had been set for the Committee's work, and that it might take as long as a year to accomplish its task. Dr. Jones expressed concern with the wording of the last phrase in the motion beginning with the words "within the limits of ...". He thought this wording could be interpreted to mean that some problems are caused by Senate, and suggested the following wording:

**"within the limits of which the academic, community,
and ancillary programmes will have to be accommodated."**

With this amendment the motion was approved. The amended motion reads:

That the Board establish a representative ad hoc committee of not more than ten Board members to develop a five-year financial strategy, designed to support Dalhousie's mission, within the limits of which the academic, community, and ancillary programmes will have to be accommodated.

Mr. Robertson advised members that the terms of reference and proposed membership for the committee will be presented to the next meeting of the Board for approval.

Dr. Curry then introduced a second motion, which represents a moratorium on new programmes. It reads

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.

Dr. Vinci expressed his concern about dealing with this major issue on such short notice, and asked that in future all motions be circulated with the agenda in advance of each meeting. This was agreed to by Mr. Robertson. Dr. Jones asked that this second motion be tabled until Senate had an opportunity to consider the matter. This was agreed and the motion was tabled.

Ex gratia
Payments to
Retirees

Since 1984 the Board has annually approved the payment of ad hoc pension adjustments to staff who retired in 1981 or earlier because they do not qualify for indexation under the Pension Plan. Mr. Roughneen reported there are 101 persons eligible for this payment this year. He said the University's cost is provided for in the operating budget as a contingency item. The following motion was approved by those present:

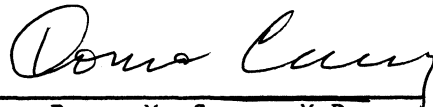
That the Board of Governors approve the payment of an ex gratia amount to those persons who retired in 1981 or prior years. The amount payable to each individual shall be the ex gratia sum paid to that individual in 1988 incremented by 3.9%.

President's
Report

Copies of this report were circulated at the meeting and a copy is attached to these minutes as Appendix B. Attached to the President's Report were four motions passed by Senate at its meeting on November 29th to address concerns regarding the academic integrity of courses and programmes affected by material lost during the recent strike by faculty. Dr. Clark spoke about each motion and outlined for Board members how the university proposed to deal with them. He said Motion #1 was to be interpreted flexibly and doubted it would have any major effect on professors who had worked out arrangements with students. Motions #2 and #3 provide for the possibility of additional sessions to make up work lost during the strike. With regard to Motion #3, which provides for some compensation to faculty members for holding additional sessions, Dr. Clark said he had informed Senate that he was willing to recommend to the Board that a limited amount of funds be provided to deal with compensation for a very small number of cases where it was necessary for faculty to make up classes. These cases would be identified by a committee consisting of the Vice-President (Academic & Research), the President of the Student Union, the President of the Faculty Association, and the Chair of Senate. Dr. Clark had also informed Senate that he would recommend to the Board that some adjustment be made for the small number of part-time faculty who would have to work beyond the term of their original contract because of the strike. Finally, the President had indicated to Senate he would seek the Board's consideration of a proposal for students who had endured hardships because of the strike. He informed the Board he has now received a letter from the Student Union which raises the question of refunding tuition fees to the Union or the students, and that this proposal is now under consideration. Dr. Clark explained that Senate's Motion #4 relates to extending the deadline for handing in grades for the first term, and that this matter will have to be dealt with by Senate's Academic Administration Committee. He pointed out that the university has made arrangements to extend library hours, to provide additional counselling, and has changed the dates for withdrawing from classes in its efforts to assist students.

Mr. Robertson indicated to Board members that the above items were ones for which the President and university have responsibility. It was agreed by those present to leave these matters in the hands of the President and Officers of the Board to deal with as outlined.

- Cancellation Dr. Clark reminded members that the December 13th Board meeting had been cancelled.
- Orientation An orientation programme originally scheduled for November will now precede the Board meeting on January 17th. Although designed for new members, all Board members are welcome to attend. The session will commence at 2:00 p.m.
- Board Handbook Ms. Montalvo complimented those involved with preparation of the Board Handbook. She suggested that it would be helpful to include pictures of Board members in future handbooks.
- In Camera Tentative collective agreements had been reached with three groups of employees at the university recently. Members had been provided with information about these settlements earlier and a few queries about costs were responded to by the Chairperson and Mr. Mason. On a motion by Mr. Cowan, the Board approved the tentative agreements reached with the following unions:
- The Canadian Union of Public Employees, Local 1392
The Dalhousie Staff Association
The Dalhousie Faculty Association
- Adjournment The meeting adjourned at 5:30 p.m.



Donna M. Curry, M.D.
Honorary Secretary



W. Struan Robertson
Chairperson

JOINT STATUTORY BOARD/SENATE COMMITTEE MEETING

Monday, October 24, 1988, 10:00 A.M.
Senate and Board Room

Present: M. Cross, D.M. Curry, M. Dykstra, W.E. Jones, W.C.
Kimmins, B. MacDonald, A.D. MacKeen, G.C. Piercey, W.S.
Robertson, M.J. Stewart, P. Weld, J.P. Welch.

88.01.

Previous Minutes

The minutes of the Joint Statutory Committee meeting held on 16 October 1987 were accepted upon motion (Jones/Weld).

88:02.

Role of the New Senate Elected Members on the Board of Governors

The role of the four Senate elected members on Board Committees was discussed at some length. Some of the Committees such as the Finance and Budget Committee and the Building and Grounds Committee already had Senate observers. There was a suggestion that the five Senate members (including the Chair of Senate) could each serve on at least two of the Committees of the Board identified by Mr. Jones. Accordingly, there was a consensus that the President would consult with the four elected representatives and Mr. Jones to ensure as broad representation on Board Committees as possible. The only exception would, of necessity, be the Executive Committee whose membership was currently in excess of the recommended maximum of twelve members.

88:03.

Membership of the President's Council

The membership of the President's Council was briefly reviewed further to the concern expressed by one Dean at a recent Senate meeting that his new Faculty was not represented. Members were reminded that the original composition of the President's Council was not intended to be representative of Faculties. There was agreement that this arrangement was satisfactory and should be retained.

88:04.

Capital Campaign

President Clark reported that approximately 35.2 million dollars of pledges had been received. It was anticipated that the Campaign could achieve a total of 40 million dollars before the end of the fifth year (October or November 1989). Mr. Jones raised the question of disbursement of funds and wondered whether the Capital Campaign Committee had been active recently. The President responded that the

Committee had deliberately not been called over the past year because the question of how funds should be disbursed was not resolved and the Development Office had been seriously understaffed. Discussion focused on realignment of categories and the merits of a communication of the status of the campaign to faculty and to the public. The history of the proposed categories was reviewed. Several present expressed dissatisfaction with the recent inactivity of the Capital Campaign Committee and its subcommittees which were to function as advisory groups. The President indicated that he would welcome suggestions regarding the mechanism or policy for acknowledging receipts.

The discussion turned to the need to have recognition of the Board's concern regarding the level of operating funding made public. The Chair of Senate had been impressed by the indignation expressed by Board members and by the expressed concern for faculty members. Mr. Cross commented on the late date at which Senate had been plugged into the process of developing budget assumptions. There appeared to be a problem with information flow, similar to that encountered with the Capital Campaign. The Chair of the Board reiterated their keen interest in acquiring finances from the government. There was acknowledgement that it was difficult to go completely public while delicate negotiations were proceeding. However, there would be a need to make public announcements shortly as time was running out.

88:05.

Academic Planning Process

Mr. Jones reported that the recommendations in the 1986 and 1987 academic plans were being implemented for the most part. The President expressed the need to develop strategies for rationalization and for having a coherent policy to review new program proposals. Ms. Stewart contended that academic planning should apply to continuing programs as well as to proposed programs. The aims of a mission statement were debated. There was some agreement that rationalization was not the sole purpose of academic planning. Discussion then focused on the communication problems at Dalhousie University concerning, for example, the budget, the capital campaign, and morale problems among faculty. There was a suggestion that meetings such as the "Six and Six" helped alleviate these difficulties to a certain extent, but that the President's Council could be convened more frequently to discuss such issues. There was agreement that the President and Mr. Jones would discuss the date and focus for a Joint Senate/Board Event.

88:06.

Adjournment

The meeting adjourned at 11:55 A.M.