

Item: Board of Governors Minutes, October 1994
Call Number: Board of Governors Fonds UA-1, 58.13

Additional Notes:

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**AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

Tuesday, October 18, 1994 (4:00 p.m.)
University Hall, Macdonald Building

- 4:00 p.m. 1. Approval of Agenda
 2. Minutes of Board Meeting of
 September 20, 1994 (enclosure)
 3. President's Report (to be
 distributed at the meeting)
- 4:10 p.m. 4. **Presentation**
 Dalhousie Student Union
 (enclosure)
- 5:00 p.m. **Items for decision**
5. Board of Governors/Graduating
 Class Gift Matching Program
 (enclosure) (Eberhardt)
6. Amendment to By-laws of the (Clark)
 Board of Governors regarding
 the quorum required at Board
 Meetings (enclosure)
- 5:15 p.m. **Items for discussion**
7. Rationalization update (Clark)
8. Fundamental responsibilities of (Shaw)
 Board Members\Qualities expected
 in Board Members
- 5:55 p.m. **Items for information**
9. Report on trip to Asia (Clark/
 Petley-Jones)
10. IBM Environmental Research (Clark)
 Program Grant (enclosure)
11. Certification of Canadian Union (Mason)
 of Educational Workers (CUEW)
 Bargaining Unit (enclosure)
- 6:00 p.m. 12. Adjournment

Minutes of a meeting of the
Board of Governors held on Tuesday,
October 18, 1994 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. Ken Dunn

Mr. Fred S. Fountain

Dr. William Hare

Ms. Lisa Lachance

Ms. Margaret Langley

Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald

Mr. Rod MacLeod

Hon. Jacqueline Matheson

Mrs. Ann Petley-Jones
Honorary Secretary

Mr. Douglas W. Reid

Mrs. Josie Richard

Mrs. Patricia Roscoe

Miss Barbara Walker

Vice-Chairperson

Mrs. Carol D. Young

Also present were: 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. Thomas McPhee (Alternate Student Representative to the Board of Governors); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Julia Eastman (Coordinator of Policy Development); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Dr. J. Andrew Wainwright (President-elect, Dalhousie Faculty Association); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. J. David Almon, Mr. James S. Cowan, Mr. George W. MacDonald, Ms. Suzan MacLean, Mr. John C. Risley and Mr. Kenneth C. Rowe.

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

Approval of Agenda

Board Members agreed to approve the agenda as circulated.

Minutes of Board Meeting of September 20, 1994

It was noted that during the discussion of the President's House on page six it should also indicate that Professor Bankier had made the point that the Dalhousie Student Union and the University Club were potential alternate locations for receptions and meetings. With this

change, Board Members approved the Minutes of the Board Meeting of September 20, 1994.

President's Report

Dr. Clark briefly reviewed the President's Report (copy attached) which was distributed at the meeting. In addition he observed that the next several months will be critical for Dalhousie, and for all universities, while the Social Reform Discussion Paper is being considered.

Mr. Shaw then noted, in addition to the President's comments about the Convocation and Installation held on October 15, 1994, that he had received literally dozens of positive comments from people who attended the Convocation and Installation and he observed that we had received some excellent newspaper coverage as well.

Presentation Dalhousie Student Union

Mr. Shaw commended the Dalhousie Student Union for the excellent quality of the background information they had produced for Board Members to review in advance of their presentation. Mr. MacLeod began the presentation by noting that the students' goal in making this presentation was to give Board Members an appreciation of the Dalhousie Student Union and its varied activities along with conveying not only how integral the Dalhousie Student Union is to the Dalhousie campus, but how highly involved they are beyond the campus at the local, provincial and federal level. Mr. MacLeod, Mr. McPhee, Mr. Connors and Ms. Lachance then highlighted different aspects of the material that had been circulated in advance. It is noted that the presentation material contained information on the organization of the Dalhousie Student Union, the departments, facilities and services that are contained in the Student Union Building, and the role of the DSU on and off campus. During the course of the students' presentation it was noted that the Dalhousie Student Union is in strong fiscal health. Board Members were also informed that the Dalhousie Student Council controls the decision making of the Dalhousie Student Union which was incorporated by an Act of the Nova Scotia Legislature in 1966. It was also noted that a 1976 fee agreement between the Governors of Dalhousie College and University and the Dalhousie Student Union states that the Student Union is "the sole and exclusive representative of the students and the student body at Dalhousie in all matters, either directly, or indirectly, involving the university." At the conclusion of their presentation, Mr. MacLeod noted that the Dalhousie Student Union is one of the largest and most respected student unions in the country and they provide many full-time employment opportunities as well as part-time employment for students. He acknowledged that the Dalhousie Student Union enjoys special benefits, privileges, and responsibilities.

A discussion followed with Mr. Lynch suggesting that the students did not give themselves the full credit they deserve in terms of the financial contributions they have made to the

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University in that they did not point out that their assistance has gone a long way towards building the fund for the Wickwire Field. In response to an inquiry from Dr. Dunn about the relationship between the Student Union and "The Gazette", Mr. MacLeod explained that "The Gazette" has a legal agreement whereby they are an incorporated body, but they are funded by the Dalhousie Student Union in the amount of \$40,000 annually. Mr. Reid congratulated the students for their fiscal responsibility over many years and inquired about their future plans for the Student Union. Mr. MacLeod indicated that he hoped his successor would continue to expand the role of the DSU which he sees as a natural trend. Mrs. Roscoe asked if the DSU had considered franchised food services and Mr. MacLeod acknowledged that the DSU has looked at such alternatives but he would not want to see the students' experience on campus turned into "another trip to a mall". Mr. Shaw, on behalf of the Board, thanked the students for their thoughtful and thorough presentation.

Items for decision

Board of Governors/Graduating Class Matching Program

Mr. Shaw noted that the Officers of the Board recently had an opportunity to review the proposed Board of Governors/Graduating Class Matching Program and that the proposal had been pre-circulated to Board Members. Mr. Eberhardt noted that the Development Committee had endorsed the proposal and also commented that the students were supportive of the proposal. Mr. Eberhardt also explained that the intention would be that the program would be reviewed at the end of this year to determine if we wanted to continue with the challenge. Mr. Reid suggested that this would be a wonderful opportunity to initiate the annual giving that we are looking for from our graduating students. Mr. Fountain observed that this would not be an added burden to Board Members and the proposal did not imply any reallocation of funds. Mr. MacLeod indicated his support for this initiative which he hoped would be properly promoted.

Mr. Reid moved and Mr. Fountain seconded a motion THAT the Board of Governors approve the proposal that the Board accept the "Grad Class Challenge" in that for every student dollar raised, the Dalhousie Board of Governors agrees to match it to a maximum of \$35,000 and designate that matching money to the student's faculty or department or other Annual Fund priorities. The motion carried.

Amendment to By-Laws of the Board of Governors regarding the quorum required at Board Meetings

Mr. Shaw recalled that the required Notice of Motion to amend the By-laws was included in the package for this meeting, and reminded Board Members that the current total number of Board Members is thirty-one. He noted that when the total membership on the Board had been fifty-four, fifteen was the required number for a quorum.

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Mrs. Petley-Jones moved and Mrs. Richard seconded a motion THAT the existing By-Law 6.4.1 of the Board of Governors of Dalhousie University be replaced with the following: One third of the total membership of the Board plus one of the Members of the Board, present in person, shall constitute a quorum at any meeting of the Board. The motion carried.

Items for discussion

Rationalization update

Dr. Clark commented that while not a great deal had happened with respect to rationalization since the September 20, 1994 Board meeting, relations with the Nova Scotia Council on Higher Education (NSCHE) are somewhat better now than they were a few months ago and that many of the points we have been making are now being listened to and addressed. He indicated that although he did not have a precise date, he understood that three major papers would be released by NSCHE next week, one of which is the Green Paper at least in the form of a 50 page synopsis. He commented that apparently the full text is approximately 250 pages and will be available at a cost of \$10.00 per copy. The other two papers that are expected are the Perkin's Discussion Paper on Graduate Studies which is not expected to contain significant changes from the earlier draft, and the Discussion Paper prepared by NSCHE's Committee on University Financing. Dr. Clark noted that the Committee on University Financing is being co-chaired by Dr. Alasdair Sinclair.

Dr. Clark explained that these three Discussion Papers will form the basis for deliberations over the next several months. He noted that Dr. Janet Halliwell is proposing a two-day Forum at Dalhousie in February but also wants a variety of other discussions on each of the university campuses before that. He then noted that, probably in the late summer, the government will issue a White Paper that will be the government's policy in terms of restructuring the system. He also explained that Dr. Halliwell has made it abundantly clear that if the universities cannot come up with a sensible plan for Business Education that she will proceed with a review.

With respect to Education, he commented that following the special meeting of CONSUP scheduled for October 21, 1994 he may be in a position to comment on the confidential Report of the Transition Committee on Resources.

Dr. Clark concluded his remarks by noting that there are many questions about what rationalization activity means in relation to the Axworthy Discussion Paper on Social Reform and he observed that the federal government appears determined to proceed with major changes to universities and their funding of same will be substantially reduced which may pose more of a threat to us than rationalization.

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Dr. Dunn inquired if the Report of the Transition Committee on Resources would be made public and Dr. Clark explained that was difficult to predict at the moment. Dr. Hare then asked if the affected units would have an opportunity to provide feedback and Dr. Clark noted that, while he did not know what form the participation would take, at some point such an opportunity could be expected.

Professor Bankier expressed concern that CONSUP might go directly to NSCHE and the government without involving Faculty Associations before recommending actions. She stressed the need for sharing of information and for consultation and while Dr. Clark indicated that he did not disagree with that, he observed that there are several issues involved. He noted that consultation and how extensive it could be is one issue but there is also a need to remove uncertainty and spell out options as quickly as possible.

Dr. Hobson observed that the Report of the Transition Committee on Resources was based on meetings with every single member of the Faculty of Education and suggested that already there has been quite a specific consultation process.

Professor Bankier observed that it is not legal to negotiate individual agreements for individuals who are members of the Faculty Association.

Fundamental responsibilities of Board Members\Qualities expected in Board Members

Mr. Shaw commented that a few years ago we developed a list of fundamental responsibilities of Board Members and qualities expected in Board Members which were distributed at this meeting and he noted the importance of Board Members reflecting on these lists to ensure that they were comfortable with the stated expectations and had a clear understanding of what they were committing to as Board Members. He observed that we will have an opportunity next year to bring some new Members to the Board and that these lists would serve as a guide in the selection of new Board Members. It was explained that in considering the two lists it should be noted that the list of fundamental responsibilities takes precedence over the list of qualities expected in Board Members. Mrs. Petley-Jones recommended, and it was agreed, that where it is stated that Board Members must be willing to commit time to prepare for and regularly attend meetings, it should also be noted that committee work is also an implicit requirement. Professor Bankier observed that Board Members being able to subordinate themselves to the Board as a whole and stand behind Board judgements and decisions can be a problem in an equity situation. It was explained that the primary message behind this requirement was that the Board should allow for healthy disagreement and full discussion, but that once the Board has reached a decision on any given matter Board Members must be prepared to support that outcome.

Items for information

Report on Trip to Asia

Dr. Clark noted that those members of the group present at this meeting who were a part of the Trade Mission to Asia were Mr. Eberhardt, Mrs. Petley-Jones, Mr. Doug Reid and himself. He noted that Mrs. Petley-Jones had prepared a Report to the Board of Governors on the trade mission which had been distributed at the meeting and he then called upon her to review the Report. Mrs. Petley-Jones noted that a great deal of advance work was necessary to ensure that the objectives of the trade mission were realized and she acknowledged the kind assistance of Foreign Affairs of Canada and the respective Commission in Hong Kong, High Commission in Singapore and High Commission in Kuala Lumpur; The Bank of Nova Scotia; Bata International; Ernst and Young; and Royal Bank of Canada. She then reviewed the six objectives of the trade mission and the achievements that were realized. These objectives and achievements are noted in the Report to the Board of Governors, a copy of which is attached to these Minutes. Mr. Eberhardt observed that the 300 Alumni in Hong Kong had been totally involved in all aspects of the visit and they were extremely well taken care of by them. Mr. Reid noted that the trade mission has probably resulted in a much greater appreciation for why support is needed for both the Annual Fund and the Capital Campaign. Mr. Shaw acknowledged with appreciation what had been accomplished for Dalhousie through the efforts of all who were involved with the trade mission.

IBM Environmental Research Program Grant

Mr. Shaw observed that an article which appeared in the Chronicle Herald recently announcing that a team of Dalhousie ocean scientists have been awarded a \$560,000 grant under the IBM Environmental Program was distributed with the package for this meeting. Dr. Hobson noted that only four such grants were awarded in the world and that it was an incredible triumph for Dalhousie to have been awarded this grant.

Certification of Canadian Union of Educational Workers Bargaining Unit

Mr. Shaw noted that Board Members were advised about the certification of the Canadian Union of Educational Workers Bargaining Unit by way of a memorandum that was enclosed with the package for this meeting. In response to a question from Mr. MacLeod, Mr. Mason noted that he understood that the Canadian Union of Educational Workers would be affected by the provincial government wage freeze legislation in the same manner as other unions with respect to not being able to make changes to salaries.


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Adjournment

The meeting adjourned at 5:35 p.m.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson

- Attachments: 1) President's Report
2) Report to the Board of Governors : Dalhousie University
Trade Mission to Asia

"GRAD CLASS CHALLENGE"
PROPOSAL

We would like to propose an exciting new component to the Dalhousie "Grad Class Challenge" program. For every student dollar raised, the Dalhousie Board of Governors would agree to match it and designate that matching money to the student's faculty or department.

BACKGROUND

For the past five years graduating students have become involved in fundraising at Dalhousie through participation in the "Grad Class Challenge". The Grad Class Challenge is a student run initiative where graduating students from each faculty or department work together with the help of the Dalhousie Development Office to choose a project that best represents the academic needs of their area and then raise funds necessary to meet those needs. Student volunteers from each graduating class agree to rally their classmates to pledge money and participants are asked to make a reasonable pledge over the next three years. Money donated is deposited to the department's/faculty's Annual Fund Account, and individual tax receipts is issued to each student.

HOW IT WORKS

Regular Dalhousie Board donations would be accounted and receipted as normal. For the 1994 Annual Fund Campaign, Board monies would be matched only to 1994 Grad Class payments made before March 31, 1995. The 1995 Grad Class Challenge would be advertised winter of 1994/95 and a proportion of Board donations for the 1995 Annual Fund Campaign (April 1, 1995-March 31, 1996) would go to match 1995 graduate donations made during the same period. Dalhousie Board of Governor donations made during the 1993 Annual Fund Campaign were between \$35,000 and \$40,000. We would suggest that the Board consider a ceiling on their matching "pool" of \$35,000.

OPPORTUNITIES

Last year, 12.4% of 1993 graduates made payments during the 1993 Annual Fund Campaign totalling \$8,856.52. However, dramatic improvements in participation and giving totals have been stifled by campus wide cynicism attributed to high tuition rates and a student body which lacks cohesion. A Board matching program would offer opportunities such as:

- increased student awareness of the important role that friends of Dalhousie and alumni play in supplementing the university's day to day operating budget;
- the creation a link between the Board and student body, forging a strong bond in internal/external relationships, boosting student morale and Board image;
- cultivation of a new alumni who will grow into future supporters of their alma mater;
- and it would help to fill some of the many gaps in departmental and faculty budgets for equipment, books, etc.

05.10.94
Development Office

Item 6.
Board of Governors Meeting
October 6, 1994

NOTICE OF MOTION TO AMEND BYLAWS

NOTICE is hereby given that the following motion to amend the By-Laws of the Board shall be made at the October 18, 1994 meeting of the Board of Governors:

The following shall replace the existing By-Law 6.4.1:

"One-third plus one of the Members of the Board present in person shall constitute a quorum at any meeting of the Board."

[For information it is noted that the current total number of Board Members is thirty-one, and therefore eleven members would constitute a quorum. It is also noted that when the total membership had been fifty-four, the required number for a quorum was fifteen.]