

Item: Board of Governors Minutes, October 1995  
Call Number: Board of Governors Fonds UA-1, 54.10

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# Dalhousie University

Canada B3H 4H6

**AGENDA**  
**BOARD OF GOVERNORS**  
**DALHOUSIE UNIVERSITY**  
Tuesday, October 17, 1995 (4:00 p.m.)  
University Hall, Macdonald Building

- 4:00p.m.    1.    Approval of Agenda
2.    Minutes of Board of Governors meeting of  
  September 19, 1995 (enclosure)
3.    President's Report (to be distributed at meeting)
- 4:10                   Items for decision
4.    President's Response to 7th Report of the Budget                   (Traves)  
  Advisory Report (enclosure)
5.    Nominating Committee committee membership                   (Piercey)  
  recommendation
6.    Proposed Residency Program in Emergency Medicine                   (Hobson)  
  (enclosure)
- 4:50                   Items for discussion
7.    Rationalization (enclosure)                   (Traves)
8.    Role of the Board (enclosure)                   (Shaw)
9.    Critical challenges for the Board of Governors                   (Traves)  
  (enclosure)
- 5:45                   Items for information
10.    Pension Surplus Negotiations                   (Mason)
11.    Capital Campaign update                   (Risley)
- 6:00                   12.    Adjournment



Minutes of a meeting of the Board of Governors held on October 17, 1995 at 4:00 p.m.  
in University Hall

**PRESENT:**

Mr. Allan C. Shaw  
Chairperson  
Mr. David J. Almon  
Mr. Gerald Clarke  
Prof. Joan Conrod  
Mr. James S. Cowan  
Vice-Chairperson  
Mr. David Cox  
Mr. Fred S. Fountain  
Mrs. Patricia Harris  
Ms. Margaret Langley  
Dr. Frank Lovely  
Ms. Bernadette Macdonald

Mr. George W. MacDonald  
Ms. Suzan MacLean  
Mrs. Ann Petley-Jones  
Vice-Chairperson  
Mrs. Josie Richard  
Mrs. Patricia Roscoe  
Mr. Kenneth C. Rowe  
Mr. Geoffrey Stewart  
Dr. Colin Stuttard  
Dr. Tom Traves  
President  
Mrs. Carol D. Young  
Honorary Secretary

Also present were: Dr. George C. Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Dr. J. Andrew Wainwright (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Coordinator, Policy Development); Mr. William A. Straitton (Director, Capital Campaign); Mr. W. H. Lord (Director, Physical Plant & Planning); Dr. Renata Kartsaklis (Manager, Space Planning); Mrs. Charlotte Sutherland (Director, Development); Ms. Mary Somers (Editor, "Dalhousie News) and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. Peter Bryson, Sir Graham Day, Mr. J. Dickson Crawford, Ms. Heather Gibson, Dr. Elaine F. Gordon and The Hon. Jacqueline Matheson.

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

Mr. Shaw noted that Mrs. Lucy Kerr had asked that he extend her sincere appreciation to the Board for the Memorial Resolution recognizing her husband, Mr. Donald A. Kerr's contribution to Dalhousie University which she said was a significant comfort to her at this sad time.

Mr. Shaw then expressed his personal delight and on behalf of the Board offered thanks to Mr. Cox, President of the Dalhousie Student Union, for his hard work to bring about an overwhelmingly positive vote on the student referendum proposal that the Dalhousie Student Union support an annual levy in support of the Capital Ideas Campaign. He then invited Mr. Cox to comment who informed the Board that the Student Union support for the capital campaign would amount to \$1.3 million with funds being directed toward enhancements in computers, classrooms, laboratories and campus security. Board members greeted this news with a hearty round of applause for the Student Union. Mr. Shaw observed that this generous support from the students represented a very significant advance that would be a fine example as faculty, staff, alumni, corporations and the broader community are approached to support the campaign.

#### **Minutes of the Board of Governors meeting of September 17, 1995**

It was noted that Dr. J. Andrew Wainwright, President of the Dalhousie Faculty Association, who has observer status at Board meetings, should be listed as having been present at the September 17, 1995 Board of Governors meeting. With that correction it was moved that the Minutes of the Board of Governors meeting of September 17, 1995 be approved. The motion carried.

#### **President's Report**

The President's Report was distributed at the meeting, a copy of which is attached. In reviewing his Report, Dr. Traves observed that rationalization would be a topic for discussion later in the meeting. He then commented on his recent visit to the State of Kuwait in the company of the Nova Scotia Minister of Health and Fitness, Dr. Ron Stewart and noted that it had been an important visit during which they participated in many high level discussions. He explained that the trip provided many opportunities to explore collaborative possibilities in the area of health education, health service delivery, and reform of the Kuwaiti health system. He noted that he was most hopeful of a return visit in early December which he suggested could result in some substantial long-term agreements.

**Items for decision**

**President's Response to the 7th Report of the Budget Advisory Committee Report**

It was noted that the 7th Report of the Budget Advisory Committee had been pre-distributed which Report has received the approval of the President, the Finance and Budget Committee and the Student Relations and Residence Committee. It was noted that the Report contains the following recommendations:

1. The timing of the announcement of tuition fees should coincide with the rest of the budget decision-making process.
2. The Student Assistance Program should continue and for the next three years (1996-97, 1997-98 and 1998-99) the fund should normally grow at the rate of inflation used for other non-salary and operating scholarship and bursary budgets. If in the development of future budgets, there are insufficient resources available to increase the fund at this rate, or if student need experiences a sharp increase, then the Board of Governors would have the option of altering the rate of increase.
3. The continuation of reasonable fee differentials by program is recommended with the effect on enrolment being closely monitored before additional differentials are considered.
4. With respect to communication with students, mandatory formal briefing sessions with the DSU should not be required. The DSU should be informed of the budget situation of the University through their participation on Senate and Board of Governors' committees; and the Budget Advisory Committee would welcome any opportunity to meet with the DSU to discuss the University's budget situation.

Dr. Traves moved and Mrs. Roscoe seconded a motion THAT the Board of Governors, upon the recommendation of the Finance and Budget Committee and the Student Relations and Residence Committee, endorse the President's acceptance of the recommendations contained in the 7th Report of the Budget Advisory Committee. The motion carried.

### **Nominating Committee - Committee Membership Recommendation**

Dr. Piercey noted that the Nominating Committee wished to present one committee membership recommendation, namely the nomination of Professor Elizabeth Kay-Raining Bird, who is with the School of Human Communication Disorders in the Faculty of Health Professions, as Senate's representative on the Student Relations and Residence Committee.

Professor Conrod moved and Mr. Almon seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the appointment of Professor Elizabeth Kay-Raining Bird as a representative of Senate to the Student Relations and Residence Committee. The motion carried.

### **Proposed Residency Program in Emergency Medicine**

It was noted that information had been pre-circulated to Board Members about the proposed Residency Program in Emergency Medicine. Mrs. Petley-Jones moved and Mr. Cox seconded a motion THAT, upon the recommendation of Senate, the proposed Residency Program in Emergency Medicine, which was approved by Senate on September 25, 1995, now be approved by the Board of Governors. The motion carried.

### **Items for discussion**

#### **Rationalization**

Dr. Traves noted that the Metro University Presidents would be meeting on October 18, 1995 with the Coopers & Lybrand consultants to receive their Report which the Presidents will then need to spend some time discussing before taking decisions on the Report. He noted the Presidents will also be looking at the level of academic changes that would flow from a Financial Plan they are putting together. Dr. Traves observed that, despite the patience of the Minister of Education, the deadline for submission of the Metro University Presidents' proposal absolutely must be before the government begins to set its budget in the latter part of November. He commented that there will be a need for broad internal communication and discussions to occur quickly and noted that the Board and Senate will have to be involved in the approval process of various matters prior to submission to the Minister. He reconfirmed the need for a neutral body so we are not working directly with government and noted that this continues to be an important issue. He commented that a reorganization of the sort we are discussing certainly has implications for the role of the Nova Scotia Council on Higher Education. In response to comments about the role of universities in terms of the economic well being of the province he agreed that this is a matter we should all speak to at every

opportunity, and he noted that a meeting was being organized with officials of the Economic Renewal Agency who are currently touring the province, and he would report on the outcome of those discussions at the next Board meeting.

### **Role of the Board**

Mr. Shaw noted the potential value for new Board members, as well as the importance of reminding those who have been a member of the Board for a while, of an annual review of the fundamental responsibilities of the Board and the expectations of individual Board Members. A listing of the fundamental responsibilities and expectations as confirmed by the Board in October of 1994 had been circulated in advance of the meeting. Following a brief discussion, Board Members essentially noted that while the lists were succinct in nature they were nonetheless comprehensive and served as an acceptable guide with the addition of: (1) a statement to note the Board's responsibility to ensure high quality educational programs, and (2) a revision to the first responsibility to indicate the Board is responsible for giving direction and support to the President.

### **Critical challenges for the Board of Governors**

Mr. Shaw observed that a draft of the critical challenges for the Board had been pre-distributed which list represented an effort to update the earlier listing of issues and incorporate the President's thoughts as presented to the Board in his Report at the September Board meeting. He noted that the critical challenges we agreed upon would assist in directing the Board's activities for the upcoming year after which we would reflect upon how we had managed these challenges.

Mr. Rowe suggested that the critical challenges were worded in such a way as to suggest the Board was advisory in nature whereas in his view it is much more than that with the President receiving clear direction from the Board. Mrs. Petley-Jones recommended that more explicit comments be contained in the critical challenges to address the need to position Dalhousie to ensure we are abreast of the changes that will occur over the next decade in the way education is delivered partly by the requirement for life-long learning and also by technological change. Mr. Cox suggested we must have performance indicators so that we are able to justify the public funding we receive.

Dr. Traves observed that from various polls there are many indications to suggest that the public is generally supportive and that we are seen to be doing a reasonable job. With respect to performance indicators he suggested they can be helpful to get away from anecdotes that capture attention but they often are not useful management tools.

He suggested we should be looking at those indicators that would have managerial value which is a subject he would be discussing with the Deans later in the week. He also observed that we might well require different indicators for public relations and accountability purposes than what is required for managerial purposes.

Mrs. Harris stressed that particularly for new members such as herself to be good ambassadors for Dalhousie and to be able to communicate effectively to stakeholders they must have substantial understanding and knowledge about the university and she suggested that more information was required to help them fulfil that role. Dr. Traves assured her that he would see that she received more information and he urged any Board Member to feel free to call him at any time they had questions or information requirements.

Dr. Wainwright urged Board members to be aware that the reference to circumstances in one of the statements about employee relations that states "to oversee and ensure the negotiation of employment related agreements that are consistent with Dalhousie's mission, role and circumstances" opens up complexities that the Board needs to be aware of and vigilant about. With respect to the statement "To ensure that Dalhousie treats its employees, openly, fairly and equitably in this period of change", Dr. Stuttard observed that he hoped such would be the case all the time, not just in this period of change. He also suggested that because of the brevity of the critical challenges document there may be some implicit understandings that we may not all share and that different interpretations may well exist regarding the various challenges. Mr. Shaw requested that it would be helpful to receive written comments and suggestions from Dr. Stuttard about those points he feels might benefit from further clarification, and to help to remove any ambiguities.

In response to a suggestion from Mrs. Roscoe that the word international be added to the community and government relations part of the document, Dr. Traves commented that the intention is that community is meant to encompass the local and the international community, but he would be pleased to add international to sharpen the document.

The discussion concluded with Dr. Traves observing that the list of critical challenges is intended to flag and identify issues and challenges, but not to determine and establish policy.



**Items for information**

**Pension Surplus Negotiations**

Mr. Mason commented that the employee groups and the Board were all anxious to have a new agreement on the use of the pension surplus and while they have been involved in ongoing negotiations for some while now they have encountered considerable difficulty in reaching agreement. He noted that it was agreed to use mediators and in doing so recently they made progress although they did not come to a final agreement. He observed that we should be cautiously hopeful that when the negotiations resumed for a full day later in the week they might well reach agreement.

**Capital Campaign update**

Mr. William Straitton gave a brief update on capital campaign activity which began with expressing thanks to the Dalhousie Student Union for its tremendous gift to the campaign which he noted was the largest gift received thus far. He noted that a total of \$7 million has now been raised and that over the next six months they hope to raise \$10 to \$12 million for the nucleus fund, and by March the Atlantic Canada campaign will be well under way. He indicated the faculty/staff campaign is being planned for early in the new year and the official launch of the campaign is planned for November. He noted we can expect to see regular articles in "Dalhousie News" and a major story in the February issue of the Alumni magazine. In response to an inquiry he confirmed that gifts to the capital campaign can be designated to whatever area the donor wishes.

**Adjournment**

There being no further business the meeting adjourned at 5:25 p.m.

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Carol D. Young  
Honorary Secretary

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Allan C. Shaw  
Chairperson

Attachment: 1. President's Report

Item No. 6  
Board of Governors  
October 17, 1995.

**Proposed Residency Program in Emergency Medicine**

The proposed Residency Program in Emergency Medicine is an extension of the two-year Family Medicine Program and has received the support of the Department of Family Medicine, the Faculty of Medicine and the Senate.

The proposed Residency Program in Emergency Medicine was accredited by the College of Family Physicians of Canada in March, 1994. The objective of the program is to train physicians in emergency health care to accommodate the needs of our changing health care system and its focus on primary health care. Currently there is no emergency medicine training program in the Maritimes.

Despite the fact that this program would entail some modest additional costs (\$33,424 in the first year, and \$34,424 annually thereafter with the main expense item being the stipend for the program director), given the priority need for such a program Senate approved the financial aspects of the program and funding will be sought externally, initially through MPHEC as additional funding, and, if that is not forthcoming, the Nova Scotia Department of Health will fund the program as a three-year pilot project.

BE IT RESOLVED THAT, upon the recommendation of Senate, the proposed Residency Program in Emergency Medicine, which was approved by Senate on September 25, 1995 now be approved by the Board of Governors.