

Item: Board of Governors Minutes, June 1990
Call Number: Board of Governors Fonds UA-1, 56.21

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Minutes of a Meeting of the ^{Monday}~~Tuesday~~
Board of Governors held on
June 25, 1990 at 1:30 p.m. in
the Board and Senate Room

OFFICIAL BINDER COPY

Dalhousie University
Halifax, Nova Scotia

PRESENT: W. Struan Robertson
 Chairperson
 Mr. Charles Aldrich
 Mr. David J. Almon
 Dr. Mary R. Brooks
 Dr. Howard C. Clark
 President
 Mr. Ralph Cochrane
 Dr. Donna M. Curry
 Honorary Secretary
 Fred J. Dickson, Q.C.
 Mr. Lawrence Doane
 Mrs. Linda Fraser
 Mrs. Lorraine Green
 Dr. Om P. Kamra
 Dr. Patricia Lane
 Mr. Joseph Lougheed
 Mr. Thomas E.G. Lynch
 Mrs. Annemarie Macdonald
 Ms. Bernadette Macdonald
 Mr. Donald Manson
 The Hon. Jacqueline Matheson
 E. Neil McKelvey, Q.C.
 Mr. Norman H. Newman
 George C. Piercey, Q.C.
 Vice-Chairperson
 Mr. Allan C. Shaw
 Honorary Treasurer
 Ms. Maxine Tynes
 Dr. Thomas C. Vinci
 Miss Barbara Walker
 Mrs. Peggy Weld
 Vice-Chairperson
 Mr. Robert Zed

Also present were Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Brian C. Crocker (University Secretary & Legal Counsel); and Ms. Elizabeth A. Merrick (Secretary).

Regrets were received from: Mr. Peter Doig, Mr. Aubrey Browne, James S. Cowan, Q.C., George T.H. Cooper, Q.C., Dr. Albro D. MacKeen, Mrs. Shirlee Medjuck, Dr. Judith A. Ritchie and Mr. Sherman Zwicker.

Welcome

Mr. Robertson extended a welcome to Messrs Joseph Lougheed, Ralph Cochrane, Charles Aldrich and Donald Manson who were representing the Student Union this year, and also to Mr. Robert Zed, one of the newly appointed representatives of the Alumni Association.

Minutes

At the request of the President the Board approved deletion of the sentence "The Student Union, he added, would be making a one-time contribution this year from student fees towards a debt reduction programme" at the top of page four in the Minutes of the April 17, 1990 meeting. It was explained that this sentence had apparently been recorded out of context. The April minutes were then approved as amended.

Approval was also given to the Minutes of the Board meeting held on May 15, 1990, as circulated.

Agenda

Dr. Clark asked that an item relating to a staff appointment be added to the agenda. This was agreed.

Final Report
of the
Financial
Strategy
Committee

Copies of the Final Report of the Financial Strategy Committee had been pre-circulated to Board members, replacing an earlier draft of this report. The final report, Mr. Shaw said, included minor editorial changes, an additional clause in Recommendation 11.7 and the addition of Appendix D (dissenting opinions on tuition fees by the two student members on the FSC). Mr. Shaw explained that the Committee's task had been to examine the University's current finances and to prepare a long-term strategy plan to deal with the Dalhousie's present financial problems. This had taken 18 months to complete and had involved over 150 meetings of the Committee and its eight subcommittees, seven progress reports and five rounds of consultations within the University. Mr. Shaw expressed his sincere appreciation to all those who were involved in this task.

Mr. Shaw commented on the Committee's objectives, the need for the University to become more financially accountable, and the Board's responsibility, as stewards of the university's assets, to look after these assets well. He said that the Committee, during the course of its deliberations, had come to realize that a great deal of change and adaptability would be required within the University if it were to overcome its present financial problems. He said that in its final report the FSC was proposing a comprehensive and inter-connected package of solutions, relating finances, academic planning, human resources and budgets. The Committee, he added, would remain committed to continued consultation and to implementation of the package set out in the Report.

Mr. Shaw briefly highlighted material in the first ten chapters of the report relating to the University's current debt burden, ways to generate revenue through academic units and major tuition fee increases, new fund raising initiatives, a debt reduction program, and a variety of proposals to examine physical plant needs, salaries and human relations issues. He then outlined the "program of change" recommended by the Financial Strategy Committee in Chapters 11 and 12, noting that while many of the proposed initiatives were already under way and should have positive impacts, there was still a lot more that needed to be done. He said that the outlook for the University to overcome its financial difficulties was very encouraging, but this would only be possible if adaptation and change could be achieved within the University. He concluded his remarks by urging the Board to discuss the Committee's final report and to adopt it in its entirety.

At this point Mr. Robertson informed the Board that during earlier discussion with Mr. Loughheed about the process whereby students could register their protest on the section in the report relating to fees and still support the balance of the Report, it had been agreed this could be done through an amendment to the main motion to approve the report in its entirety. The Chairman added that students might present a second amendment prior to putting the main motion to the Board for a vote, and had agreed to defer discussion on tuition fees until after other aspects of the Final Report had been discussed. Board members concurred with this procedure.

In response to a query by Mr. Doane about whether any amendments might cause the whole report to fall, the Chairperson said a vote would determine this. Mr. Doane also queried whether the Committee had considered including a "grandfather clause" in the tuition fee increase for students presently enrolled at the University. Dr. Clark responded that this possibility had been looked at. Both he and Mr. Newman pointed out to Board Members that the final report was only a policy statement and did not deal with details and that separate recommendations, including those relating to fees, would be brought forward later when the administration dealt with implementation of various aspects of the report. Mr. Manson said that while students generally supported the many well thought out ideas in the report, there were costs involved which concerned students, in particular the significant increase in tuition fees which students would have to pay in 1991-92. He wondered if this large increase was intended as a "catch-up" because of the present tuition fee agreement between the University and students. Mr. Shaw confirmed this was the case. Mr. Manson assured the Board that students wanted to assist the University in dealing with its present financial problems and in improving human relations on campus in order to facilitate change, but they felt the tuition fee increase was unfair. Mr. Shaw said that everyone's help was needed, and part of the strategy would require a large part of the money come from students. Dr. Clark agreed with Mr. Shaw and pointed out that the emphasis in the report was on "change" which would require a good deal of cooperation and good will by every one in the University. He also made Board members aware that fees in Nova Scotia universities for 1990-91 would range from 5%-15%, with the majority in the 7%-9% range, but that Dalhousie's fees would only increase 3.6% under the present tuition fee agreement with students. Further discussion on tuition fees was deferred at this point.

Other aspects of the Final Report were discussed and queries by student and other Board Members were responded to as they arose. In summary form, items raised and responses (in brackets) included:- the proposed increase in administrative costs in light of other needs (costs would be directed towards addressing human relations issues and other service needs in the university); the accuracy of faculty/student ratios because of varying class sizes (this is presently being reviewed by COSMIC); the Committee's target with regard to the deficits shown in Scenarios A & B in the Report (target is a balanced budget); with the mix of academic and financial considerations set out in the flow chart on p.73, how decisions could be made without knowing costs (through criteria for program priorities); disclosure of auxiliary fees before students arrived at university (mechanism should be put in place to advise students but the Report recommends no additional new auxiliary fees be levied); how proposed capital projects would be financed (monies would have to be raised); whether the report and the dollar figures quoted therein would be binding on the University (no, the report is only a blueprint on which to build); how proposals in the report

would be implemented (these would be examined by the existing structure within the university). In response to student concerns that some constructive ideas in the report might be lost if it was not accepted as a package, Mr. Newman cautioned Board members not to pick and choose recommendations from the report "cafeteria style" because there was a linkage carrying through in the Committee's report from the first chapter to the last.

At this point Mr. Lougheed suggested that Recommendation 4.2 (a) and (b) in the report concerning tuition fees be dealt with. To facilitate discussion, a formal motion (Weld/Piercey) was put before the Board

That the Final Report of the Financial Strategy Committee be accepted in its entirety for implementation.

During the ensuing discussion student members Manson and Lougheed argued that, while students were not against a fee increase, they could not accept the Committee's proposal to increase tuition fees in 1991-92 to the range of 10% to 11% of average fees at other Nova Scotia universities. They noted the financial hardships the proposed 20%-25% increase would impose on students from lower income families and on students whose limited summer earnings would not keep pace with this increase. Students, he said, would rather have a more reasonable fee increase and that it be implemented in stages rather than the proposed "catch-up" method to help the University to recover revenue foregone as a result of the six-year tuition fee agreement. Mr. Dickson agreed with these views and asked whether the proposed 25% of tuition fee income to be set aside for student scholarships, bursaries, etc. could be increased. The difference in dollar amounts between the proposed fee increase for under-graduate faculties (\$300-350) and for professional schools (\$800) effective in 1991-92 was questioned, and Mr. Shaw explained that the Committee had felt there should be a relationship between the cost of the programme and the earning capability of graduates from those programmes. He added that the Committee had considered staged fee increases and the grandfather clause mentioned earlier in the meeting, but had rejected these because it wanted to work towards solving Dalhousie's financial problems now rather than putting them off into the future.

In answer to a query by Mr. Doane about the students' dissenting statement (added as Appendix D to the Final Report), Mr. Stephen Davis explained that he and Mr. David Shannon had felt the university should look at increasing its support for scholarships, bursaries, etc. to at least 40% instead of the 25% recommended in the report; that it should seek funding support from external sources and not just rely on government; and that the University should establish a tuition fee policy which would make higher education accessible to all students who wanted it. Mr. Shaw agreed with Mr. Davis that the University needed funding from all sources possible, and said that students must also be prepared to pay a larger share of the cost than they have done over the past

six years. He pointed out that tuition fees made up only 15-20% of the actual cost of a university education and that students and alumni would have to donate more, as would corporations who benefit from hiring university graduates. Mrs. Weld commented that there must be a spirit of trust that tuition fee increases would be kept at a reasonable level, and she assured student Members that the Board would monitor fees very carefully.

At this point Mr. Lougheed, on behalf of the Student Union, introduced the first of two amendments to replace Recommendation 4.2 (a) and (b) in the Committee's Final Report

That the Dalhousie Board of Governors accept the Dalhousie Student Union proposal of maintaining tuition fee increases at the level of the Consumer Price Index, to be accompanied by a contribution of \$15 per year per full-time student or \$4 per year per part-time student to a debt reduction program.

The vote was taken and this amendment was defeated. Mr. Lougheed then introduced a second amendment to replace Recommendation 4.2 (a) and (b) as follows:

That tuition fees increase as per the M.P.H.E.C. recommendation for the Nova Scotia average. This year's average was 8.9%. Students will continue to contribute \$15 per full-time student and \$4 per part-time student to the Dalhousie debt reduction campaign. This is conditional on approval of the Dalhousie student body.

Before voting on this amendment, the Board was asked by student members Manson, Lougheed and Cochrane to take into consideration the impact tuition fee increases would have on students from lower income backgrounds, and on students whose resources to generate revenue through summer employment were limited and insufficient to cover all the costs of a university education. Students, the Board was assured, did not object to a fee increase, but they wanted one that was reasonable and would allow all students to attend university without undue hardship. Students felt this could be accomplished by using the MPHEC recommendations on funding as a guideline for increasing fees, and they were proposing that for 1991-92 the fee increase should be 8.9 per cent, the same amount recommended by MPHEC to government this year. Students felt this would be a fairer method and not place the burden of the proposed 20%-25% fee increase fully on first-year students entering university in 1991. The students' proposal would also provide an opportunity to spread the increase over a longer term basis, which they thought might benefit the University more. Mr. Dickson voiced his support for the students' proposal to stagger fee increases and suggested there be less haste by the Board in levying an excessive fee increase all at once.

Dr. Clark responded to the students' proposal by saying that Dalhousie's fees had become the lowest in the province as a result of the tuition fee agreement with students, and that students had done well in the past compared with other universities in Nova Scotia. There now was a need to catch up, he said, and once this has been done it might become possible to move to increasing fees comparable to MPHEC's funding recommendations. Mr. Shaw commented it was unfortunate that discussion on the Committee's Final Report was focussing on tuition fees since that was only one part of the financial strategy. Ms. Tynes, in supporting the students' amendment, said that fee increases would make access to university much more difficult for people from the working class in the Maritimes, and in particular for visible minority groups. This, she suggested, would close the doors now being opened by the University's mission statement.

Mr. Newman stated that the University could no longer afford to function as it has in the past, and that everyone - alumni, faculty and students - must take up the burden of supporting the university, otherwise it would have to reshuffle and reshape. There was, he said, no single solution to solving Dalhousie's financial problems. Mr. Lougheed commented that the students' amendment for an 8.9% fee increase was an effort on the part of students to pay their share and to ensure the longer term welfare of students. He said students were interested in the whole financial strategy report being passed, except for the fee increase, and asked the Board to approve the incremental approach put forth today by the students. Mr. Piercey responded that the gap between revenues and expenditures could only be bridged if all factors in the Final Report were used, and that fees must be increased.

The motion to accept the students' amendment to increase fees by 8.9% was put to a vote and defeated. (Ms. Tynes and Dr. Kamra voted in favour of the motion along with Messrs. Aldrich, Cochrane, Lougheed and Manson).

The original motion to accept the Final Report of the Financial Strategy Committee in its entirety was approved by a show of hands.

The meeting adjourned for a 10 minute recess at 3:55 p.m. After the meeting had reassembled, Mr. Cochrane urged that students in the university be advised as quickly as possible about what had taken place at today's meeting and about the new tuition fee range. Mr. Shaw agreed that students should be informed and several suggestions were made about how this might be done. It was finally agreed to leave this matter with the President to advise students.

Board Matters Board Membership

Governor in Council Appointments

Dr. Clark reported that no word had been received yet from the Governor in Council concerning the Board's recommendations. However, he expected to hear from government shortly.

President Clark read the names of Board members retiring from the Board at the end of June and gave a brief historical sketch about each Member's service on the Board. Those leaving the Board include Mr. Struan Robertson (Chair), Messrs. Jim Cowan, Louis Deveau, David Hennigar, Gordon Lawley, Neil McKelvey, Mrs. Shirlee Medjuck and The Hon. Robert Stanfield. The President thanked all retiring Members for their contribution to the Board over their many years of service.

United Church of Canada Representative

A nomination had been received from the United Church of Canada to appoint Mr. Daniel M. Campbell, Q.C. as its representative on the Board for a six-year term effective 1 July 1990, succeeding Mr. Gordon Lawley. On motion, this nomination was approved.

Dalhousie Alumni Association

The following persons had been nominated by the Alumni Association to serve as its representatives on the Board for the term specified, effective 1 June 1990:

Mr. Peter Doig	3 years
Mrs. Nancy Kimber MacDonald	3 years
Mr. Sherman Zwicker	3 years
Mr. David Almon (Past President)	One year
Ms. Bernadette Macdonald (President)	One year
Mr. Robert Zed (Vice-President)	One year

On motion, the above nominations were approved. (Alumni representatives present at the meeting abstained from voting on this item.)

Dr. Clark explained that in past years Alumni appointments to the Board had commenced on June 1. It was now suggested this date be changed to July 1 to bring these appointments in line with other appointments to the Board. On motion, it was agreed

That, commencing in 1991, the effective date of appointments held by Board members nominated by the Dalhousie Alumni Association be July 1 rather than June 1.

Nominating Committee

Dr. Clark reported that Officers had considered the composition of the Nominating Committee and had felt its membership (which had grown over the years) should be smaller and more representative. Accordingly Officers now recommended

That the Nominating Committee for 1990-91 be composed of:

Mr. W. Struan Robertson (Past Chair of the Board)
George C. Piercey (Board Chair)
Mrs. Peggy Weld
Dr. Judith A. Ritchie
Mr. Charles Aldrich
Dr. Howard C. Clark (ex officio)

The motion carried.

Government Relations Committee

A proposal (Appendix A) to establish a Government Relations Committee of the Board had been pre-circulated. Officers had considered the rather broad terms of reference and composition of this committee, and recommended

That the proposal to establish a Government Relations Committee of the Board be approved.

The motion carried.

**Staff
Matters**

Dr. Clark presented a recommendation to appoint Dr. Leigh Mazany (Economics) as Associate Dean of Science for a term of five years effective 1 July 1990. This recommendation, he explained, would normally have been dealt with by the Officers, but had been received after their last meeting. The Board was now asked to approve Dr. Mazany's appointment in view of the July 1 effective date. Board approval was given to this appointment.

**Reports of
Standing
Committees**

Buildings and Grounds Committee

In the absence of Mr. Cowan, Mr. Mason presented a motion

That the Board of Governors approve the allocation of Alteration and Renovation funds for 1990/91, as recommended by the Buildings and Grounds Committee. This allocation is supported by the University's Administration, and has been endorsed by the Senate Physical Planning Committee.

Mr. Mason added that detailed planning on the projects set out in the list distributed at today's meeting (attached as Appendix B) had already commenced. The motion carried.

Finance and Budget Committee

Mr. Piercey reported that the Committee had met regularly until the end of April but was not able to bring a final budget to the Board at this time due to the lack of final advice from government about funding for 1990-91. In January the Committee had reported an overall cutback of 1.85% and a \$300,000 shortfall. This shortfall had increased to \$820,000 with government's proposed 4% increase announced in April. Since then government has announced a further allotment of \$1.3 million as targeted funding, and all Nova Scotia

universities have applied for a portion of this. Government is expected to make its allocations by July 1, and the Committee hopes to present the final budget for 1990-91 to the Board in September. In answer to a question later raised by Dr. Kamra, the President indicated that decisions about allocation of the \$1.3 million targeted funding would be made by the Nova Scotia Council for Higher Education.

Co-op
Placement
Fee

Mr. Mason presented the following motion for approval:

That the Board approve an increase in the Co-op Placement Fee from \$175.00 to \$350.00 effective September 1, 1990.

He said students in the Co-op program in Arts and Science had approved the fee increase, as had the Student Union. The fee, which students are allowed to pay at the end of term, covers the administrative costs of running the programme. Mr. Manson mentioned that a co-op program would be starting up in Commerce next year and said he would like to see the whole process for administering Co-op programs reviewed. The motion before the Board was then approved with Mr. Manson's amendment.

Statement of
Principles
Regarding
Student
Relations

Mrs. Weld, on behalf of the Student Relations and Residence Committee, presented a motion to approve the statement of principles which had been pre-circulated to Board members. Mr. Manson said that the Student Union agreed with these principles; however, he wondered why the document now before the Board differed from a more strongly worded draft originally considered by the Committee. Mr. Manson distributed copies of the original statement referred to and asked Board members to note the differences in wording. On the suggestion of Mr. Zed it was agreed to refer the matter back to the Committee for review.

Appointment
of Ombud and
Assistant
Ombud

Dr. Clark presented the following motion

That, on the recommendation of Senate, approval be given to the appointment of Ms. Lori Savory and Ms. Beth Carmichael as Ombud and Assistant Ombud respectively for 1990-91.

The motion carried.

Financial
Statements

Mr. Shaw, Chair of the Audit Committee, presented the audited financial statements for the year ended March 31, 1990 (pre-circulated). He noted that the University had ended the year with an operating surplus of \$193,000. On motion it was agreed

That, on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 1990.

Mr. Shaw, on behalf of the Audit Committee, presented a further motion

That Peat Marwick Thorne be reappointed as auditors of the University for the 1990-91 year.

This motion carried.

Annual
Reports of
Standing
Committees

Comments on these reports (pre circulated) were invited. Miss Walker mentioned, as a matter of interest, that 43% of the donors to Mount Saint Vincent's Capital Campaign Fund were first-time givers. The Annual Reports were accepted as circulated.

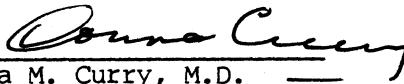
President's
Report

This report was distributed at the meeting and a copy is attached to these minutes as Appendix C. Dr. Clark spoke briefly on items contained in the Report relating to government funding for 1990-91, spring Convocations, the Installation of Dr. Cohen as Chancellor, the future role of AAU and uncertainties about the relationship between the Nova Scotia Council for Higher Education and MPHEC, and a meeting of the Corporate Higher Education Forum he had attended in May. Dr. Clark drew attention to a number of external, and other recognitions of faculty and staff at Dalhousie listed in his Report, noting in particular Dr. Alasdair Sinclair's appointment to the Nova Scotia Council for Higher Education and MPHEC. The President expressed his appreciation for the services to Dalhousie of several senior administrators whose term in office would end this month.

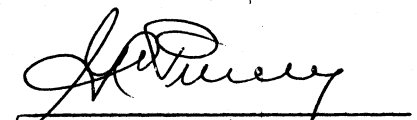
In conclusion Dr. Clark expressed his gratitude to Members retiring from the Board this year, and in particular to the Board's Chairperson, Mr. Struan Robertson, for their contribution to the University over so many years, and asked that a vote of thanks to these retiring Members be recorded in the official minutes of this meeting. Board members endorsed these sentiments with an enthusiastic round of applause.

Adjournment

The meeting adjourned at 5:50 p.m.



Donna M. Curry, M.D.
Honorary Treasurer
Secretary



George C. Piercey, Q.C.
Chairperson