

Item: Board of Governors Minutes, October 1990
Call Number: Board of Governors Fonds UA-1, 57.2

Additional Notes:

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* AN ORIENTATION SESSION FOR NEW BOARD MEMBERS WILL BE HELD AT 2:00 P.M. *
* IN THE BOARD AND SENATE ROOM PRIOR TO THE REGULAR MEETING *
* ALL BOARD MEMBERS ARE WELCOME TO ATTEND *
*

BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY

OFFICIAL BINDER COPY

AGENDA

Tuesday, October 16, 1990 - 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of September 18, 1990 (enclosed)
2. Approval of Agenda
3. Board Matters
 - (a) Joint Board/Senate Meeting
 - (b) Board representatives on Senate Committees
 - (c) Board Committees (enclosure)
 - (d) Associate Membership
4. Reports of Standing Committees
 - (a) Buildings and Grounds Committee
 - (b) Development Committee
5. Notice of Motion - Dalhousie Student Union
6. Preliminary Report on Enrolment (enclosed)
7. Tuition Fee Policy
8. President's Report
9. Other Business
10. IN CAMERA Ratification of Collective Agreement with D.F.A.

Enclosure

University Affairs - August/September and October 1990 issues
Revised list of Board Committees for 1990-91

Minutes of a Meeting of the
Board of Governors held on Tuesday,
October 16, 1990 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey, Mr. Joseph Lougheed
Chairperson Mr. Thomas E.G. Lynch
Mr. Charles Aldrich Mrs. Annemarie Macdonald
Mr. David J. Almon Ms. Bernadette Macdonald
Dr. Marie Battiste Mr. George W. MacDonald
Dr. D. Wayne Bell Dr. Albro MacKeen
Mr. Aubrey Browne Mr. Donald Manson
Dr. Howard C. Clark Hon. Jacqueline Matheson
President Mr. Ralph Medjuck
Dr. Fay Cohen Sr. Patricia Mullins
Mr. George Cooper Mr. Norman Newman
Mr. J. Dickson Crawford Judge Ian H.M. Palmeter
Dr. Donna M. Curry Dr. Judith Ritchie
Honorary Secretary Ms. Patricia Roscoe
Mr. H. Lawrence Doane Mr. Allan C. Shaw
Mr. Peter R. Doig Vice-Chairperson
Mr. Fred S. Fountain Dr. Thomas G. Vinci
Mrs. Lorraine Green Miss Barbara Walker
Honorary Treasurer Mr. Robert Zed
Mr. Donald A. Kerr Mr. Sherman Zwicker
Mr. John W. Lindsay

Also present were Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jennifer Bankier (Observer for DFA); Mr. Brian C. Crocker (University Secretary & Legal Counsel); and Ms. Elizabeth A. Merrick (Secretary).

Regrets were received from: Mr. Ralph Cochrane, Hon. T. Alex Hickman, Dr. Om P. Kamra, Dr. Patricia Lane, Ms. Maxine Tynes.

Welcome

Mr. Piercey extended a welcome to new Members Dr. Fay Cohen and Ms. Patricia Roscoe who were attending their first meeting, and Dr. Jennifer Bankier who was replacing Professor David Williams as observer for the Dalhousie Faculty Association at this meeting.

Agenda

Two items under "Board Matters" and a report from the Financial Strategy Committee were added to the agenda. These are reported on in the minutes below.

Minutes

The Minutes of the Board meeting held on September 18, 1990 were approved as circulated.

Board
Matters

Joint Board/Senate Meeting - Dr. Clark reported that Senate would name its representatives shortly following which a date for the joint meeting would be decided. Board representatives will include the Officers and Mr. Robert Zed. Members were invited to forward suggestions for agenda items to the Secretary.

Board Membership - The Board was informed that Mrs. Nancy Kimber MacDonald was leaving the area and had declined appointment to the Board. Her replacement will be nominated by the Alumni Association in due course.

Senate Committees - President Clark announced that Board representatives were still needed to serve on three Senate Committees (Computing & Information Technology Planning, Library, Physical Planning). Interested members were invited to contact the Secretary.

Board Committees - A revised list of committee membership for 1990-91 had been pre circulated to Members. Dr. Clark noted that Dr. Mona Campbell has agreed to serve on the Development Committee, that Mr. Ralph Medjuck has agreed to join the Buildings and Grounds Committee, and that Mr. Norman Newman has agreed to Chair the Investment Committee this year.

National Campaign Committee - Now that The Campaign for Dalhousie has been successfully completed, having raised \$40.1 million, Dr. Clark presented a recommendation

That the National Campaign Committee established to provide leadership to the Campaign be dissolved.

On behalf of members of the Dalhousie community, the Board of Governors extended its sincere thanks to Chairman, Donald R. Sobey, and to the Committee members for their dedication and hard work over the past five years. At the same time the Board also acknowledged the contribution of more than 1,200 volunteers who were actively involved in the solicitation of alumni and friends of the University. THE MOTION CARRIED.

Associate Membership - The President reported that Mr. Clifford Shirley of Toronto had accepted appointment as an Associate Member. The Nominating Committee would be meeting in the near future to consider further candidates for this category of Board membership.

**Reports of
Standing
Committees**

Development Committee

Mr. Doane reported that the 1990 Annual Fund was well on its way to achieving its \$1,000,000 goal with about 40% already pledged. He spoke briefly about a number of new programmes initiated in this year's Annual Fund drive and thanked alumni, faculty, students, staff and the Chairs of the 1990 Annual Fund committees who were volunteering their time this year. Mr. Eberhardt, Vice-President External, added that this year's goal of \$1 million was the highest in Canadian universities this year. He mentioned the increased number of alumni receptions being held this year which would involve some 700-800 alumni. He also mentioned the Homecoming '90 activities on October 20th and invited Board members to participate in these events.

Staff Relations Committee

Mrs. Green reported that contract negotiations with the Dalhousie Staff Association had been referred to conciliation. It was hoped this would lead to satisfactory results. A further report will be made to the Board at a later date.

Buildings and Grounds Committee

Mr. Newman, in presenting a report of the Committee's last meeting (distributed at meeting) noted that renovations to the third and fourth floors of the Chemistry building had been completed and that work on the fifth floor would start in November. Renovations to the Henson Link had also been completed, within budget.

Financial
Strategy
Committee

Dr. Clark read from a two-page quarterly report (enclosed for absent members) summarizing the progress made thus far within the University in implementing the financial strategy described in the 1990 Final Report of Financial Strategy Committee entitled "No Single Solution". Areas dealt with in this first progress report included public relations and development, tuition fees and student aid, compensation policy, new class scheduling system and the campus master planning process, debt reduction, human relations, "program of change", and other studies or consultations under way. Dr. Clark indicated that proposals relating to several of these particular areas would come before the Board in the next month or so for consideration. The Financial Strategy Committee, he said, was meeting monthly to monitor implementation of the Strategy. The new budget system would not be put in place before 1992/93, he said, due to several illnesses in Financial Services. However, a working group is now being set up. Dr. Clark concluded his remarks by saying that a lot was happening in the university.

Student Union
Motion re
Accessibility

At the September meeting the Board had debated and deferred a motion on accessibility presented by Mr. Manson, and had asked him to prepare new wording. As a result a revised Notice of Motion had been circulated to Board members with the agenda for today's meeting. In presenting the motion, Mr. Manson explained that students wanted to continue the work of the MacKay Task Force by providing accessibility to other groups who were physically challenged and socially, economically and culturally disadvantaged. During discussion Board members suggested a few changes to the wording of the original preamble and motion. These changes were agreed to by the mover and seconder, and when put to a vote, the following was approved:

WHEREAS: The University has taken the first important step in breaking down the barriers, with the acceptance of the MacKay Report;

AND WHEREAS: We, the Board of Governors, wish to continue in the spirit of this report and recognize the importance of the physically challenged and persons who are socially or economically disadvantaged or members of cultural minorities;

AND WHEREAS: Dalhousie offers a wide range of unique programs in the province and the region and the University has a special responsibility to be fully accessible;

BE IT RESOLVED THAT:

The University and the Board of Governors accept the principle of increased accessibility for the physically challenged and persons who are socially or economically disadvantaged or members of cultural minorities.

Enrolment

Dr. Stairs drew the Board's attention to preliminary registration statistics (pre circulated) in which the figures for October 1990 were compared with those for October 1989. With particular reference to students who had registered at Dalhousie in September for the first time, he said the figures revealed a decline in the number of new admissions to the Faculty of Arts and Social Sciences, and an increase in new admissions into the Faculty of Science. These changes, he said, were reflective of deliberate enrolment management strategies, within the overall objective of keeping undergraduate enrolment relatively stable. An increase in the retention rate for returning students had resulted in an increase of 107 undergraduate students overall (or 133 if King's students were excluded from the calculation).

Tuition Fee
Policy and
1991-92 Fee
Schedule

Mr. Doane, on behalf of the Finance and Budget Committee, presented a report and policy statement on tuition fees for the 1991-92 academic year (pre circulated). He explained briefly that the new fee policy (Appendix A) was based on the recommendations of the Financial Strategy Committee, but did not include the per course fee policy which would be dealt with at a later date. Proposed tuition fees for Arts and Science students for 1991-92, Mr. Doane said, would be within 105%-110% of the present Nova Scotia average plus an additional 5% inflation factor. For next year a ceiling of \$500 on tuition fee adjustments was also recommended by the Committee. The new fee policy, he added, was expected to provide \$4.1 million in revenue, of which \$3.3 million related to fee adjustment and \$800,000 to inflation adjustment. Mr. Doane, with Miss Walker as seconder, presented a motion

That the Board of Governors approve the Tuition Fee Policy including the fee schedule for 1991-92.

Mr. Mason provided some background information for new Board members. He explained that the basic fee policy had been established when the Board approved the Final Report of the Financial Strategy Committee last June. He read Recommendation 4.2 of that Report which set out features to be incorporated in Dalhousie's tuition fee policy, effective September 1991, namely: that the Arts and Science fees remain within 105-110% of the Nova Scotia average; that other program fees consider the cost of the

program, economic prospects of the students upon graduation, and the fees charged by other institutions; that annual fees keep pace with the rate of general inflation; that, except for the Athletics and Recreational Services fee, no additional auxiliary fees be introduced; that students should be given at least one year's notice of any fee increase; and that the University should move as soon as feasible to a per class fee policy. Mr. Mason noted that the per course fee was not included in the tuition fee policy being considered today but would be addressed in the 1992-93 fee schedule. As further background, Mr. Mason pointed out that while fees at other Maritime universities had risen between 6-9% during the past six years, Dalhousie's fees had only risen 3 1/2%-4% during that time due to the fee agreement between the University and the Student Union, with the result that Dalhousie's fees were now the lowest in the province. With this background, a new fee policy based on the FSC's report had been developed by the administrative staff. The new fee policy, Mr. Mason informed Board members, had been reviewed and endorsed by the Finance and Budget Committee and by the Student Relations and Residence Committee of the Board, as well as by Senate's Financial Planning Committee and by Senate itself. Senate, however, had pointed out some ambiguities in Item #3 in the Policy and Procedure statement, and Mr. Mason recommended to the Board that the second part of the last sentence in Item #3 be deleted.

Mr. Mason expanded on Mr. Doane's earlier remarks by saying that every attempt had been made to interpret policy so that fee increases would be kept on the lower end rather than on the higher end of the range. He explained that in determining fees for programs other than Arts, a modified weighting formula based on MPHEC program weights had been developed which helped reduce the wide range of increases and, in cases where the use of weights increased fees more than \$500 before inflation, a ceiling of \$500 had been introduced for 1991-92. This ceiling would be removed for 1992/93 and beyond. When it was found that application of the weighting factors would increase the Science fee beyond the upper limit of the range established by FSC, that fee was adjusted and held at 110% of the Nova Scotia average. Further adjustments were made in determining fees for other programs to keep increases in line. When all the adjustments had been calculated, fees were then increased by 5% as a factor to cover inflation. Referring to Table 3 in the report on tuition fees, Mr. Mason noted that the proposed Arts fee of \$2195 for 1991-92 would place Dalhousie as the third highest university in the province if other universities also increased their fees by 5%, and that next year the Board might have to decide whether further adjustments in fees were warranted.

Student representatives said that while they realized that fee increases were necessary and that students must pay their share of the costs, they did object to the speed with which the increases were being implemented. They urged the Board to phase in the fee increases over a two- to three-year period, which would lessen the

impact on students and still achieve the University's goal of raising more revenue, but at a slower pace. Dr. Clark responded that phasing in the fee increases had been considered but had been rejected because of the need to increase revenues to prevent further erosion in the quality of academic programmes caused by serious budget reductions over the past several years. Under the fee agreement with DSU, he pointed out, students had had the lowest tuition fees increases in the province for the past six years. He also pointed out that if fees at all other Nova Scotia universities increased more than the assumed 5% inflation rate factored into the proposed tuition fees for 1991-92, as they had in past year, then Dalhousie would rank lower than third highest in the province. Mr. Lougheed commented that some students would not notice a difference in the quality of education if they were unable to attend university because of the increased fees, and again urged the Board to consider phasing in the fees over two to three years. Other issues raised by students relating to the new weighting system and the \$500 ceiling, and a query by Dr. Ravi Kamra about how the fee for interns and residents had been determined, were responded to by Mr. Mason as they arose.

Dr. Judith Ritchie proposed an amendment to Item #2 of the Tuition Fee Policy Statement that **"The proposed fee schedule will take into account fees for similar programmes at other Canadian universities."** She said that Dalhousie's fees should reflect the cost of similar programmes elsewhere in Canada and that the University should look at this pattern so that it did not price itself out of the market. She was also concerned that students at Dalhousie would suffer if fees were out of line with other universities in the country. Dr. Ritchie's amendment to Item #2 of the Tuition Fee Policy Statement was put to a vote. THE AMENDMENT WAS APPROVED.

Mr. Doane asked that the change in Item #3 in the Tuition Fee Policy Statement suggested by Mr. Mason be dealt with before the main motion was voted on. He and Miss Walker (mover and seconder) agreed to the deletion of the words "and the use of a program weighing factor as described in 2 above will be applied directly" from the last part of the second sentence in Item #3. This was agreed.

Before a vote was called on the main motion, Dr. Clark reminded the Board that the FSC's proposals on tuition fees also included that 25% of the increase be provided for new scholarships, bursaries and student assistance. This provision was not included in the motion before the Board today, but it was expected a proposal on how those funds would be expended would come before the Board in November. This commitment, he added, had been guaranteed by the Financial Strategy Committee and by the Board.

The question was then called on the amended motion. THE MOTION CARRIED. Among those voting against the motion were Messrs. Aldrich, Lougheed and Manson.

President's
Report

Dr. Clark added a few additional comments to his written report (Appendix B) distributed at the meeting. Referring to the item on Role and Capacity, he said the Minister had agreed to setting up an implementation committee to ensure that processes were put in place to address each of the recommendations in his July 15th letter to Nova Scotia institutions. The Minister had now appointed Dr. Gregory MacKinnon of St.F.X. as facilitator between the Nova Scotia Council on Higher Education, university presidents and himself. At a future time the Board, Dr. Clark said, would become involved in discussing substantial issues such as relations between Dalhousie and TUNS, and between the business schools at Dalhousie and Saint Mary's University, as well as other broad areas.

Dr. Clark orally presented his notes on his recent travels, on the the upcoming signing of the official agreement with the federal government establishing OPEN, on recent alumni gatherings in Moncton and Saint John, and on Fall Convocations on October 20th.

Dr. Clark informed the Board that Mr. Ronald de Burger had resigned as Dean of the Faculty of Health Professions effective December 31st this year; that Innis Christie's term as Dean of Law would end in 1991 and that Dean Murray's term as Dean of Medicine would end in 1992. The search processes for their successors were now under way.

Other
Business

Mr. Lougheed, on behalf of the Student Union, invited Board members to support DSU's Children's Party being held on November 25th.

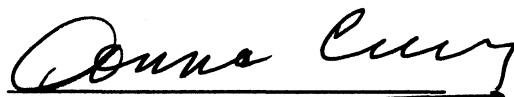
Mr. Lougheed informed the Board that students, now that the the tuition fee issue had been settled, were anxious and willing to work with the Board in putting together the student aid package.

In Camera

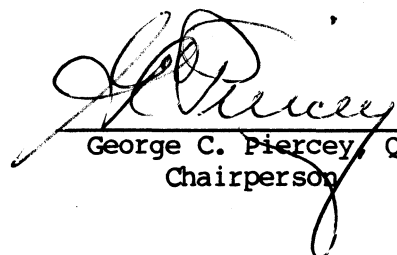
The meeting moved in camera shortly after 6:00 p.m. to discuss the tentative agreement reached with the Dalhousie Faculty Association.

Adjournment

At the conclusion of the in camera session, the Board meeting adjourned at 6:15 p.m.



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey, Q.C.
Chairperson