

Item: Board of Governors Minutes, April 1992
Call Number: Board of Governors Fonds UA-1, 57.20

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for April 1992. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional materials for this year which have not yet been digitized can be found in the Dalhousie University Board of Governors fonds (UA-1) at the Dalhousie University Archives and Special Collections.

This document is a digital facsimile of the materials described above. It was digitized on 26 June 2012.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

* **PLEASE NOTE: THE BOARD MEETING SCHEDULED FOR MAY 26, 1992 WILL COMMENCE** *
* **AT 3:00 P.M. INSTEAD OF 4:00 P.M. IMMEDIATELY FOLLOWING THE MAY** *
* **MEETING BOARD MEMBERS, ASSOCIATE MEMBERS AND RETIRING MEMBERS ARE** *
* **INVITED TO A BUFFET DINNER AT THE PRESIDENT'S RESIDENCE** *

**BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
AGENDA**

Tuesday, April 21, 1992 - 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of March 17, 1992 (enclosed)
Minutes of Executive Committee Meeting of February 18, 1992
(for information only - not yet approved by Executive Committee)
2. Approval of Agenda
3. Board Matters
 - (a) Dalhousie Faculty Association Representative
 - (b) Student representative
 - (c) Appointment of Dean of Medicine
 - (d) May Meeting
4. Reports of Standing Committees
5. Quality of Education (enclosure) (D. Stairs)
6. Moratorium on New Programmes - Partial Relaxation (J. Cowan)
(enclosure)
7. Student Society Fees for 1992-93 (enclosed)
8. Rationalization of Nova Scotia Universities - progress report
(President Clark)
9. President's Report (to be distributed at meeting)
10. Other Business
11. Adjournment

Additional Enclosure
- **University Affairs (AUCC) - April 1992**

Minutes of a Meeting of the
Board of Governors held on Tuesday,
April 21, 1992 at 4:00 p.m. in the
Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw
 Chairperson
 Dr. Marie Battiste
 Ms. Beth Beattie
 Mr. Daniel M. Campbell
 Dr. Howard Clark
 President
 Dr. Fay Cohen
 Mr. George T. H. Cooper
 Mr. James S. Cowan
 Mr. J. Dickson Crawford
 Dr. Donna Curry
 Honorary Secretary
 Mr. Tom Digby
 Mr. H. Larry Doane
 Honorary Treasurer

Dr. Kenneth Dunn
Mr. Fred S. Fountain
Mrs. Linda Fraser
Dr. Jane Gordon
Mrs. Cynthia Gorman
Dr. Margaret Hansell
Mr. Brian Hill
Mrs. Annemarie Macdonald
Dr. Albro D. MacKeen
Dr. T. John Murray
Mrs. Ann Petley-Jones
Mr. Peter Pottier
Mrs. Ruth Pulsifer
Ms. Patricia Roscoe
Miss Barbara Walker

Also present were Dr. Denis Stairs (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. Ian Nason (Director of Financial Services); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Mern O'Brien (Director, Dalhousie Art Gallery); Ms. Lale Kesebi (President-elect Dalhousie Student Union); Mr. Fraser Matte (Incoming Student Representative to the Board of Governors); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. Peter R. Doig, Dr. John C. Fentress, Mr. Donald A. Kerr, Ms. Bernadette Macdonald, Mr. George W. MacDonald, The Hon. Jacqueline Matheson, Mr. Norman H. Newman, Ms. Maxine N. Tynes, and Mr. Sherman Zwicker.

The Chair called the meeting to order at 4:00 p.m.

Minutes

On motion, the Minutes of the Board of Governors Meeting held on March 17, 1992 were approved as circulated.

The Minutes of the Executive Committee Meeting held on February 18, 1992 were received as information only for Board Members and it was noted these Minutes had not yet been approved by the Executive Committee.

Board of Governors
April 21, 1992
Page Two

Approval of Agenda

The Agenda was approved with the following changes:

Replacement of Student Member on the Task Force on Tuition Fee Policy was placed on the Agenda under Board Matters, and item 4. Reports of Standing Committees was moved down the Agenda, between items 6. and 7.

The Chair noted there would be a brief In Camera session at the end of the meeting.

The Chair welcomed Dr. Kenneth Dunn, Chair of Senate, to the Board of Governors. He then noted that this would be Professor Jennifer Bankier's last meeting in her capacity as President of the Dalhousie Faculty Association and thanked her for the contribution she had made during her term as a Board observer.

Board Matters

Dalhousie Faculty Association Representative

It was noted that effective April 22, 1992 Dr. Tom Sinclair-Faulkner would become President of the Dalhousie Faculty Association and, commencing with the May Board Meeting, would become an observer for the Dalhousie Faculty Association at Board Meetings replacing Professor Jennifer Bankier.

Student Representative

Upon motion it was agreed THAT, on the verbal nomination of the Dalhousie Student Union, Ms. Hermie Abraham be appointed a Member of the Board of Governors for a term of one year effective 1 May 1992.

At this point, the Chair acknowledged with thanks the contributions made by Ms. Beattie, and Messrs. Hill, Digby and Pottier during their time as Student Representatives on the Board of Governors. He noted that it had been a difficult year for all involved but also extremely interesting and that the leadership shown by the students had been appreciated.

Appointment of Dean of Medicine

Dr. Clark commented that Dr. T. John Murray's term as Dean of Medicine would end on June 30, 1992 and that Dr. Murray had not sought re-appointment. He was therefore now pleased to bring the unanimous recommendation of the Search Committee to the Board of Governors. Dr. Clark moved and Ms. Roscoe seconded a motion THAT Dr. John Ruedy be appointed Dean for a five year term

Board of Governors
April 21, 1992
Page Three

commencing July 1, 1992. The motion carried.

May Meeting

Dr. Clark noted that the meeting of the Board of Governors scheduled for May 26 would begin at 3:00 p.m. and that several Associate Members of the Board would be present. He commented that during the first hour we expect to have two presentations, one from Dr. Robert Elgie on the Health Law Institute and then another from ISI (Inter-University Services Incorporated) who provide services to many Nova Scotia Universities. Immediately following the adjournment of the May Board of Governors Meeting, there will be a buffet dinner at the President's House.

Replacement of Student Member on the Task Force on Tuition Fee Policy

It was moved by Dr. Clark and seconded by Mr. Pottier THAT, Ms. Lale Kesebi be appointed a member of the Task Force on Tuition Fee Policy to replace Ms. Beth Beattie. The motion carried.

Quality of Education

Dr. Stairs observed that he had been requested to address the question of the quality of the education that we made available to our students. He suggested he had been asked to do so in the context of the tuition fee debate where we had been discussing issues such as responding to student registration and class selection problems, and adapting to resource limitations - matters that impinged on the quality of service provided rather than on academic quality. He noted that, in the memorandum which he had prepared for distribution prior to the meeting, he had endeavoured to respond to the particular issues students had raised, but suggested that the practical question immediately before the Board of Governors was to consider how to respond to the undertaking to "establish a Quality Task Force that will identify and act on students' concerns about the quality of their education".

Dr. Stairs commented that the issue of the quality of undergraduate education was being debated throughout the world and in some jurisdictions had led to the development of bureaucratically invasive surveillance and assessment mechanisms. In Canada, there was increasing talk of the need for more accountability, and at Dalhousie students had linked their demands for accountability to the increase in fees while Governments had linked it to the size of the higher education bill. He suggested that interest in the problem had been

Board of Governors
April 21, 1992
Page Four

compounded by the conviction that education was the single most reliable vehicle for enhancing the social and economic mobility of individuals in our society. He observed, that while questions such as "Is the education that we deliver a good one?" and "Does it represent, overall, good value for the money?" seemed disarmingly simple on the surface, they were paralytically complex if addressed in depth.

Dr. Stairs then reminded Board Members of the instruments that we had traditionally used in attempting to maintain and enhance the academic calibre of the University and drew attention to the kinds of "quality indicators" that are currently being deployed by various agents of "accountability" lying outside the University. He noted traditional academic quality control efforts involved the expert assessment, at various stages, of our academic personnel, the regular review of our academic programmes and the examination of our students. It should be clearly understood that faculty members were exposed to thorough scrutiny when they were first appointed, when they were considered for tenure, when they were candidates for promotion or when they were being evaluated for possible deployment in academic administration. He illustrated the point by noting what was routinely expected to be included in the file of any candidate for tenure, what the basic criteria for evaluation included and what steps were involved prior to a file, complete with various recommendations, being forwarded to the President's Office. He observed that similar procedures were used in relation to promotions and that our academic programmes and departments were also subjected to careful review, usually with the help of outside experts.

Dr. Stairs concluded that these processes, along with the reviews that academics must routinely face as they pursue their scholarly work, demonstrate the point that the University is ultimately a meritocracy, and that the mechanisms of the meritocracy are also mechanisms of quality control.

Dr. Stairs suggested that there was a sense in which the quality of many of our programmes - notably the professional ones, and to some extent the doctorates - could be measured very simply by the specialized contributions that their graduates made to society. That represented the "community" test, not the primary "academic" test, which still left the question: "Do our general undergraduate programmes provide good results, and how do we know?" He observed that we do not really possess, apart from the examination process, practicable means of identifying and applying precise measures of educational impact outside the technical and vocational fields. He cited the following reasons for this:

Board of Governors
April 21, 1992
Page Five

- Education itself was intangible and multi-faceted and meant different things to different people - marketable skills, erudition, a capacity for eloquent speech or literate prose, the power of empathy, the ability to analyze and solve problems, and so on.

- Exposure to formal education was only one ingredient among many that were involved in the process of "human development", and except in the area of testable skills, it was extremely difficult to isolate and measure the power of "education" in a way that separated it from the other variables. The problem was complicated further by the fact that these variables were almost certainly "inter-active" so that the impact of the educational process was dependent on whether the other variables in play provided positive or negative reinforcement.

- Some of these variables were doubtless inherent in the individual; others were environmental, or the product of socialization. To add to the difficulty, moreover, there was increasing evidence that some of the most important of the environmental and socialization factors come into play very early in life.

Dr. Stairs commented that there were very serious methodological difficulties in attempting to measure (directly, at least) the impact of an undergraduate education, which was why very few academics had much faith in the alternative evaluation mechanisms that had been proposed.

Nonetheless, he suggested it would be useful to have a look at six examples, three drawn recently from the media, one from an analysis conducted by an American science organization, one from the British experience, and one from a recent and widely discussed report on Canadian university education. He suggested that a review of these examples, which had been distributed to Board Members at the beginning of the meeting, indicated that relatively little of the information could be regarded as providing reliable evidence on real educational impact; and most of it was concerned with "inputs" into the educational process, or with "perceptions" of impact. Furthermore, some of the indicators would be very expensive to deploy, and only a few of them related to the concerns that our own students had recently expressed. Despite all that, he concluded the demand for accountability was becoming irresistible and that we might be well advised to devise our own accountability criteria, before we had unsuitable criteria imposed upon us from outside the University.

He suggested that the Board might very usefully respond to the undertaking it had assumed by asking the President to propose a

Board of Governors
April 21, 1992
Page Six

Task Force - perhaps composed jointly of members of the Senate and of the Board - to make recommendations regarding the appropriate criteria for assessing the quality of educational programmes and services at Dalhousie, and the kinds of indicators that would be required to apply those criteria for accountability purposes.

Mrs. Petley-Jones indicated she thought that the number of internal checks and balances that Dr. Stairs had spoken about were impressive but expressed concern about the lack of external checks and balances. She suggested we should be looking at how graduates were doing, and that the importance of dealing with external perceptions could not be discounted. She suggested we should identify external perceptions that we could influence. She observed that we are going through massive changes in our economy, resulting in the fact that everyone was having to get by with less, and that valid external market indicators were therefore needed.

Dr. Murray stressed the importance of our understanding what we were doing and how well we were doing it and that we should then proceed to take positive steps based on what we had learned from a quality study. Such a study would itself be a demanding academic and intellectual exercise.

Professor Bankier expressed sympathy for what Dr. Stairs' report was attempting to achieve, but noted that the Dalhousie Faculty Association as well as the Canadian Association of University Teachers had qualms about various accountability measures. She took exception with the example Dr. Stairs had given that one of the risks of some of the data that we might be led to acquire on a routine basis could well have the effect, on a comparative basis, of demonstrating to our political masters what they already suspect, which was that our class sizes were too small, and our faculty numbers too large, relatively to comparable institutions in other jurisdictions. She expressed the view that small classes might not be a measure of inefficiency.

Mr. Hill said the question of student input into their education was what needed to be examined and expanded. He pointed to the United Kingdom quality audit that Dr. Stairs had referred to and suggested that one of their main assessment activities, namely discussions with students, lecturers and other staff, was enormously important and that the Board and the Administration had an obligation to listen to and hear what that group had to say. He stated that student views on courses were important, and should be taken seriously, and when a student said a course was bad that should not be ignored. He referred to the last paragraph on page 8 of the memorandum that Dr. Stairs had distributed in advance of the meeting and stated that the

Department of Biology's current complement, which was below its Faculty-assigned target, was an immediate problem that needed to be addressed. He suggested that while it might not be possible to measure the process of consulting with students, the resulting awareness was of value and the consultative process should be continued. He concluded by stating that full debate must flourish at the University and students should be a vital part of the debate and given an equal voice in all matters.

Ms. Gorman supported the view that students' concerns be heard. She noted the demand for quality was driving change everywhere and suggested that being changed was what people resisted, not change itself.

Mr. Digby noted the Student Quality Audit Committee was now a permanent part of the Dalhousie Student Union, and a major component of their work was the Course Evaluation Program which was now being revamped. He noted that the Dalhousie Student Union Audit looks at the University as a whole.

At the conclusion of the presentation and discussion regarding Quality of Education, the Chair asked whether it was the Board's preference to continue, for future Board meetings, to have a major presentation early in the meeting prior to dealing with regular Board matters. The consensus appeared to be that Members considered this approach worthwhile.

Moratorium on New Programmes - Partial Relaxation

Mr. Cowan noted that information had been distributed in advance of the meeting regarding the proposed partial relaxation of the Moratorium on New Programmes.

Mr. Cowan then moved, seconded by Mr. Fountain, THAT there be a partial relaxation of the Board of Governor's moratorium on new programs and major program changes to allow consideration of proposals that fall within one (or a combination) of the following categories:

- (a) proposals for which there is new and on-going funding of all of (or more than) the full, additional costs of the program; and
- (b) proposals for programs of limited time duration where all of (or more than) the full, additional costs will be provided over the period, including any expenses for terminating the program; and
- (c) proposals which will be fully resourced by the re-allocation within a Faculty or group of Faculties of resources

previously used in the delivery of another program or programs which will be terminated.

The motion carried.

Reports of Standing Committees

Finance and Budget Committee

Mr. Doane explained that preparation of the University's Operating Budget required confirmation of provincial operating assistance for the upcoming year. This confirmation normally follows the presentation of the province's budget in the legislature, the timing of which was not known at this time. The Finance and Budget Committee was therefore not in a position to recommend a 1992-93 operating budget for final approval to the Board of Governors at this meeting. Board members were reminded that last year a procedure was introduced whereby formal interim spending authority was sought from the Board when the University's budget was not approved on or before the commencement of the fiscal year.

Mr. Doane moved, seconded by Mrs. Macdonald THAT, in order to allow the continued operation of the University until such time as the 1992-93 operating budget is given final approval, the Board of Governors authorize expenditures of up to 25% of the preliminary 1992-93 operating budget model discussed by the Board at its December, 1991 meeting. The President or his designate is authorized to approve expenditures in excess of 25% in special cases to permit the orderly management of the University. Recognizing the possibility of lower than projected revenues, administrative officers are to exercise caution on discretionary spending. The motion carried.

Student Society Fees for 1992-93

Mr. Doane moved and Miss Walker seconded THAT, on the recommendation of the Finance and Budget Committee and of the Student Relations and Residence Committee, the Board of Governors approve the following increases in Student Union and Society fees for 1992-93:

- (a) The Dalhousie Student Union fee for full-time students from \$134 to \$137.
- (b) The Dalhousie Association of Graduate Students fee for full-time students from \$20 to \$24, and for part-time students from \$10 to \$12.

(c) The Students Law Society fee from \$38 to \$46.

The motion carried.

Rationalization of Nova Scotia Universities - Progress Report

Dr. Clark stated that it was becoming clearer all the time that the Premier and the Government were serious about rationalization. He said that, at the April 7 meeting of CONSUP, Mr. LeBlanc, the Minister of Education, reminded them of the Government's interest in seeing something happen and that he also suggested there could be room for significant efficiencies with shared administrative services. He noted it was also understood that Government expects rationalization to be an ongoing process.

Dr. Clark noted Mr. Piercey had written to the Minister in February expressing the view that rationalization was essential but that we needed a comprehensive plan. The Minister had replied indicating that he would be pleased to have a meeting with the Chair and others, but suggested we first plan to meet with Mr. McCarthy, Chairman of NSCHE.

With respect to progress Dr. Clark referred to Geology noting there are four or five programs in the province many of which had low enrolments and very good faculty/student ratios and that it therefore had been recommended the number of programs be reduced. He noted that he, along with Dr. Ozmon, Dr. Lawless and Dr. Perkins agreed two months ago to involve outside consultants but now they were unable to agree on the names of the consultants or the terms of reference. Dr. Clark remarked that this example indicated how painfully slow progress was and that there was also a growing viewpoint, with which he disagreed, that it would be better to let government decide on what was to be rationalized.

President's Report

In addition to the items contained in the President's Report, which is attached to these Minutes, Dr. Clark noted that wherever he went in Nova Scotia or Canada he found there was a growing sense of frustration and disappointment with universities, which was clearly related to their not having been able to put their own house in order. Dalhousie, he suggested, may be better off than many other universities, some of which are facing far graver problems in terms of funding, lay-offs, etc.

Dr. Clark noted that he expected there would be a full report from the Development Committee at the May or June meeting of the Board.

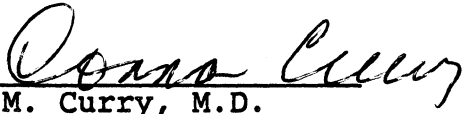
Board of Governors
April 21, 1992
Page Ten

Other Business

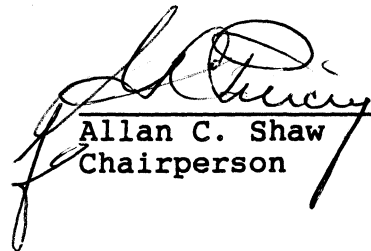
No matters were raised under this agenda item.

Adjournment

At 5:50 p.m., all observers with the exception of Professor Jennifer Bankier left the meeting prior to the In Camera session.



Donna M. Curry, M.D.
Honorary Secretary



Allan C. Shaw
Chairperson