

Item: Board of Governors Minutes, February 1992  
Call Number: Board of Governors Fonds UA-1, 57.18

Additional Notes:

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**EXECUTIVE COMMITTEE  
BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY**

**AGENDA**

**Tuesday, February 18, 1992 - 4:00 p.m.**  
Board and Senate Room

1. Minutes of Executive Committee Meeting of January 9, 1992 (enclosed)
2. Approval of Agenda
3. Board Matters
  - (a) Chair of Senate
  - (b) Appointment of a Board Representative to the Board of Directors of 2118572 Nova Scotia Limited
  - (c) Motion re Board Meetings (enclosed)
4. Reports of Standing Committees
  - (a) Buildings and Grounds Committee (N. Newman)
  - (b) Finance and Budget Committee (L. Doane)
5. Role and Capacity/Restructuring - Meeting of Six & Six Committee
6. Financial Strategy Committee - Quarterly Report (enclosed)
7. Proposal re Governors Awards (enclosed)
8. Task Force on Tuition Fee Policy (enclosed)
9. Other Matters arising from January 23, 1992 Board Meeting
10. President's Report
11. Other Business
12. Adjournment

Enclosed for Board Members' Information  
- **University Affairs (AUCC) - February 1992**

Minutes of a Meeting of the  
Executive Committee of the  
Board of Governors held on  
Tuesday, February 18, 1992  
at 4:00 p.m. in the Board and  
Senate Room

Dalhousie University  
Halifax, Nova Scotia

**PRESENT:** Mr. George Piercey  
                  Chairperson  
          Dr. Howard Clark  
                  President  
          Mr. J. Dickson Crawford  
          Dr. Donna M. Curry  
                  Honorary Secretary

Mr. H. Larry Doane  
                  Honorary Treasurer  
Mr. Allan C. Shaw  
                  Vice-Chairperson  
Miss Barbara Walker  
Mr. Robert Zed

Also present were Mr. Brian C. Crocker (University Secretary and  
Legal Counsel), Mr. Henry E. Eberhardt (Vice-President,  
External), Mr. Bryan G. Mason (Vice-President, Finance and  
Administration), Mr. Eric A. McKee (Vice-President, Student  
Services) and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. Norman H. Newman, Mrs. Peggy Weld,  
and Dr. Denis Stairs.

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

Minutes

Following a correction to indicate that the recently established  
for profit company is known as "2118572 Nova Scotia Limited", it  
was moved by Mr. Crawford and seconded by Mr. Zed THAT the  
minutes of the meeting of the Executive Committee of the Board of  
Governors held on January 9, 1992 be approved. The motion  
carried.

Agenda

The Agenda was approved as circulated.

Board Matters

(a) Chair of Senate

Dr. Clark noted that Dr. Ken Dunn had been elected Chair of  
Senate for a three year term commencing April 1, 1992 and that,  
as Chair of Senate, he will replace Dr. Pat Lane as a Member of  
the Board of Governors.

(b) Appointment of a Board Representative to the Board of  
Directors of 2118572 Nova Scotia Limited

Dr. Clark moved and Mr. Zed seconded THAT the Board of  
Governors appoint Mr. George MacDonald to the Board of Directors  
of 211875 Nova Scotia Limited, the company Dalhousie established  
last November to develop and market databases on government  
incentives to industry. This appointment would commence January

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1992 for a period of three years. The motion carried.

(c) Motion re Board Meetings

Dr. Clark commented that the question of Regular Meetings of the Board of Governors and meetings of the Executive Committee had been under discussion recently and the By-Laws would have to be revised in order to make any changes to the Regular Meetings. Any changes would then require a two-thirds majority of Board Members voting in favour of the changes for them to be approved.

He proposed THAT By-Law 6.1.1. Regular Meetings be amended to read:

6.1.1. Regular meetings of the Board normally shall be held on the third Tuesday of February, April, June, September and November in each year or at such other time as may be determined by the Board. The annual meeting of the Board shall be the regular meeting in June unless otherwise determined by the Board.

The above change would provide for five full meetings of the Board of Governors each year and during the discussion that ensued it was noted that the particular months that had been chosen were appropriate.

It was observed that the composition of the Executive Committee is limited to twelve persons which shall include the Chairperson, the Vice-Chairpersons, the President and the Chairperson of each of the following Standing Committees: Audit, Buildings and Grounds, Development, Finance and Budget, Investment, Nominating, Staff Relations, and Students Relations and Residence. Dr. Clark questioned whether or not the membership of the Executive Committee should be determined in such a way as to allow one student and one faculty member to be appointed to the Executive Committee. The desirability of having both faculty and student representation on the Executive Committee was generally agreed to and a preference for maintaining the composition of the Executive Committee to twelve persons was also supported. A suggestion that the President of the Alumni Association also be appointed ex officio to the Executive Committee was not accepted, but it was agreed that every effort should be made to ensure that the Alumni President was on the Executive Committee as a Chair of a Standing Committee. It was noted that, with the assistance of the Nominating Committee, it should be possible to keep to twelve people while also providing for faculty and student representation, if the past practice of having the Vice-Chairpersons also serve as Chair of a Standing Committee is continued.

It was suggested that the faculty representative should be the Chair of Senate and that the student representative should be the President of the Dalhousie Student Union. In response to a question about delegates attending a meeting in place of a member, Mr. Crocker noted the legislation does not permit delegates although the Chair of any Standing Committee could ask the Chair of the Executive Committee to allow him or her to invite the Vice-Chair or another representative of the committee to a meeting as a guest. He also noted that the Executive Committee had the power of the Board, between meetings of the Board, with the exception of the power to appoint the President.

Dr. Clark questioned whether or not a by-law should be added to make it clear that Committee Meetings are closed except when, by majority vote of a committee, particular guests are invited to attend a meeting. It was agreed that the Executive Committee would support a notice of motion going to the Board to add a by-law indicating that Committee Meetings are closed unless the Committee determines otherwise. That proposed by-law as well as the proposed amendment of By-Law 6.6.1 Regular Meetings will be placed on the agenda for the March 17, 1992 Board Meeting.

#### Report of Standing Committees

(a) Buildings and Grounds Committee

Dr. Curry reported briefly on the major capital projects currently underway, including the new Tupper project.

(b) Finance and Budget Committee

Mr. Doane advised that he did not have a Report to present from the Finance and Budget Committee. He noted the Committee would meet probably late in the week of February 24th to consider mid-year results, and the 1992-93 budget book.

#### Role and Capacity/Restructuring - Meeting of Six & Six Committee

Dr. Clark drew attention to a copy of a letter from The Hon. Ronald C. Giffin, Q.C., Minister of Advanced Education and Job Training to Dr. J. R. C. Perkin, Chairman, Council of Nova Scotia University Presidents, dated February 10, 1992. A copy of this letter was attached to the President's Report and distributed at the meeting. He noted the letter needed to be seen in context with other events of that week most notably the Premier's comments to the media about universities which the media in turn covered quite substantially, and the resulting message to Cabinet that there was much public interest in rationalization with it being viewed very positively. It had been suggested that the letter was quite different from what had originally been intended as a result of the perceived response to rationalization, and

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that, while the letter was very polite, there were a number of important points to be noted, beginning with the statement that "the government after considering the Consultants' Report and the two major responses from CONSUP, has decided to broaden and strengthen the mandate of the Nova Scotia Council". As well "the Executive Council agreed that a Provincial intermediary body, called the Nova Scotia Council on Higher Education, should be established and endowed with executive authority and discretionary powers over funding in order to ensure that university planning, programming and resource allocation are performed in the context of a Provincial university system". The letter went on to advise that an Executive Search Consultant Firm had been engaged to search for a Chair of the Council. It urged all concerned to work with the Nova Scotia Council on Higher Education to identify all program areas in which consolidation, cooperation or other significant change are possible by the autumn of this year. With respect to propositions endorsed by CONSUP, if agreement could not be reached shortly on these seven propositions, the Government would "in some instances engage recognized authorities from beyond the province to advise on the best way to deal with them".

Dr. Clark stated that there could be no question of the Government's intention to do something but it was not clear just what that might be. He noted that, at a meeting of CONSUP last week, the Presidents could agree only that each of the seven areas identified by CONSUP all required further meetings. He suggested that now was the appropriate time for the Executive Committee to write to the Minister supporting rationalization but suggesting that the ad hoc approach was not very effective, and seeking clarification from government as to what was meant by a "Provincial university system".

Dr. Clark then distributed a proposed draft of a letter to Mr. Giffin which was reviewed by the members of the Executive Committee. It was agreed the letter should be sent to Mr. Giffin and at a later date a copy of it should be sent to the new Minister. A copy of the letter is attached to these Minutes.

#### Financial Strategy Committee - Quarterly Report

Mr. Shaw noted that the Financial Strategy Committee Quarterly Report had been distributed to members with the Agenda in advance of the meeting. He encouraged members to read the Report, which provided a comprehensive update of progress on the Financial Strategy since the last Report in October, 1991. A copy of the Quarterly Report is attached to these Minutes.

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### Proposal re Governors' Awards

It was noted that on the occasion of the 125th anniversary of the founding of the Dalhousie Student Union, and in recognition of the fact that students contribute to the quality and vitality of the university, and the achievement of its mission, both through their academic accomplishments, and through their involvement in other aspects of campus life, it was being proposed that a new set of awards known as Governors' Awards be created by the Board of Governors.

Up to three awards would be made each year for exceptional contributions to, or leadership in, such extracurricular areas as university governance, the development of a sense of community on campus, community service, internationalizing the campus, visual or performing arts, minority access and athletics. To be eligible, students would have to have a minimum cumulative grade point average of 3.0 or equivalent. Otherwise, all students - full-time or part-time, at any stage in their academic career - could be considered for an award. Recipients would be chosen by a committee consisting of the President, three members of the Board of Governors, and the Vice-President Student Services. Nominations would be invited, but the committee could consider other persons as well.

Awards, in the form of an appropriate plaque, would be presented by the Chair of the Board or designate at Student Recognition Night and the awardees would be mentioned in the Convocation Programs as well.

It was moved by Mr. Zed and seconded by Miss Walker THAT the Executive Committee approve the establishment of the Governors' Awards. The motion carried.

It was agreed that every effort would be made to make at least one award this year. The Nominating Committee would be asked at its next meeting, scheduled for March 10, 1992, to name the Board representatives to the Governors' Awards Committee.

### Task Force on Tuition Fee Policy

Dr. Clark reviewed the proposed terms of reference for, and the composition of, the Task Force on Tuition Fee Policy, a copy of which had been distributed with the Agenda in advance of the meeting and a revised draft was circulated at the meeting. During the discussion it was agreed that the urgency of addressing this matter suggested that the Executive Committee should decide about the Task Force rather than waiting until the March Meeting of the Board. It was moved by Mr. Shaw and

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seconded by Dr. Curry THAT the Task Force on Tuition Fee Policy be established and that the people as named in the proposal be invited to serve on the committee. The motion carried. (A copy of the revised terms of reference and composition is attached.)

Other Matters arising from January 23, 1992 Board Meeting

Dr. Clark noted that he had written to Mr. Peter Pottier inviting him and other students to meet with him and Mr. McKee to discuss what thoughts they had with respect to jointly pressing the provincial government for improvements to the Nova Scotia Student Aid Program. With respect to the establishment of a Quality Task Force that would identify and act on students' concerns about the quality of their education, he suggested we needed to start with a substantial discussion, at a full meeting of the Board of Governors, to determine what is measurable and to define what we mean by quality. It was suggested by Mr. Crawford that what the students were looking for was a minimal approach and that they did not want to discuss macro issues at this time. Mr. McKee suggested that the students were talking about problem-solving in terms of how problems are received and how they can be responded to constructively. It was agreed that, in advance of a discussion at the Board, a letter should go from Dr. Clark to all Board Members so that they will have appropriate background information to prepare themselves for the discussion.

Dr. Clark noted that the amount involved with respect to the Board's commitment to raise additional student bursary and employment funds in 1992-93 beyond the amount to be allocated for that purpose in the report of the Finance and Budget Committee was \$186,000. The Executive Committee was then delighted to learn from Mr. Crawford that \$20,000 would be forthcoming from Maritime Life as a contribution towards student assistance for 1992-93 and he conveyed the hope that it might be possible for other Chief Executive Officers within the local area to offer similar "one time only" support.

Dr. Clark then referred to a proposed letter that would go from the Chair asking donors to the Annual Fund to consider making an additional gift to the 1991 Annual Fund, specifically for student assistance. While some reservations were expressed about making a second "ask" it was also thought that those donors could well be the people most likely to respond to a well expressed request to contribute to assist students in need.



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President's Report

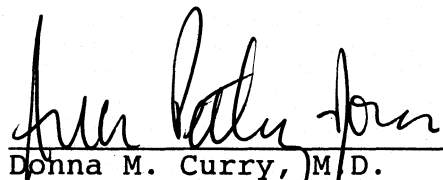
Dr. Clark reviewed the items contained in his President's Report, a copy of which is attached to these Minutes.

Other Business

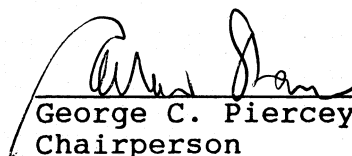
No matters were raised under this agenda item.

Adjournment

There being no further business, the meeting adjourned at 6:05 p.m.



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Donna M. Curry, M.D.  
Honorary Secretary



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George C. Piercey  
Chairperson

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Item 3.(b)

**MOTION TO BE PROPOSED**

THAT the Board of Governors appoint Mr. George MacDonald to the Board of Directors of 2118572 Nova Scotia Ltd., the company Dalhousie established last November to develop and market databases on government incentives to industry. This appointment would commence January 1992 for a period of three years.

NOTICE OF MOTION

Executive Committee Meeting  
Board of Governors

February 18, 1992

THAT, **By-Law 6.1.1. Regular Meetings** be amended to read

6.1.1. Regular meetings of the Board normally shall be held on the third Tuesday of February, April, June, September and November in each year or at such other time as may be determined by the Board. The annual meeting of the Board shall be the regular meeting in June unless otherwise determined by the Board.

Notes:

1. By-Law 7.2.3 provides for meetings of the Executive Committee to be held at such times as may be determined by the Executive Committee or the Officers of the Board.
2. The composition of the Executive Committee is limited to 12 persons. Other than the Chairperson, Vice-Chairpersons, the President and the Chairperson of each Standing Committee, other members may be appointed from time to time. Should the membership of the Executive Committee be determined in such a way as to allow one student and one faculty member to be appointed to the Executive?
3. By-Law 6.7.1 describes the normal order of business for Board meetings. It is subject to the discretion of the Chair and therefore may need no change if full Board meetings are to be directed to more prolonged discussion of general issues affecting the University.
4. Should a by-law be added to make clear that Committee meetings are closed except when, by majority vote of a Committee, particular guests are invited to attend a meeting?