

Item: Board of Governors Minutes, May 1992
Call Number: Board of Governors Fonds UA-1, 57.21 and 58.1

Additional Notes:

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Minutes of a Meeting of the
Executive Committee, Board of Governors,
held on Tuesday, May 6, 1992 at 4:00
p.m. in Room 812 of the Life Sciences
Building

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey, Q.C. Mr. H. Larry Doane
 Chairperson Honorary Treasurer
 Dr. Howard C. Clark Mr. Allan S. Shaw
 President Vice-Chairperson
 Dr. Donna M. Curry Miss Barbara Walker
 Honorary Secretary

By invitation Mr. Gerald McCarthy, Chairman, Nova Scotia Council on Higher Education joined the meeting at 4:30 p.m. Also present were Dr. Denis Stairs (Vice-President, Academic and Research) and Mr. Bryan G. Mason (Vice-President, Finance and Administration).

Regrets were received from Mr. J. Dickson Crawford, Mr. Norman Newman, Mrs. Peggy Weld, Mr. Robert Zed, Mr. Henry E. Eberhardt and Mr. Eric A. McKee.

Dr. Clark briefly reviewed the proposed agenda, a copy of which is attached to these Minutes.

In reviewing the recent exchange of correspondence between the Minister of Education and Mr. Piercey, it was noted that Mr. Piercey's letter written in February to the Minister emphasized that the present approach dealing with seven specific academic areas was not rationalization and was causing great difficulty, and that we needed to know the long term strategy. The Minister's reply to that letter suggested that Mr. Piercey's comments were interpreted to mean that we were ambivalent about rationalization. Mr. Piercey therefore wrote to the Minister again denying that and stating that we favoured substantial rationalization.

Dr. Clark commented that the day and a half long meeting of CONSUP held earlier this week was the most productive meeting they have had in two years. That meeting was facilitated by Dr. Theresa McNeil. They developed a mission statement for a system of universities and drew up a list of 19 objectives, but they were unable to reach conclusions on some of the more difficult issues. Some common themes that were identified were a move to some form of shared administrative services, starting probably in Halifax; a system wide review of programs; and transfer of credits.

Another day long meeting of CONSUP is to be scheduled for early June at the end of which key issues would have to be confronted and Dr. Clark suggested that, if by the end of the summer, CONSUP could not reach agreement they would have to let the Government make decisions. Dr. Clark concluded by stating that whatever happened it had to be clear that Dalhousie must be maintained as

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a national institution, and that the need for that must be recognized by the province.

It was suggested that the fact that the province did not look kindly on out-of-province or out-of-region students was a parochial view that needed to be reconsidered.

Mr. Mason suggested that we should inquire of Mr. McCarthy whether the objective of rationalization was improved quality or reduced cost as we did not know what we were attempting to achieve.

At this point Mr. McCarthy joined the meeting. Mr. Piercey, in his introductory remarks, observed that we were concerned about the slow pace of progress towards achieving results and were strong supporters of rationalization.

Mr. McCarthy stated that he had no real idea of what had transpired at the recent CONSUP meeting and that he wanted to know what Dalhousie had in mind by way of vision. He suggested that rationalization should be done by the Universities to the degree possible, but that there was a growing skepticism within Government that the Universities could do it. He said Government was prepared to give lots of latitude on how rationalization might occur but they did have a definite expectation that the Universities would produce something by the fall. He stated that there would be no more money for Universities until something was done. He referred to the enormous gulf between how Government and Universities perceived things. He noted there was a firm belief within Government that Universities could still do a good job without funding from Government being increased, and he observed that there were political advisors who were only too anxious to say how rationalization should be done if the Universities failed to come up with a proposal.


Dr. Clark noted that we were under no illusions about the Government's expectations. To let the Universities come up with the answer was the correct approach. That approach might need modification now, but not in favour of direct government intervention. He suggested that the need for change was so urgent that we perhaps required the sharper, more sudden approach that had been taken in the United Kingdom as compared to the evolutionary process used in Maryland. He stated that a critically important component of a "System of Universities" would be the ability to compete at an international and national level, and this would have to be focussed around Dalhousie. It would be helpful, he stated, if the Government could indicate that national competitiveness was essential and how it could be supported. He reminded the group that change costs money and

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that if common administrative services were developed, transition money would be required to phase in new systems. Yet, we did not know whether we could contemplate support from Government for that. As well, he noted that job security was an issue and that a clear indication that Government was cognizant of that issue and willing to work on that problem with Universities would be helpful. It would also be beneficial for the Government to indicate whether or not it believed that student accessibility and transfer credits were an issue. With respect to Dal/TUNS/NSAC co-operation in the future, if the Government believed that was important, would they be willing to state so publicly? Dr. Clark noted that direction from Government on the above would enable CONSUP to make progress. Finally, with respect to the seven disciplines that CONSUP had been trying to address, he suggested that the Government would probably get next to nothing on that without there being a systematic review of academic programmes.

Mr. McCarthy suggested that several of the above items had in fact been addressed in Government statements, but he thought there would be no difficulty in making similar points again. He said he would prepare a memorandum to the Minister summarizing the essence of what we wanted to discuss with him, and he would encourage the Minister to meet with us as soon as possible.

The meeting adjourned at 6:15 p.m.



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



Mr. George C. Piercey, Q.C.
Chairperson

SUGGESTED AGENDA FOR MEETING OF EXECUTIVE COMMITTEE

WITH

MR. GERALD MCCARTHY

May 6, 1992

Room 812, 8th Floor, LSC

1. Introductions and Welcome. G. Piercey
2. Brief review of correspondence between Minister and G. Piercey. G. Piercey
(Emphasize Dalhousie's strong commitment to substantial rationalization).
3. Invite Mr. McCarthy to offer his comments on present state of rationalization discussions. G. McCarthy
(We want to hear his views of where things are at and how far Gov't is willing to go).
4. President's comments from Dalhousie viewpoint. H. Clark
5. Discussions.

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Minutes of a Meeting of the
Board of Governors held on Tuesday,
May 26, 1992 at 3:00 p.m. in the
Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey
 Chairperson
 Ms. Hermie Abraham
 Dr. Marie Battiste
 Dr. D. Wayne Bell
 Mr. Daniel M. Campbell
 Dr. Howard C. Clark
 President
 Dr. Fay Cohen
 Mr. James S. Cowan
 Mr. J. Dickson Crawford
 Mr. Scott Crawford
 Dr. Donna Curry
 Honorary Secretary
 Mr. H. Larry Doane
 Honorary Treasurer
 Mr. Peter R. Doig
 Dr. Kenneth Dunn
 Mr. Fred S. Fountain
 Dr. Jane Gordon

Mrs. Cynthia Gorman
Dr. Margaret Hansell
Hon. T. Alex Hickman
Mr. Donald A. Kerr
Ms. Lale Kesebi
Mrs. Evelyn Lukan
Mr. Thomas E. G. Lynch
Dr. Albro D. MacKeen
Hon. Jacqueline Matheson
Mr. Fraser Matte
Dr. T. John Murray
Mr. Norman H. Newman
Mrs. Ann Petley-Jones
Mrs. Ruth Pulsifer
Mrs. Patricia Roscoe
~~Mr. Allan C. Shaw~~
~~Vice-Chairperson~~
Dr. Maxine Tynes
Miss Barbara Walker
Mr. Robert Zed

*amended
June 23 1992*

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); Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Brian D. Christie (Executive Director, Insitutional Affairs); Mr. Ian Nason (Director of Financial Services); Mr. W. H. Lord (Director, Physical Plant and Planning); Mrs. Betty Flinn (Director, Alumni Office); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Marilyn MacDonald (Director of Public Relations); Ms. Jane Spurr (Research and Policy Analyst); Dr. Robert Elgie (Director, Health Law Institute); Mr. Ronald MacDonald (General Manager, Interuniversity Services Inc.); Dr. Fred Wien (Chair, Committee on Employee Morale); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. Fred J. Dickson, Mrs. Linda Fraser, Mrs. Annemarie Macdonald, Ms. Bernadette Macdonald, Mr. George W. MacDonald, Mr. Allan C. Shaw, Mrs. Peggy Weld and Mr. Sherman Zwicker.

The Chairperson called the meeting to order at 3:10 p.m. at which time he introduced and welcomed the following Associate Members who were in attendance: Mr. Rowland Frazee (Montreal), Mrs. Brenda J. McCarthy (Toronto); Mr. E. Neil McKelvey (Saint John); Mr. William Rand (Vancouver); and The Hon. Robert L. Stanfield (Ottawa). The Chairperson then introduced and welcomed

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Ms. Lale Kesebi, President of the Dalhousie Student Union and the three other student representatives to the Board of Governors, namely Ms. Hermie Abraham, Mr. Scott Crawford, and Mr. Fraser Matte.

Approval of Agenda

The Agenda for the Meeting was approved as circulated.

Presentations

Dr. Clark noted that there would be two brief presentations, the first being from Dr. Robert Elgie, Director of the Health Law Institute, and the second from Mr. Ronald MacDonald, General Manager of Interuniversity Services Inc.

Health Law Institute

Dr. Elgie outlined the purpose of the Health Law Institute observing that the activities of the Institute involved people in the Faculties of Law, Medicine, Health Professions and Dentistry. He explained what is meant by Health Law, reviewed the mission of the Institute, described its administrative structure, and provided an account of the many and varied activities with which the Institute is associated.

Interuniversity Services Inc.

Mr. Mason remarked, during his brief introduction, that ISI (Interuniversity Services Inc.) was formed in 1981 by Dalhousie, Saint Mary's and Mount Saint Vincent universities and he noted he was very proud of what ISI had accomplished since that time.

Mr. MacDonald reviewed the background behind the formation of ISI and provided information on its development and management structure since that time. During the course of his presentation he informed Board Members about the membership, the materials management statistics, technical services, and benefits of ISI. He referred to the mission, goals and future plans of ISI and noted that their mission is to be a model for university cooperation in Canada.

Minutes of Board Meeting of April 21, 1992

It was moved by Mrs. Pulsifer and seconded by Mrs. Petley-Jones that the Minutes of the April 21, 1992 Meeting of the Board of Governors be approved as circulated. The motion carried.

Minutes of the Executive Committee Meeting of May 6, 1992

The Chairman recommended that all Board Members review the Minutes of the Executive Committee Meeting held on May 6, 1992 but noted they were being provided as information only at this time since they had not been approved as yet by the Executive Committee.

Board Matters

Board Membership

Dr. Clark noted that approval had now been received to appoint Mr. Ken Rowe as a new Board Member and to reappoint Dr. Wayne Bell, Mr. Aubrey Browne, Mr. Thomas E. G. Lynch, Madam Justice Jacqueline Matheson and Dr. Maxine Tynes. All appointments are to be for a three-year term effective July 1, 1992.

Appointment of Senate Representatives

Dr. Clark moved and Miss Walker seconded a motion THAT, on the nomination of Senate, Dr. Patricia Lane be appointed a Member of the Board of Governors from July 1, 1992 to June 30, 1995 and Dr. Norman Pereira be appointed a Member of the Board of Governors from July 1, 1992 to June 30, 1994. The motion carried.

Appointment of Alumni Representatives

Dr. Clark moved and Mr. Zed seconded a motion THAT, on the nomination of the Dalhousie Alumni Association, Ms. Carolyn Johnson, Ms. Bernadette Macdonald and Mr. Byron G. Sarson be appointed Members of the Board of Governors each for a three year term effective July 1, 1992. The motion carried.

Acting Dean of Law

Dr. Clark moved and Dr. Dunn seconded a motion THAT Professor Philip V. Girard be appointed acting Dean, Faculty of Law, for a further period of one year effective July 1, 1992. The motion carried.

Academic Matters

Atmospheric Science Program

Dr. Stairs noted that information had been distributed in advance of the meeting regarding the Atmospheric Science Program and he commented during his brief remarks that this Program had been caught up in the moratorium on new programs and was therefore only now coming forward to the Board.

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Mr. Kerr moved and Mr. Doane seconded a motion THAT, on the recommendation of Senate, the Board of Governors approve the proposed graduate programme in Atmospheric Science. The motion carried.

Change of Name

Department of Anatomy

On motion it was approved THAT, on the recommendation of Senate, the Board of Governors approve the change of name of the Department of Anatomy to the Department of Anatomy and Neurobiology.

Department of Microbiology

On motion it was approved THAT, on the recommendation of Senate, the Board of Governors approve the change of name of the Department of Microbiology to the Department of Microbiology and Immunology.

Reports of Standing Committees

Buildings and Grounds Committee

Mr. Newman noted that the Buildings and Grounds Committee Report had been circulated in advance of the meeting and he then briefly reviewed the contents of that Report and observed that item 2. "Proposed Policy and Procedure Statement for Purchase and Sale of Real Property" would be dealt with under Agenda item 8.

Development Committee

At this point the Chairperson welcomed Ms. Barbara Snelling, President of the consulting firm, Snelling & Kolb, who had been retained to provide professional counsel for the Capital Campaign.

Dr. Curry then reviewed the Development Committee Report during which she noted that the overall receipted gifts for 1991-1992 amounted to more than \$5.5 million, an increase of \$1.6 million or 42% over fiscal 1990-1991. She reviewed the various donations to the Annual Fund and noted, with appreciation, that once again all Board Members had contributed to the Annual Fund. She also noted that fundraising initiatives are on-going for the James Robinson Johnston Chair in Black Canadian Studies and that a total of \$547,000 had been raised in gifts and pledges.

Ms. Snelling then provided a brief description of the campaign strategic planning process noting that it was well underway with

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the development office reviewing all prospective donors in an effort to estimate the campaign goal which would then be refined as the result of a feasibility study. She noted the first meeting to determine campaign objectives would be held in early July and that it is expected recommendations would be coming to the Board in the late fall. Ms. Snelling observed that Board Members would be asked to participate as committee members throughout the Capital Campaign process.

Mr. Zed then presented a brief report of recent Alumni activities noting that it had been quite a challenging year and that Alumni most recently had been quite involved with Convocations. He noted the inaugural event for the Metro Chapter Alumni Association had been a success and that chapters elsewhere had been very active. He noted the Alumni Association had been active in the discussions about tuition fees and also the Studley Field. He observed the date for the Annual Dinner was June 11.

Mr. Eberhardt referred to the changes to the Macdonald Science Library and extended an invitation to Associate Members of the Board to tour the building following the Board Meeting. He also advised about upcoming Open Houses to which all were welcome.

Finance and Budget Committee

Mr. Doane noted that the Provincial Government had decided on funding and that the basic operating grant was unchanged from last year. He observed that the total targetted funding for all Universities last year was approximately \$1.5 million with Dalhousie receiving approximately \$400,000. This year the total targetted funding is \$1.1 million and it was therefore expected that we would probably receive a smaller amount than in the previous year. He advised that, at the next Board Meeting, there would be a final recommendation from the President for the Budget for this fiscal year.

Mr. Doane moved and Mrs. Petley-Jones seconded a motion THAT, the Board of Governors revise clause (i) of the Terms of Reference of the Finance and Budget Committee to state the following:

(i) To consider financial planning for operations, annual budgeting, financial reporting and debt management and to make recommendations to the Board where appropriate.

The motion carried.

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Student Relations and Residence Committee

A copy of the Report of the Student Relations and Residence Committee was distributed at the meeting. Miss Walker briefly reviewed the Report noting the proposed 1992/93 allocations for the Student Assistance Programme funds total was \$1,416,000.

Miss Walker moved and Mrs. Pulsifer seconded a motion THAT the allocations for the 1992/93 Student Assistance Programme as contained in the Report of the Student Relations and Residences Committee dated May 26, 1992 be approved. The motion carried.

Report of Task Force on Tuition Fee Policy

Miss Walker noted the composition of the Task Force on Tuition Fee Policy which had met a total of six times in March, April and May and she observed that their Report had been unanimously approved by all members of the task force. She noted that the Report, which had been distributed in advance of the meeting, was relatively brief and spoke for itself. However, she stressed that the recommendations provided a process and identifiable factors for the setting of tuition fees and a context within which the students can assess whether their needs and concerns were being taken into account. She referred to some of the recommendations contained within the Report, one of which was a recommendation that the present tuition fee policy and its reliance on a formula-driven process be replaced with an interactive and dynamic approach to setting tuition fees that takes into account particular factors while maintaining quality and access. Miss Walker then thanked the Task Force Members and others for their assistance and their commitment to finding a better way to determine tuition fees and to providing financial assistance to students.

Miss Walker moved and Dr. Murray seconded a motion THAT the Board of Governors accept the report of the Task Force on Tuition Fee Policy and approve the recommendations contained therein. The motion carried.

Policy and Procedure Statement on Purchase and Sale of Real Property

Mr. Doane briefly reviewed the proposed Policy and Procedure Statement on Purchase and Sale of Real Property noting that the Statement had been distributed in advance of the meeting. He acknowledged, with thanks, assistance from Mr. Kerr on the development of the statement.

Mr. Doane moved and Mrs. Petley-Jones seconded a motion THAT on the joint recommendation of the Buildings and Grounds Committee

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and the Finance and Budget Committee, the Board approve the policy on the Purchase and Sale of Real Property. The motion carried.

Morale at Dalhousie - progress report

Dr. Wien provided background information leading up to the establishment by the President of a Committee on Employee Morale and noted that one of the most difficult and recurring problems at the University is the nature of human relations. He explained the process being used by the committee which included small group discussions, the preparation of an interim report which would deal mostly with concerns and would be distributed broadly, a questionnaire to all employees, and then a final report.

Twenty-five of thirty small group discussions have been completed. The three questions being asked during the small group discussions are what contributes to low morale, what contributes to high morale, and what recommendations would you make to improve morale at the University? He observed that there was some skepticism being expressed that things would change and suggested that once the committee had completed its work, there would be an expectation that responsible decisions makers act upon the various recommendations.

He stated that among the issues raised there had been considerable variation from unit to unit and that some themes were unique while others cut across all areas of the University. Some of the issues that had been identified were workload/cutbacks, resources/wastage, recognition/criticism, marginalization, gender and race, supervision and evaluation, training/careers, and physical environment. He noted that the final report would contain a range of recommendations some of which would cost money to implement.

Dalhousie Faculty Association Agreement

Mr. Crocker explained that the revised Appendix IX of the Collective Agreement between the Board of Governors and the Dalhousie Faculty Association was required because of a reduction in the number of administrative library positions from 19 to 18.

attached Dr. Clark moved and Mrs. Pulsifer seconded a motion THAT the Board of Governors approve the circulated revision to Appendix IX of the Collective Agreement with the Dalhousie Faculty Association. The motion carried.

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Studley Field

A Report regarding development plans for Studley Field, prepared by Dr. Clark, was distributed at the meeting. A copy of that Report, which was reviewed in detail, is attached to these Minutes as Appendix "A".

Dr. Clark moved and Dr. Curry seconded a motion THAT Studley Field immediately be re-named the F. B. Wickwire Memorial Field; and THAT the F. B. Wickwire Memorial Trust Fund be established immediately and that future use of the fund be restricted to expenditures on a new playing field; and THAT it be understood that an amount of at least \$50,000 per year, commencing in 1992, will be provided to this Trust Fund from the unrestricted portion of the Annual Fund. The motion carried.

Rationalization of Nova Scotia Universities

Dr. Clark commented that CONSUP had made very little progress with respect to rationalization and by way of illustration he noted the Presidents of the four Universities where Geology was taught and enrollments were low have not been able to reach agreement about what should happen in Geology as there was a reluctance on the part of all involved to make a decision without knowing what might occur in other areas.

Dr. Clark referred to a letter recently received from the Minister of Education advising that the basic operating grants to universities was unchanged from last year and that the total amount available for targetted funding was reduced this year to \$1,100,600. Dr. Clark also noted the letter went on to observe that the province did not anticipate any increase in university grants next year and that there was unlikely to be any major increase in grants for some time to come. The letter stressed that cooperative efforts to maintain or even enhance the quality of university programs and services by finding more effective, efficient, cooperative and coordinated ways of delivering these programs and activities was an urgent requirement and that all universities were advised that significant steps in that direction must be taken soon. The letter stated that Government was still awaiting suggestions from the universities and more particularly from CONSUP as to how these changes might best be effected. Finally, the letter advised that "we are determined that such changes take place and that significant progress toward their identification and implementation be achieved by September of 1992". Dr. Clark noted that CONSUP will meet again on June 2 and it was understood that government expects to hear from CONSUP by June 15.

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During the discussion it was suggested that Dalhousie should take the initiative to establish a University of Halifax or Nova Scotia and work out a method for doing that. Dr. Clark observed that suggestion had come from a number of people and that the major difficulty was timing. It was also suggested that Dalhousie consider taking the lead in terms of identifying what it was prepared to abandon. Dr. Clark noted the difficulty with this was that we did not know the long term objectives of rationalization. Concern was expressed that the consequences of doing nothing could be enormous.

President's Report

The President's Report which was briefly reviewed is attached to these Minutes as Appendix "B".

Other Business

No matters were raised under this agenda item.

Adjournment

At 5:10 p.m. all observers, with the exception of Dr. Sinclair-Faulkner, left the meeting prior to the In Camera session. The session was called to receive the recommendations and report of the Nominating Committee during which the appointment of the following Members as Officers of the Board, effective July 1, 1992, was approved:

Chancellor	Dr. H. Reuben Cohen
Chairperson	Mr. Allan C. Shaw
Vice-Chairperson	Mr. James S. Cowan
Vice-Chairperson	Miss Barbara Walker
Honorary-Secretary	Mrs. Ann Petley-Jones
Honorary-Treasurer	Mr. H. Lawrence Doane

The Board of Governors also approved the appointment of the following Members as Chairpersons of Standing Committees:

Audit	Mrs. Ann Petley-Jones
Buildings & Grounds	Mr. Donald A. Kerr
Finance & Budget	Mr. H. Lawrence Doane
Investment	Mr. J. Dickson Crawford
Nominating	Mr. George C. Piercey
Staff Relations	Mrs. Patricia Roscoe
Student Relations & Residence	Miss Barbara Walker

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The Board of Governors also approved the appointment of the following Student Board Members to Board Committees:

Audit	Ms. Lale Kesebi
Building & Grounds	Mr. Scott Crawford
Development	Ms. Hermie Abraham
Finance & Budget	Ms. Lale Kesebi & Mr. Fraser Matte
Nominating	Ms. Lale Kesebi
Student Relations &	Ms. Hermie Abraham &
Residence	Mr. Scott Crawford
Financial Strategy	Ms. Lale Kesebi &
	Mr. Scott Crawford



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey, Q.C.
Chairperson