

Item: Board of Governors Minutes, December 1993
Call Number: Board of Governors Fonds UA-1, 59.18

Additional Notes:

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REVISED

**AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

**Tuesday, December 14, 1993
University Hall, Macdonald Building**

- 4:00pm 1. **Approval of Agenda**
2. **Minutes of Board Meeting of November 16,
 1993 (enclosure)**
3. **President's Report (to be distributed
 at the meeting)**
- 4:10 4. **Presentation: Dr. Warwick Kimmins, Dean,
 Faculty of Science**
- 4:40 **Items for decision**
5. **Presidential Search Committee (Shaw)
 (enclosure)**
6. **Student Athletic Fees (enclosure) (Clark)**
7. **Killam Chair in Evolutionary Biology (Clark)**
- 5:40 **Items for information**
8. **Standing Committee Reports**
 a) **Finance and Budget Committee (enclosure) (Risley)**
 b) **Buildings and Grounds Committee (Kerr)**
- 6:00 9. **Adjournment**

Board of Governors

Dalhousie University

Tuesday, December 14, 1993

MOTIONS TO BE PROPOSED

Item No.

BE IT RESOLVED:

5. THAT, in order to permit broader representation of the University Community, the Officers of the Board recommend to the Board of Governors that the size of the Presidential Search Committee be increased from three Senate representatives, three Board of Governors representatives and one student representative to six Senate representatives, six Board of Governors representatives and two student representatives.

6. THAT the mandatory athletic fee for full-time students be set as follows:
1994/95 \$50.00 (0% increase) with \$150,000 to Wickwire Fund
1995/96 \$55.00 (\$5.00 increase) with \$100,000 to Wickwire Fund
1996/97 \$60.00 (\$5.00 increase) with \$100,000 to Wickwire Fund to be reviewed.

7. Due to unforeseen circumstances, the actual establishment of the Killam Chair in Neuroscience will be delayed and in the meantime it is recommended THAT the Board of Governors approve the establishment of a Killam Chair in Evolutionary Biology commencing November 1, 1993 for an eighteen month period funded from the Killam bequest.

Minutes of the Meeting of the
Board of Governors held on Tuesday,
December 14, 1993 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw
 Chairperson
Mr. David J. Almon
Mr. Dov Bercovici
Mr. Robin N. Calder
Dr. Howard C. Clark
 President
Mrs. Charlotte Cochran
Mr. James S. Cowan
 Vice-Chairperson
Dr. Kenneth Dunn
Dr. Brian Flemming
Mr. Fred S. Fountain
Mrs. Cynthia Gorman
Dr. William Hare
Hon. T. Alex Hickman
Mr. Lewis Jacobson

Mr. Donald A. Kerr
Mr. Thomas E. G. Lynch
Mr. George W. MacDonald
Ms. Suzan MacLean
Hon. Jacqueline Matheson
Dr. Carmen F. Moir
Dr. Sharon Oliver
Dr. Norman G. O. Pereira
Mr. Jefferson Rappell
Ms. Josie Richard
Mr. John C. Risley
 Honorary Treasurer
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe
Mr. Byron G. Sarson
Miss Barbara Walker
 Vice-Chairperson

Also present were Dr. Deborah Hobson (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. Colin Stuttard (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Julia Eastman (Co-ordinator, Policy Development); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Mr. Ian Nason (Director, Financial Services); Mr. W. L. Lord (Director, Physical Plant and Planning); Mr. Tony Martin (Director, Athletics and Recreational Services); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Marilyn MacDonald (Director, Public Relations); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. D. Wayne Bell, Mr. Daniel M. Campbell, Mr. J. Dickson Crawford, Ms. Carolyn Johnson, Ms. Bernadette Macdonald, and Mrs. Ann Petley-Jones.

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

Approval of Agenda

Board Members agreed to accept the revised Agenda that was distributed at the meeting which allowed for the addition of one item under Items for Decision, namely the Killam Chair in Evolutionary Biology.

Minutes of Board Meeting of November 16, 1993

Upon motion Board Members agreed to approve the Minutes of the Board Meeting of November 16, 1993.

Mr. Shaw then noted that he had been saddened by the recent death of Mr. Norman Newman, a long-standing Board Member whose great counsel would be missed and he acknowledged with gratitude the generous contribution of time and energy that Mr. Newman had given to Dalhousie University.

President's Report

Dr. Clark commented on the various items contained in his President's Report, a copy of which is attached to these Minutes. Beyond the comments contained in that Report, with respect to funding Dr. Clark noted that since the Third Report of the Budget Advisory Committee was made public it has become clearer that the probable level of funding we will receive over the next few years from government may be less than we have been projecting, and we may have to make some further adjustments as more precise information comes available. He observed that Dr. Pereira had distributed to Board Members a copy of two motions that had been passed by Senate at its meeting held on December 13, 1993. A copy of those motions is attached to these Minutes. Dr. Clark noted that the two motions had the effect of recognizing the 1994-95 budget targets recommended by the Budget Advisory Committee and approved by the Board; calling for further review of the academic priorities of the university by Senate before implementing any financial plan for the subsequent two years (1995-1997); and directing the Senate Academic Planning Committee to draft procedures and criteria for establishing priorities among units of the university by the end of January, 1994. He stressed that he wanted to make it clear that budgetary planning for 1994-1997 will proceed within the multi-year framework that has been approved by the Board, as it is the Board that is responsible for budgetary matters. He concluded by acknowledging that Senate's determination to establish priorities is encouraging and noted that this process will have achieved a great deal if it produces a clear set of academic priorities to guide Dalhousie in the future.

Presentation : Dr. Warwick Kimmins, Dean, Faculty of Science

Mr. Shaw expressed his thanks to Dr. Kimmins for his willingness to speak to the Board of Governors about recent activities and accomplishments within the Faculty of Science.

Dr. Kimmins began his remarks by suggesting that never has there been a more exciting time to be involved in science. He explained that up until perhaps the late 70's science was taught through a master apprentice/disciplinarian model which served science and society very well. The way science is approached now, he noted, is through a transdisciplinary model - a phenomenological, and integrated approach. He noted that collaboration is far more evident now and cited OPEN (Ocean Productivity Enhancement Network) as one of many examples of what now occurs where projects involve many different types of scientists. He spoke of partnerships that exist now that not only involve scientists from many different disciplines but also involve the university, industry and government working together which brings a great deal of excitement to their many research activities. He noted the following examples of knowledge institutions at Dalhousie in the Faculties of Science and Graduate Studies that are working with government and industry: WOCE (World Ocean Circulation Experiment), JGOFS (Joint Global Ocean Flux Study), LEGS (NASA Liquid Encapsulation and Growth Solidification), and SWIP (Sealworm Intervention Project).

He observed that there are about forty universities in Canada that are fairly homogeneous but that a differentiation is now occurring and he predicted we would ultimately have about twelve universities that, in science, were considered to be research universities. He observed that the funding policies of government and the private sector are inclined more and more to direct their funding to research universities and that the consequences for Nova Scotia are obvious. He suggested that for us to be successful in Nova Scotia it will be absolutely vital that one of the research universities be in Atlantic Canada and that there is only one candidate - Dalhousie. He commented that the science component of Dalhousie has to be cognizant of what is happening nationally, and he suggested we are definitely in the "play-offs" with high quality students and an outstanding faculty and he considered that it was his responsibility as Dean of the Faculty of Science to ensure that we "remain in the game". He observed that there are repercussions for the curriculum which have been addressed in the Winter 1994 edition of "Science Fax", the newsletter of the Faculty of Science, copies of which he distributed to Board Members. He noted as well that the newsletter contains information about research activities, and efforts being made with respect to affirmative action. He stressed that curricular changes mean that students must be educated through a trans-disciplinary approach with process rather than content being emphasized, and the ability to synthesize knowledge from different areas and develop problem solving skills will be essential.

Board of Governors
December 14, 1993
Page Four

In response to an inquiry from Dr. Flemming, Dr. Kimmins observed that while he could not indicate how long it would take to determine what was happening with the complex oceans system, it was clear that a heightened degree of collaboration was necessary to consider that problem. Mr. Risley then observed that, in the opinion of industry, much had been gleaned from the first five years of OPEN and he anticipates even greater and more focussed commercially relevant research results with OPEN II.

Dr. Kimmins commented, in response to a question from Mr. Rowe, that there is substantial collaboration with universities outside of Canada in France, Norway, England, the United States, and Japan.

Items for decision

Presidential Search Committee

Mr. Shaw observed that Dr. Clark's term as President will conclude in June of 1995 and we are required, under the university governance document approved by the Senate and the Board, to have a Search Committee in place eighteen months in advance to begin the task of finding the most suitable person to serve as President. He noted that apart from one possible change as described in the motion distributed to Board Members about the size of the Search Committee the search would be conducted within the framework of the university governance document on appointments. He explained that the Senate Steering Committee and the Officers of the Board had both decided to recommend to their parent bodies that the size of the Search Committee be doubled as it was the collective view that a committee of seven was simply too small to reflect the scope and diversity of Dalhousie University. He noted that Senate, at its meeting of December 13, 1993, had approved the motion to double the size of the Search Committee and he hoped that Board Members would also approve the motion.

Mr. Shaw indicated that Senate, the Board and the Dalhousie Student Union would seek to make appointments to the Search Committee, through their respective processes, individuals who are deeply committed to Dalhousie; are knowledgeable about the university and have insight into its needs; are known for their integrity and judgement; are able to devote sufficient time to the process; will maintain confidentiality; will take an institutional point of view; and who, as a group, reflect the scope and diversity of Dalhousie University. He noted that the Officers of the Board would bring nominations with respect to the Board's representatives on the Committee to the January 19, 1994 Board of Governors meeting for approval and it is hoped that the Committee will begin its work by the end of January. He

Board of Governors
December 14, 1993
Page Five

commented that the Search Committee will update both the Senate and the Board at regular intervals on its progress.

Dr. Dunn noted the importance of the Board, the Senate, and the Student Union having broad representation on the Search Committee and he encouraged Board Members to support the motion.

Mr. Shaw moved and Dr. Dunn seconded a motion THAT, in order to permit broader representation of the University Community, the Officers of the Board recommend to the Board of Governors that the size of the Presidential Search Committee be increased from three Senate representatives, three Board of Governors representatives and one student representative to six Senate representatives, six Board of Governors representatives and two student representatives.

Mr. Calder asked if two of the Board's representatives on the Search Committee would be alumni, and Mr. Shaw indicated that what he would propose is that there be one official alumni representative and he hoped that one other of the Board's six representatives, or more, would be an alumnus but not necessarily a member of the Alumni Board.

Mr. Lynch inquired what would constitute a quorum for meetings of the committee. Mr. Shaw suggested that it is anticipated that a building process would occur quite quickly with the committee establishing a common goal with people achieving a concensus about how to achieve that, and that votes usually do not become an issue. He noted that such Committees rarely break down along the lines of student, Board, Senate or Alumni representation. He stressed that committee members would have to be committed to attending meetings and that 100 hours of time would not be unusual. He indicated that the committee would set procedures regarding quorums.

Dr. Moir indicated his support of the motion and then inquired about what power the committee had to spend money, have the committee staffed, and use a consultant. Mr. Shaw noted that for the last several Presidential searches staff and a consultant were provided and that he has already had discussions with Mr. Mason about the need to establish a budget for the committee such as has been done in the past. He indicated that it would be up to the committee to decide about a consultant.

Mr. MacDonald noted that the appointment of a President is the most important function of the Board and that he had concerns about the Board approving the establishment of a committee that would not give majority membership to the Board. Mr. Shaw commented that he appreciated Mr. MacDonald's concerns, but that ultimately the full Board makes the decision about whom to

appoint. He observed that to change the procedural document we have in place would be a lengthy process and that it is unrealistic to think that we could accomplish that now within the time available. He suggested that doubling the size of the committee is the best choice we have at the moment. He observed that the distribution of representation on the Committee has worked in the past and he trusted that it would again, and that the proposed distribution of representation was not uncommon for Search Committees.

Mr. Almon inquired about the criteria that would be used by the Officers for selecting members for the committee and Mr. Shaw stressed again the qualities that he had referred to earlier in the meeting when introducing this topic to the Board. (See page four.)

Dr. Oliver suggested that we needed to clearly think about what we required in a Chief Executive Officer and she recommended that we re-examine the university governance document that had been approved fifteen years ago. Mr. Shaw explained that the first task that the Search Committee would devote considerable time to was the development of a profile of the Chief Executive Officer that the University needs and that profile would form the agenda and measurement criteria for the next President. He stressed that the Committee would consult widely with the university community, including Board Members, to seek their input and comments on the profile before it is finalized. Mr. Shaw agreed that the university governance document should be looked at, but that it should not interfere with proceeding with the search process.

Mr. Kerr observed that confidentiality could be harder to maintain with a larger committee. He stressed that he could not imagine anything more inhibiting to a person who might become a great President for Dalhousie than to have his name made public before the selection process was completed. Mr. Shaw agreed that Mr. Kerr's concerns about confidentiality were valid and indicated this is one reason why the committee membership must be very carefully selected.

Mrs. Roscoe noted that it will be extremely difficult regardless of the size of the Search Committee to recruit a President in what will be a fiercely competitive environment and she stressed the need for everyone to contribute to positive public relations for the University throughout the process.

There being no further questions, Mr. Shaw called for a vote on the motion THAT in order to permit broader representation of the University Community the Officers of the Board recommend to the Board of Governors that the size of the Presidential Search

Committee be increased from three Senate representatives, three Board of Governors representatives, and one student representative to six Senate representatives, six Board of Governors representatives and two student representatives. The motion carried.

Student Athletic Fees

Dr. Clark reviewed the information that had been pre-circulated with respect to the President's Athletic Advisory Council and the motion regarding athletic fees. He noted that the Council has been a very effective body for those interested in both the University's inter-mural and collegiate athletic programs. He endorsed the advice given to him by the Council and Mr. Lynch confirmed that the motion was the result of extensive discussion at Council with the seven students who are a part of the thirteen member Council having played a major role. It was noted that the intent of the motion is that there will be a commitment for a new athletic field at the earliest possible date. Mr. Rappell expressed the students' appreciation for the opportunity to participate in the consultative process that resulted in the motion regarding an increase in athletic fees and stressed the importance of students being involved in other endeavours to improve Dalhousie. He commented that he would like to see the positive experience the students had working on the President's Athletic Advisory Council occur in other areas as well.

Dr. Clark moved and Mr. Lynch seconded a motion THAT the mandatory athletic fee for full time students be set as follows:

1994/95	\$50.00 (0% increase)	with \$150,000 to Wickwire Fund
1995/96	\$55.00 (\$5.00 increase)	with \$100,000 to Wickwire Fund
1996/97	\$60.00 (\$5.00 increase)	with \$100,000 to Wickwire Fund

to be reviewed. The motion carried.

Killam Chair in Evolutionary Biology

Dr. Clark noted that the establishment of the Killam Chair in Neuroscience had been delayed due to unforeseen circumstances but the search is on-going. He explained that in the meantime the Killam Trustees had agreed to, and he hoped the Board of Governors would as well, the establishment of a Killam Chair in Evolutionary Biology to be held by Professor Ford Doolittle.

Dr. Clark moved and Mrs. Roscoe seconded a motion THAT the Board of Governors approve the establishment of a Killam Chair in Evolutionary Biology commencing November 1, 1993 for an eighteen month period funded from the Killam bequest. The motion carried.

Items for information

Standing Committee Reports

a) Finance and Budget Committee

Mr. Risley reported that the Finance and Budget Committee would meet on December 17 at 12 noon in Room 812 of the Life Sciences Centre at which time the Committee would consider the recommendations on tuition fees for 1994/95. He noted the recommendations are consistent with the third Budget Advisory Committee Report and the 3-year financial framework approved by the Board of Governors in October. He extended an invitation to all Board members to attend the Committee's meeting on December 17th if they are interested in observing the discussion and he requested that those planning to attend advise Mr. Mason's office in advance so that suitable arrangements could be made. He commented that the University Administration made two presentations (on November 30 and December 2) to the Dalhousie Student Union Council members on the subject of University finances and the Budget Advisory Committee report. He noted that copies of materials used for those presentations had been circulated for information purposes to all Board Members. He concluded by noting that the Committee, at its meeting on December 17, would receive and discuss the mid-year financial review of the 1993/94 operating budget and that there would be a report on these budget developments at the January Board of Governors meeting.

b) Buildings and Grounds Committee

Mr. Kerr noted that the Buildings and Grounds Committee had earlier today held their annual joint meeting with the Senate Physical Plant and Planning Committee which meeting he described as very successful.

In response to an inquiry Mr. McKee indicated that suitable space for the Disabled Students Advisor was being vacated this week and that it was hoped the move would occur by the end of January.

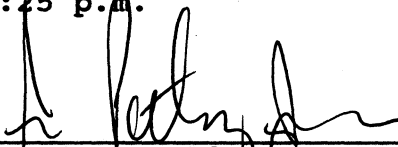
c) Student Relations and Residence Committee

On behalf of Miss Walker, Mr. McKee extended an invitation for any interested Board Members to attend a meeting of the Student Relations and Residence Committee being held in Room 316 of the Student Union Building at 12 noon on December 16.


Board of Governors
December 14, 1993
Page Nine

Adjournment

Mrs. Richard moved and Mr. Cowan seconded a motion that the meeting adjourn. The motion carried and the meeting adjourned at 5:25 p.m.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairman

Attachments: The President's Report
 Senate motions



Dalhousie University

Office of the President
Halifax, Nova Scotia
Canada B3H 4H6
(902) 494-2511
Fax: (902) 494-1658

Dalhousie University Report of the President

December 1993

1. Budgets and Funding

Over the past 2 weeks, Dr. Hobson, Mr. Mason and I have met with each Dean and the Director of the School of Education to review progress in the development of financial plans for the next three-year period. I am pleased to report that in many cases excellent progress has been made, albeit with difficulty and with undeniable impact on programmes. Not surprisingly, those faculties with the largest required budget reductions are having the greatest difficulty. Final financial plans are due from all faculties at the end of December and it will be possible to give a more complete report in January.

We must all note, however, that the day-to-day informal word from either the provincial government, or the federal government in terms of transfer payments, gets progressively more gloomy. There seems every reason to suppose that the financial projections contained in the third report of the Budget Advisory Committee are overly optimistic and probably must be revised.

2. Nova Scotia Council on Higher Education

The first of the system-wide review reports, that on Education, is due in January and there seems to be a commonly held view that its recommendations will be sweeping.

The self-study documents for Engineering have recently been sent to NSCHE, and those for Computing Science will follow shortly.

3. Unpaid Days of Leave

This legislation (Bill No. 41 Public Sector Unpaid Leave Act) has now been enacted. The reduction in the government grant to Dalhousie is 1.3% corresponding approximately to 3 1/2 days of unpaid leave for each employee. Adjustments to salaries will commence with the December payroll; discussions are being held with the bargaining groups with regard to the timing.

4. Resignations

With considerable regret, I have accepted the resignation of Ms. Mayann Francis as Employment Equity Officer. Ms. Francis will be leaving Dalhousie as of 31 December to take up a senior provincial government appointment in Ontario. Mr. A.D. Tillett, who has contributed much as Executive Director of Lester Pearson Institute, is also leaving Dalhousie as of 31 December to move to a senior position with IDRC in Montevideo.

Passed by Senate on December 13, 1993:

Alternatives to the November 17th Motion of the Senate Academic Planning Committee (which was placed before Senate on November 22nd '93.)

MOTION 1

WHEREAS the third report of the Budget Advisory Committee and President Clark's response to it have profound implications for the academic integrity of the institution; and

WHEREAS, at present, there is no accepted academic basis for differential budget allocations to Faculties¹;

BE IT RESOLVED THAT

Senate rejects the distribution of reductions recommended for the Faculties in the BAC 3 Report, but recognizes the 1994-95 budgetary targets contained in that report, and calls for further review of the academic priorities of the University by Senate before implementing any financial plan for the subsequent two years.

MOTION 2

BE IT RESOLVED THAT

To preserve the integrity of academic planning within the budgetary and contractual realities at Dalhousie,

Senate directs its Academic Planning Committee to draft a set of procedures and criteria for establishing priorities among University units, and to propose these (in the form of a motion) to Senate by the end of January of 1994.

¹Here and below "Faculties" = "Faculties and the School of Education."



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