

Item: Board of Governors Minutes, March 1993
Call Number: Board of Governors Fonds UA-1, 58.9

Additional Notes:

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BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
AGENDA

Tuesday, March 16, 1993 (4:00 p.m.)
University Hall - Macdonald Building

1. Approval of Agenda
2. Minutes of Board Meeting of February 23, 1993 (enclosed)
3. President's Report
- (4:10) 4. "Rationalization/Revitalization
Presentation by Dr. Janet E. Halliwell,
Chair, Nova Scotia Council on Higher
Education
- (5:00) 5. Items for Decision

Academic Matters (enclosures) (Stairs)
(i) Establishment of Neuroscience
Institute
(ii) Establishment of Killam Chair
in Neuroscience
- (5:10) 6. Items for Discussion

Role and Planned Capacity Statement (Clark)
- (5:25) 7. Items for Information

(a) Report of Buildings & Grounds (Kerr)
Committee
(b) Credit Transfers (Clark)
8. Other business
9. Adjournment
- (5:30) 10. In-Camera

(a) Nominating Committee (Piercey)
Board Membership Recommendations
(b) University Governance Issues (Clark)

Minutes of the Meeting of the
Board of Governors held on Tuesday,
March 16, 1993 at 4:00p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw
Chairperson
Mrs. Jean Addison
Mr. David J. Almon
Dr. D. Wayne Bell
Dr. Howard C. Clark
President
Dr. Fay Cohen
Mr. James S. Cowan
Vice-Chairperson
Mr. J. Dickson Crawford
Mr. H. Lawrence Doane
Hon. Treasurer
Mr. Peter Doig
Mayor Moira Ducharme
Dr. Kenneth Dunn
Mr. Fred S. Fountain

Ms. Carolyn Johnson
Mr. Donald A. Kerr
Dr. Patricia Lane
Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald
Mr. George W. MacDonald
Mr. Fraser Matte
Mr. George C. Piercey
Mr. Peter Pottier
Mr. John C. Risley
Mr. Kenneth C. Rowe
Mr. Byron G. Sarson
Dr. Maxine N. Tynes
Miss Barbara Walker
Vice-Chairperson
Mr. Robert Zed

Also present were Dr. Janet Halliwell, Chair, Nova Scotia Council on Higher Education; 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); Ms. Julia Eastman (Co-ordinator, Policy Development); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Jane Spurr (Research & Policy Analyst); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary) *AND Mr. W. L. Lord (DIRECTOR, PHYSICAL PLANT + PLANNING)*

Regrets were received from Ms. Hermie Abraham, Mr. Robin Calder, Mrs. Linda Fraser, Dr. Margaret Hansell, The Hon. T. Alex Hickman, Mr. Ralph Medjuck, Mr. Norman Newman, Mrs. Ann Petley-Jones, Dr. William M. Skerrett, and Mr. Sherman Zwicker.

Approval of Agenda

The Chairperson requested, and Board Members agreed to accept, the addition to the agenda of a motion to appoint a new Director for the Halifax Student Housing Society and a motion to appoint a Dean for the Faculty of Arts and Social Sciences under Items for Decision.

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Minutes of Board Meeting of February 23, 1993

Dr. Tom Sinclair-Faulkner requested that the Minutes reflect the fact that the Board had responded positively to his offer to provide copies of the "DFA Dialogue" to all Board Members and he noted that it had subsequently been agreed that the newsletter would be included in mailings sent by the Board of Governors Office rather than a mailing list being provided to the Dalhousie Faculty Association Office.

It was moved by Mr. Cowan and seconded by Mr. Sarson THAT the Minutes of the February 23, 1993 Board Meeting be approved as revised. The motion carried.

President's Report

A copy of the President's Report which was distributed at the meeting is attached to these Minutes. Dr. Clark commented briefly on the March 9 meeting of CONSUP noting that, at that meeting, the Minister of Education made no announcements with respect to budget details as they related to universities for 1993-94, but noted that he expected there would be significant changes to the provincial student loan programme for 1993-94.

Dr. Clark then observed that agreement had been reached between Dalhousie, TUNS and the Nova Scotia Agricultural College on the terms of reference for a study, to be undertaken by an external consultant, of the future relationship among the three institutions.

He concluded his remarks by noting that congratulations were in order for the Dalhousie Law School as they had placed first this year in the Gale Cup Moot.

Before proceeding to the next agenda item, Mr. Shaw noted, in response to a request for additional information made by Mr. Fountain at the previous Board Meeting, that he and Dr. Clark had since met with Ms. Kesebi, President of the DSU, and Mr. Dennis MacNeil, Vice-President of the DSU, to discuss the vending arrangements contract with the Student Union and that their discussions were cordial enough that further talks were to be scheduled.

"Rationalization/Revitalization" - Presentation by Dr. Janet E. Halliwell, Chair, Nova Scotia Council on Higher Education

Mr. Shaw, in his introduction of Dr. Halliwell, noted that she was a "long awaited Messiah" coming here to help us get our house in order and that she had already made a strong impression and we

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were delighted that she could be here today to share her insights with us. He observed that prior to her appointment in August of 1992 as Chair of the Nova Scotia Council on Higher Education she had served as Chair of the Science Council of Canada and that before that she had been Director of the Research Grants Program with NSERC (Natural Sciences and Engineering Research Council).

Dr. Halliwell explained that NSCHE was an intermediary body created by Order-in-Council and noted that she considered rationalization to be a mechanism while revitalization was the objective. She explained that the Council, which was created in 1989, was really only given full authority to take a leadership role in the rationalization/revitalization process in August. She noted that while government decided the funding envelope, it was the Council that made allotments among the universities. She commented that the universities needed to have a better appreciation of the financial and political milieu and that the assets universities brought to the province needed to be more fully utilized. She commented that a University of Nova Scotia was not a solution.

She stressed that the role of the Board of Governors in the rationalization/revitalization process was important and should not be forgotten or overlooked. She said we were involved in a process that included the updated Role and Planned Capacity Statements, system-wide reviews and program evaluations, the examination of possibilities for shared systems and resources, the transfer of credits, a review of the funding formula, and a review of the function of graduate level education, all of which would move us toward a renewed social compact between universities and society. She observed that there was a gap between the expectations of those from within and those outside the universities and that there were a lot of issues that required substantial debate which would be an essential part of the strategic process. She indicated that the Role and Planned Capacity Statements would culminate in a statement from Council in the Fall.

She said we must determine what our core activities were and what was most important for Dalhousie which would require a vision for the future.

Dr. Halliwell then made some personal commentaries about what she thought Dalhousie should be looking at and she observed that what she had first noticed was the intensity of the paranoia about Dalhousie that was felt by the other universities primarily, she believed, because Dalhousie was the largest part of the system. To mitigate against that reaction, she encouraged Dalhousie to strengthen its collaborative efforts with other universities. She then recommended that the time-consuming decision-making

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process needed to be expedited. She suggested that, while it was a problem for large universities like Dalhousie, the environment for incoming students should become more hospitable, and that we should be encouraging more creative dialogue and debate between students and faculty members. She commented that, in her view, the most damaging problem was that we were not fostering and rewarding excellence in teaching and research as we should be.

She concluded her comments by indicating that the Board of Governors could play a significant role in the planning process and that the Council was open to suggestions about issues that should be considered and that she hoped a strategic vision would be provided by the University.

Dr. Halliwell then responded to various questions raised by Board Members. Dr. Lane expressed a concern about the impact of disciplinary boundaries on the development of very badly needed interdisciplinary programming and research and wondered whether this was a concern that would be taken into account by Dr. Halliwell and the Council in the context of the revitalization process. Dr. Lane noted, in particular, her fear that the continuation of "across the board" cuts would encourage a tendency by departments to focus on defending their own interests in isolation from the broader concerns of the University and the post-secondary system generally. Dr. Halliwell acknowledged she was aware of the problem and it was something they would have to keep an eye on.

Dr. Bell then inquired if both the universities and the Council should be driving forces for change regarding student assistance programs and Dr. Halliwell observed that the government was well aware of the problem and that she was hopeful we would see changes soon but probably not to the extent that we wanted to see them. Mr. Sarson then sought more information regarding Dr. Halliwell's comments that Dalhousie needed to be more hospitable to incoming students and she then observed that it seemed reasonable to compare Dalhousie with Queen's University and she believed that, with some notable exceptions, Queen's tended to be more hospitable. Mr. Risley then asked if the Council had the right to impose or merely to recommend re funding and Dr. Halliwell responded that the Council funds and unfunds, but does not close programs. Mr. Shaw asked if Dr. Halliwell had identified any models for rationalization/revitalization that were worthwhile and she commented that there were many fragments of models that might be relevant and that the Australian model for amalgamation, and the subsequent response to it, was interesting.

Dr. Halliwell then suggested that she was extremely optimistic about the outcome of the rationalization/revitalization process

and she felt that it could well be a pilot project for the rest of Canada. Dr. Clark then questioned how we could have effective change without changing the number of institutions and Dr. Halliwell indicated that the province must have some integration of some institutions and that could be done in a creative way and that some alliances were very natural such as with Dalhousie/TUNS/NSAC and NSCAD. She observed that the benefits to students that would result from such an alliance would be significant. With respect to alliances she suggested that the issue was which institution would become the dominant one. Dr. Ken Dunn then asked how the problem of program cuts would be resolved and Dr. Halliwell referred to a letter she had written to Dr. Clark about current issues in rationalization/revitalization which addressed various human resource issues that could arise as a result of decisions involving the phasing out of programs and the redeployment of people between sites and institutions. A copy of that letter is attached to these Minutes. At this point Dr. Halliwell left the meeting.

Items for Decision

Academic Matters

(1) Establishment of Neuroscience Institute

Dr. Stairs explained the background leading up to the establishment of the Neuroscience Institute and it was noted that information about the objectives and resource requirements of the proposed Institute for Neuroscience had been pre-circulated. In response to an inquiry from Mr. Almon about infrastructure that would be required, Dr. Stairs noted that the University would be required to provide office space and laboratory facilities for the Director and an Administrative Assistant/Secretary and he noted there were various sources available to cover the costs. In response to an inquiry from Mr. Doane, Dr. Stairs indicated that while it was a "matter of application and prayer", nonetheless some reasonable success was expected with regard to donations from private sources being available to cover a portion of the costs associated with the Institute.

Dr. Clark moved and Mr. Almon seconded a motion THAT the Board of Governors approve the proposal for the establishment of an Institute for Neuroscience. The motion carried.

(ii) Establishment of a Killam Chair in Neuroscience

Dr. Stairs noted that information about the establishment of a Killam Chair in Neuroscience had been pre-circulated and that Board Members had been advised a few months ago when the Killam Chair in Ocean Studies was established that

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this additional Chair would be recommended in the near future. It was also noted that the Killam Will states that the designation of a Killam chair must be "determined by the Board of Governors subject to the approval of the Trustees".

Dr. Clark moved and Ms. Macdonald seconded a motion THAT the Board of Governors approve the recommendation for the establishment of a Chair in Neuroscience funded from the Killam bequest and that such a proposal be presented to the Killam Trustees for consideration. The motion carried.

(iii) **Appointment of a Dean, Faculty of Arts and Social Sciences**

Dr. Clark observed that Dean Smith had declined to reoffer at the completion of his term as Dean of the Faculty of Arts and Social Sciences and that subsequently a Search Committee had been formed which had now completed its task and made its recommendation which he was pleased to present.

Dr. Clark then moved and Miss Walker seconded a motion THAT Dr. Graham Taylor be appointed Dean of the Faculty of Arts and Social Sciences for a five year term effective July 1, 1993. The motion carried.

Board Matters

(i) **Appointment to the Board of Directors of the Halifax Student Housing Society**

It was noted that three members of the Board of Directors of the Halifax Student Housing Society, which operates Peter Green Hall, are appointed by the Board of Governors of Dalhousie University. Ms. Janice Irving had served on the Board for several years and had asked to be replaced.

Dr. Clark moved and Mr. Sarson seconded a motion THAT Ms. Deborah Williams, Business Manager, Housing and Conference Services, be appointed to fill the position on the Board of Directors of the Halifax Student Housing Society formerly held by Ms. Janice Irving. The motion carried.

Items for Discussion

Role and Planned Capacity Statement

Dr. Clark recalled that Dalhousie's original statement of institutional role and planned capacity had been prepared in 1989 at the request of the Maritime Provinces Higher Education Commission and that it had been a good reflection of Dalhousie's

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role within the higher education system at that time and had been approved by both the Senate and the Board of Governors prior to submission to the MPHEC. He then noted that several months ago, Nova Scotia universities had been asked by the Nova Scotia Council on Higher Education, acting in conjunction with the MPHEC, to update their original Role and Capacity statements as input into the development of a vision and long-range plan for the university system and to assist with defining what kind of university system Nova Scotians should have in the future. He noted that the updated statement required us to address the vision and mission of Dalhousie, our role, objectives and values, the dominant attributes of our core activities, our special attributes, future developments and directions, and aspects of institutional policy-making and governance, all in twenty-five pages (excluding treatment of medicine, dentistry and law)!

Dr. Clark observed that Board Members had received a draft of the updated statement in advance and that he would comment briefly on what the document was intended to achieve. In addition to responding to the information requirements of the Nova Scotia Council on Higher Education and of the MPHEC, its purpose was to shape the objectives that were identified for the higher education system as a whole and to achieve formal recognition of Dalhousie's unique role within it. He observed that the Council had committed itself to provide feedback to Dalhousie and other institutions on their updated statements and to producing a report next Fall on the long-range development of the higher education system and on the roles of individual institutions.

He commented that the essential messages the draft statement sought to convey were that: Dalhousie was the national university in the higher education system, and, as such, played a unique and special role; continued fulfilment of Dalhousie's role was indispensable for the future strength of the higher education system and, indeed, of the province; Dalhousie conducted its affairs effectively, innovatively and responsibly; and in spite of all this, we were in considerable difficulty as Dalhousie's financial predicament threatened its ability to continue to fulfil its mission, as well as the scope of its programs.

Dr. Clark noted that in submitting this update, and in subsequent discussions with the Council, we would seek affirmation that Nova Scotia should have a university system as strong as its counterparts elsewhere in Canada and abroad, and affirmation of Dalhousie's central role within that system. Additionally we would seek recognition that Dalhousie needed the active support, not only of the Nova Scotia Council, but also of the government and people of Nova Scotia and of other institutions to succeed in fulfilling its role and potential.

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Dr Clark explained that in order to lend the greatest possible weight to the university's case, it would be very helpful to have the general endorsement of both the Senate and the Board of Governors for the document, as was the case in 1989. He noted that the draft statement that Board Members had received had been considered by Senate on March 8 and as they had had very little opportunity to study it in advance of that meeting, Senate had referred it to the Academic Planning Committee for consideration. He said that the Academic Planning Committee had met on March 15 and that Senate would consider the document again in a special session on March 17.

Dr. Clark noted that the Senate Academic Planning Committee had been very helpful and that a number of policy issues raised in the document were discussed and modifications proposed. He then distributed copies to Board Members of the relevant pages with apologies that there had been no alternative, given the time frame we had been working with, to provide an opportunity for Board Members to read this material in advance. He noted that the proposed modifications arising from the Senate Academic Planning Committee discussions dealt with the basis for differentiation among programs in terms of tuition fees; objectives regarding part-time enrolment in credit programs; the possibility of reductions in the scope of the university's programs and services; the prospect of continuing increases in tuition fees; and the consequences for the province and the region if Dalhousie was unable to continue to fulfil its mission and role.

Dr. Clark commented that he found the proposed modifications helpful and constructive and hoped that Board Members would endorse them today and that Senate would do so tomorrow. He noted that some further proposals for modifications in the document might arise out of the Senate Meeting and he hoped that the Board of Governors would agree to leave it to the discretion of the Chair of the Board and the President to determine whether any such proposed changes were within the spirit of the document as approved today by the Board.

Dr. Clark advised that Dr. Tom Sinclair-Faulkner had given Senate notice of a motion he planned to make calling upon Senate to comment upon, but not to endorse, the draft update because of references it contained to the possibility of academic program reductions and of the limited time the draft had been available for consideration. He observed that one of the modifications proposed as a result of the Senate Academic Planning Committee's discussion - and, in particular, the affirmation that decisions with respect to particular programs would, of course, be consistent with Dalhousie's Collective Agreements - might address the concern of some Senators about the references to program

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reduction. As that was only one of the issues Senate would be considering, Dr. Clark, and then Dr. Dunn, both declined to anticipate the outcome of Senate's discussions.

A discussion followed during which Mr. Doane inquired whether we were putting enough emphasis in the Role and Planned Capacity Statement to indicate what we were doing in those areas that Dr. Halliwell had earlier suggested needed changes. Dr. Clark suggested that some discussion would be necessary to determine if we agreed with what she had suggested and that it might be best to submit the draft report and also send a separate letter to Dr. Halliwell indicating that we planned to respond to the particular comments she had made about where improvements were required. Mr. Crawford urged that we be cautious about responding to anecdotal evidence.

Dr. Clark moved and Mr. Cowan seconded a motion THAT the Board of Governors endorses in principle the Role and Planned Capacity Statement dated March 2, 1993 along with the proposed amendments arising out of the Senate Academic Planning Committee meeting on March 15 and subject to acceptance by the Chairman of the Board and the President of any modifications that might subsequently arise as a result of Senate's deliberations on March 17, 1993. The motion carried.

Items for Information

(a) Report of Buildings and Grounds Committee

Mr. Kerr noted that the Buildings and Grounds Committee had met earlier in the day and that all current projects were on budget and on time, and that they had adopted a budget for Alterations and Renovations and there would be a motion brought forward regarding that at the next Board Meeting. He then referred to a recent presentation at City Council during which it was requested that the Dalhousie Campus Plan be rejected and Mr. Shaw then noted that he had written to the City following up on this matter.

Dr. Tynes noted that she had recently attended the opening of the new Women's Centre at 6143 South Street and she was concerned about accessibility to the house and wondered if something could be done about that. Mr. Kerr noted that the matter could be raised at the next meeting of the Buildings and Grounds Committee.

(b) Credit Transfers

Dr. Clark noted that the issue of credit transfers had first been raised in 1989 and the matter was raised again

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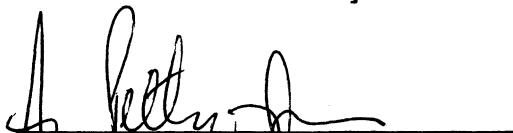
more recently at a meeting of CONSUP by the Nova Scotia Council on Higher Education. It was then turned over to the Academic Vice-Presidents with Dr. Stairs acting as Chair of the committee responsible for addressing the problem. Dr. Stairs then briefly reviewed the work of the committee which had resulted in agreement that first and second year courses would be accepted at any other university in the province. To date the Senates of the various universities, with the exception of two, have all accepted the proposed policy on credit transfers.


Other Business

Mr. Doane noted that, as in the past, we were striving to have 100 percent participation once again with all Board Members contributing to the Annual Fund.

Adjournment

At 5:50 p.m. Mr. Piercey moved and Miss Walker seconded a motion that the meeting adjourn. The motion carried. Board Members were then asked to remain for an In-Camera session during which the Nominating Committee recommendations for Board Membership would be considered, and there would be a discussion regarding University Governance Issues. Minutes of the In-Camera session are on file in the Board of Governors Office and are available to Board Members. [For information, it is noted that the Board approved recommendations relating to the Order-in-Council appointment of two new members, and the re-appointment of eight present members be forwarded to the Minister of Education for consideration].


Mrs. Ann Petley-Jones
Honorary Secretary


Mr. Allan C. Shaw
Chairperson

Attachments:

- President's Report
- Dr. Halliwell's letter dated February 5, 1993 to Dr. Clark regarding current issues in Rationalization/Revitalization

NOTICE OF MOTION TO ESTABLISH AN INSTITUTE FOR NEUROSCIENCE

Background

At its meeting of 10 September 1990, Senate, upon the recommendation of the Senate Academic Planning Committee (SAPC) approved the establishment of the Institute for Neuroscience. The proposed Institute conforms to SAPC's guidelines for Centres and Institutes.

As the proposed Chair in Neuroscience is also to serve as the Institute's Director, it was determined that it would be appropriate to bring forward this motion seeking the establishment of the Institute at the time approval would be sought for the establishment of the Chair.

Proposed Institute

Neuroscience deals with the structure and function of the nervous system from an interdisciplinary perspective. The past thirty years have seen an extraordinary growth in research in this area. Clinical scientists as well as medical and non-medical basic scientists from at least twelve departments at Dalhousie practice neuroscience research. Collectively, the approximately 65 neuroscientists at Dalhousie generate in excess of \$2,000,000 annually in research funding. The establishment of the Killam Chair and the Institute for Neuroscience would capitalize upon and further develop these strengths. The initial term of the Chair will be three (3) years.

The objectives of the Institute for Neuroscience are:

- a) to promote research collaboration and to provide a forum for the exchange of information among neuroscientists at Dalhousie;
- b) to provide better opportunities to strengthen current areas of research excellence in Neuroscience;
- c) to promote and encourage new initiatives in research on the nervous system;
- d) to promote research collaboration between basic scientists and clinical scientists;
- e) to provide new knowledge which may be relevant to improving clinical diagnosis and treatment of diseases of the nervous system;
- f) to provide a vehicle to obtain new sources of funding for neuroscience research; and