

Item: Board of Governors Minutes, September 1993  
Call Number: Board of Governors Fonds UA-1, 59.14

Additional Notes:

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Approved by BOG  
23 February 1993

DALHOUSIE UNIVERSITY  
BOARD OF GOVERNORS

Schedule of Meetings for 1993-94

Note: Meetings of the Board of Governors will ordinarily commence at 4:00 p.m. and will be held in University Hall, Macdonald Building, unless otherwise advised.\* All meetings are open except for "in camera" portions of the meeting. Board members will receive agenda and documents in advance of all scheduled meetings.

Tuesday, September 21, 1993

Tuesday, October 19, 1993

Tuesday, November 16, 1993

Tuesday, December 14, 1993

Wednesday, January 19, 1994

Tuesday, February 15, 1994

*Monday, February 28, 1994*

Tuesday, March 15, 1994

Tuesday, April 19, 1994

Tuesday, May 17, 1994

Tuesday, June 21, 1994

*Executive*

\* Admission to persons who are not Board members or resource persons will be subject to the availability of passes issued on a first-come first-served basis. Passes may be obtained from the Receptionist in the President's Office at any time during regular office hours in the week preceding each meeting.

AGENDA

BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY

Tuesday, September 21, 1993 (4:00 p.m.)  
University Hall, Macdonald Building

1. Welcome to new Board Members
2. Approval of Agenda
3. Minutes of Board Meeting of June 22, 1993  
(enclosed)
4. President's Report (enclosed)

Presentations

- |      |  |             |
|------|--|-------------|
| 4:10 | 5. Honorable mention award to Dalhousie :<br>1992 CAUBO (Canadian Association of<br>University Business Officers) Quality<br>and Productivity Awards Program |             |
| 4:15 | 6. The Dalhousie Student Union   | (Rappell)   |
| 4:35 | 7. The Capital Campaign (enclosed)   | (Eberhardt) |
| 4:55 | 8. Budget Presentation   | (Risley)    |

Items for decision

- |      |   |           |
|------|---|-----------|
| 5:15 | 9. Nominating Committee Recommendations<br>a) Appointment of Mount Saint<br>Vincent representatives<br>b) Standing and other Committees<br>c) OIC Appointment | (Piercey) |
|      | 10. Appointment to Retirees Trust Fund  | (Clark)   |

Items for information

- |      |   |          |
|------|---|----------|
| 5:25 | 11. "Opportunities" Report by William<br>C. Winegard (enclosed) | (Clark)  |
|      | 12. Annual Staff Matters Report (enclosed)                      | (Hobson) |
|      | 13. Report on Employee Morale Survey (enclosed)                 |          |

5:50 In Camera Session

- |      |                                      |         |
|------|--------------------------------------|---------|
|      | 14. Appointment of Dean of Dentistry | (Clark) |
| 6:00 | 15. Adjournment                      |         |

OFFICIAL BINDER COPY  
(MINUTES ONLY)

Minutes of the Meeting of the  
Board of Governors held on Tuesday,  
September 21, 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  
Dr. Howard C. Clark  
    President  
Mrs. Charlotte Cochran  
Mr. James S. Cowan  
    Vice-Chairperson  
Mr. J. Dickson Crawford  
Dr. Kenneth Dunn  
Dr. Brian Flemming  
Mrs. Cynthia Gorman  
Dr. Margaret Hansell  
Dr. William Hare  
Mr. Lewis Jacobson  
Ms. Carolyn Johnson  
Mr. Donald A. Kerr  
Dr. Patricia Lane  
Ms. Bernadette Macdonald

Mr. George W. MacDonald  
Ms. Suzan MacLean  
Hon. Jacqueline Matheson  
Dr. Sharon Oliver  
Dr. Norman Pereira  
Mrs. Ann Petley-Jones  
    Honorary Secretary  
Mr. Jefferson Rappell  
Mrs. Josie Richard  
Mr. John C. Risley  
    Honorary Treasurer  
Mrs. Patricia Roscoe  
Mr. Kenneth C. Rowe  
Mr. Byron G. Sarson  
Ms. Tina Sweeney  
Dr. Maxine N. Tynes  
Miss Barbara Walker  
    Vice-Chairperson  
Mrs. Carol Young  
Mr. Robert Zed

*Mr. George Piercey, Past Chair, Board of Governors;*

Also present were Dr. Deborah Hobson (Vice-President, Academic and Research), Mr. Bryan G. Mason (Vice-President, Finance and Administration), Mr. Henry E. Eberhardt (Vice-President, External), Dr. Colin Stuttard (President, Dalhousie Faculty Association), Mr. Brian C. Crocker (University Secretary and Legal Counsel), Mr. Ian Nason (Director, Financial Services), Mr. W. L. Lord (Director, Physical Plant and Planning), Mr. Brian D. Christie (Executive Director, Institutional Affairs), Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office), Mrs. Betty Flinn (Director, Alumni Affairs), Mr. Bob Edgett (Director of Campaign Planning), Ms. Mary Somers (Editor, "Dal News") and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. Wayne Bell, Mr. Peter Bryson, Mr. Daniel M. Campbell, Mr. Fred S. Fountain, Mr. Thomas E. G. Lynch, Dr. Carmen F. Moir and Mr. E. A. McKee (Vice-President, Student Services).

The Chairperson called the meeting to order at 4:05 p.m. and welcomed the following new Board Members: Mr. Peter Bryson, Dr. Brian Flemming, Dr. William Hare, Ms. Suzan MacLean, Mrs. Josie Richard and Mrs. Carol Young.

Approval of Agenda

Board members agreed to accept the Agenda as distributed.

Minutes of June 22, 1993 Board of Governors Meeting

Mr. Zed moved and Mr. Almon seconded a motion THAT the Minutes of the Board of Governors Meeting held on June 22, 1993 be approved as circulated. The motion carried.

The President's Report

In addition to the items contained in the President's Report which had been pre-circulated, Dr. Clark noted that he attended an interesting meeting recently in Vancouver where possible tri-lateral co-operation among Universities in Canada, the United States and Mexico was explored. He observed that there are a number of collaborative efforts underway, and he noted Dalhousie has a link with a school in Mexico City with which we have already exchanged several students and we hope to build on that further.

Attention was then drawn to Lady Beaverbrook's portrait which had recently been hung in University Hall.

Honorable Mention Award to Dalhousie : 1992 CAUBO (Canadian Association of University Business Officers) Quality and Productivity Awards Program

Mr. Shaw commented that he was most pleased to have the opportunity today to call upon Dr. Warwick Kimmins, Mr. Bill Lord and Mrs. Ann Muecke as representatives respectively of the academic, the administrative, and the private sector group who had developed the Sustainable Waste Management course and projects which integrate waste reduction and recycling initiatives on campus with a new interdisciplinary course on Waste Management and the Environment. He observed that it was interesting to note that the Canadian Association of University Business Officers Quality and Productivity Awards Program was co-sponsored by Xerox Canada and the Royal Bank and that representatives of those companies were involved in the selection process and that the competition this year was the fiercest yet in six years with over 70 submissions. He described the project as innovative and exciting and noted how pleased he was by the great example this group had set in terms of working together and bringing individual expertise to a problem. Mr. Shaw then presented the Honorable Mention Award to Mr. Lord and offered congratulations to all who had been involved in the project.

The Dalhousie Student Union

Mr. Shaw noted that Board Members had been given an introduction to the philosophy and goals of the Dalhousie Student Union by Mr. Dov Bercovici at the June Board Meeting. He noted that we would now have a continuation of that and called upon Mr. Rappell, President of the Dalhousie Student Union, to give a brief presentation.

Mr. Rappell expressed his thanks for the opportunity to speak and noted that, as mentioned during the presentation in June, their theme for the year is accessibility - accessibility to the students, the administration, the faculty and the Board. He noted that all full-time or part-time students are considered to be members of the Dalhousie Student Union and the DSU is recognized by an agreement with the Dalhousie Board of Governors, and by an Act of the Nova Scotia Legislature, as the the single voice of Dalhousie students. He observed that the Dalhousie Student Union is the voice of over 10,000 members of the student body and has important objectives such as working to defend the rights of students both on and off campus, promoting accessible and quality education at Dalhousie, and providing affordable services to all Dalhousie students.

He explained that on the political side the Dalhousie Student Union is responsible for student representation on all Board, Senate and University committees, as well as having its own very full slate of committees. He noted that all committee members are approved by the DSU Council which is a representative body of the elected officials from the general student body, or committee members are elected by individual societies. He commented that certainly the face of Council may change from year to year, but the objectives always remain the same. He noted that for the purpose of provincial lobbying they are a member of the Students Union of Nova Scotia and on a federal level a member of the Canadian Federation of Students, and while both groups provide significant benefit to students he suggested there is much to be accomplished at Dalhousie in terms of uniting the students, the administration and the faculty to lobby effectively particularly for increased university funding.

On a social scale he noted that the Dalhousie Student Union must ensure that the university is an environment where you learn more than just what you see in your text book, and while some would say the Dalhousie Student Union brings in some of the best entertainment in Halifax and runs its own pub, the DSU is more than that. He noted that the Dalhousie Student Union registers and regulates all the societies and clubs on campus, all of which are funded through the DSU, and the importance of their function

on a social scale could not be underestimated as it serves to improve what might otherwise be a fairly low morale among students. With respect to social responsibility, he observed that the DSU has membership from traditionally underrepresented groups and hosts a variety of cultural events, and works constructively to expand ties to the community.

He noted that economically the Dalhousie Student Union supports societies and clubs through funding and most importantly the DSU is a not-for-profit organization that uses all its funds for the benefit of students at Dalhousie. He noted that the services of the DSU undoubtedly enhanced Dalhousie and helped to make it a leading Canadian university and the DSU remains economically stable through the collection of student fees and also through various ventures such as food services contracts, renting conference rooms in the Student Union Building to outside groups, and various subsidized services available in the Student Union Building. The Student Union Building he noted has always remained strong financially through fiscal responsibility, yearly budgeting, auditing and financial strategy while providing valuable and affordable services. He commented that the Dalhousie Student Union is also aware of the overall economic situation of the university.

He indicated that students are not idealistic, but rather rational and mature, and if dealt with fairly, will respond fairly; and if they are informed, they can make informed decisions. He stressed that accessibility is a two-way street and if there is a sincere desire to improve Dalhousie nothing could be more important than the end user - the students. He commented that the students are as concerned, if not more concerned, than any group on campus about the welfare of the university as they are the ones who graduate with the degrees and therefore have a vested interest in making Dalhousie the best university in Canada.

He noted that the concept of the capital campaign is pertinent but at the same time suggested we must be sure to address some important issues regarding fundraising. He suggested that Dalhousie has relied too long and solely on the generous donations of a few alumni but the Alumni Association must also concentrate on the students of today. He noted that during many occasions recently when he has been speaking to past graduates he found a disturbing trend that students were not giving back to Dalhousie because they felt it had made no effort to make them welcome along the way. He suggested it is up to all of us (students, Board members, staff and faculty) to make Dalhousie a place that students are proud to graduate from. In conclusion he commented that these are very telling times for Dalhousie and we must encourage communication and interaction. He indicated that

the students are willing to be a part of changes at Dalhousie but they must be included, and that he and the other student Board members are looking forward to speaking individually to all Board Members and hope that positive changes will occur at Dalhousie to maintain its standing in Canada as one of the best universities.

There being no questions for Mr. Rappell, Mr. Shaw then noted that there would over time be more opportunity for discussions to obtain the viewpoint of the student representatives to the Board.

### The Capital Campaign

Mr. Shaw noted that at the June Board of Governors meeting he had stated that there would be a full presentation on Campaign Planning with action plans at this meeting and he called upon Mr. Eberhardt to speak.

Mr. Eberhardt expressed his appreciation for the opportunity to brief the Board on planning for the upcoming Capital Campaign and began with a brief overview of activities during the last year. He first mentioned the overall Development Program of which the Capital Campaign is an integral part and noted that there would be a full report from the Development Committee at the October or November Board of Governors meeting. He observed that the Stewardship Report was mailed in July to all donors and he highlighted the following achievement: Last year was a \$5 million year which was the third \$5 million year and the second in a row. He noted that when meeting with colleagues from other Universities in June he learned that some were raising \$14 million a year, but \$5 million, especially for a University the size of Dalhousie, was very respectable. He commented that the Annual Fund is, of course, the keystone of the Development Program and noted it raised \$1.4 million last year which was the third year during which over a million dollars had been raised; and we had 8,500 donors which was a new record for Dalhousie. He commented that alumni participation had increased from 11% to 17% and we hoped to reach 25% as soon as possible. He reminded Board Members of the Annual Fund Launch to be held at the President's House on September 23 and encouraged as many Board Members as possible to attend. He noted that the Annual Fund goal this year is \$1.5 million and \$375,000 had already been raised. With respect to Planned Giving which is in its third year he noted that approximately \$350,000 was received from bequests last year and that they were very active in that area particularly with alumni 55 years of age and older. He noted that fundraising for the James Robinson Johnston Chair in Black Canadian Studies surpassed the half-way mark in the spring and we were now at about \$1.4 million and an advisory committee has been set up to be chaired by Dean Taylor to search for a candidate to become the first Chair.



He referred to the Campaign Flow Chart which had been previously distributed that summarizes the campaign planning and he observed it is a two-track plan with one track being the actual planning of the priorities and case statements and getting ready for the solicitations from the standpoint of what the priorities will be, and the other being the development planning that goes on behind the scenes at the same time to get ready for the first solicitation.

He recalled that we began with the Environmental Scan Committee looking at the external factors that would be in existence during the next five or six years, and then the five Campaign Planning Task Forces met to identify the critical issues in their areas all of which were subsequently brought together and put into a Feasibility Study Case Statement. Following that he noted Mr. John Leslie, Campaign Counsel, had conducted approximately 50 interviews for the Feasibility Study. He noted that during the same time that at all of this had been occurring, the Development Office had been preparing for the campaign by identifying top level prospects and continually researching to add to the number of such prospects.

He noted that they had also started to build the necessary staff and that Mr. William Straitton had been hired as the Campaign Director. He commented that Mr. Straitton has 20 years experience in fundraising, most recently at the University of Toronto, and that he will assume his position at Dalhousie in the middle of October. He indicated that they are in the process of identifying campaign leadership which is very important and also working to put together a Communications Committee which will be dealing with all of the campaign publications and newsletters. He observed that a confidential summary of the Feasibility Study had been distributed in advance of this meeting to all Board Members and noted that part of the Feasibility Study was a recommendation to proceed with the campaign and a number of action steps were included that they were now working very hard to implement. At this point he called upon Mr. Bob Edgett, Director of Campaign Planning, to explain what would be happening from now until the early part of next year.

Mr. Edgett began by encouraging Board Members to come to the Campaign Office to visit especially if they had any concerns or questions about the campaign. He noted that during the summer they had been busy as they addressed the recommendations of the Feasibility Study and that the first thing he had done was to meet with as many people who are a part of the university community as possible at which time he endeavoured to determine their potential for involvement in the campaign. At the same

time communication with key friends and prospects commenced and a focus on the areas of success and good news about the University was stressed with all individuals being encouraged to highlight the good news when talking about Dalhousie. He noted that during the summer the Public Relations Department started reinforcing positive messages and they began sending out "Dal News" and a summary of the Feasibility Study to key prospects and friends. He noted that these various activities have helped to overcome some of the mis-information that was identified in the Feasibility Study.

He indicated that the most exciting opportunity to talk about Dalhousie was at a breakfast meeting in Toronto on July 27 which was hosted by Mr. Ced Ritchie and the Bank of Nova Scotia and attended by Dr. Clark, Mr. Shaw and Mr. John Leslie. He observed that the result of this meeting was that many positive comments were received and the attendees noted that they had learned more in 45 minutes about Dalhousie than during their many years of association with the University. He suggested that this type of positive communication augured very well for the success of the Capital Campaign. He noted that there had been four meetings over the course of the summer with the Campaign Counsel during which they had received excellent direction for the execution of the campaign planning. He observed that they had also conducted a recent review of progress to date that focussed them on four key areas that they would be spending time on during the fall.

Of premier importance, he noted, is leadership selection and over the summer they were engaged in the process of cultivating a National Chair and the final approach would take place next week. He noted key volunteers for the executive of the campaign had been identified and it is hoped that the first meeting of the Campaign Committee will take place in January of 1994. He indicated that the development of the case statement was of equal importance and noted they were in the process of creating a vision of Dalhousie's future that would capture the imagination of prospective donors. He noted that additionally they were spending considerable time on prospect research of individuals, foundations and corporations and were concentrating on identification of top prospects and the development of cultivation strategies. He observed that what would be unique about this capital campaign is that we would be linking specific interest areas of the donor to specific areas of need in the university. He commented that the final area of focus is campaign administration which includes the development of systems that back-up the campaign, the reviewing of campaign policies and ensuring that we have a unified approach in our fundraising efforts throughout the university community.

He observed that he is also spending time on prospect contact and volunteer support which is an ongoing process. He noted that the two objectives he has at the moment are to begin the cultivation of top prospects in October and to be in the advance solicitation stage of the campaign by the spring of 1994. In terms of the dollar campaign target, he noted that will not be presented to the Board of Governors for approval until the principal campaign leadership is in place and the results of the advanced solicitation process have been analyzed.

In response to a question about the impact the Capital Campaign might have on the Annual Fund, Mr. Edgett noted that it is expected that the Annual Fund would increase as the capital campaign was running. Mr. Eberhardt then explained that during the last capital campaign the Annual Fund was actually suspended and that while there were three possible approaches (suspension, no growth or normal growth) it had been decided to sustain the Annual Fund so it could come out at a healthy level at the end of the Capital Campaign. He noted that the Deans of the various Faculties are all becoming more and more reliant on the Annual Fund and therefore it is important that it continues to grow.

In response to an inquiry about what the alumni portion of gifts for the total capital campaign might be, Mr. Edgett commented that while he could not offer exact numbers it is expected that the alumni will be a major focus of the campaign and they would be looking for substantial involvement from the Alumni Association and the various alumni chapters. He noted that The Centre for Philanthropy recently released a new set of numbers indicating that giving in the past had been 60% individuals and 40% corporations and other, and currently the numbers are 90% individuals and 10% corporations and other.

It was acknowledged that some discussion of the various findings and recommendations contained in the Confidential Summary of the Feasibility Study prepared by Snelling & Kolb, Inc. should occur at a future Board Meeting.

### **Budget Presentation**

Mr. Shaw called upon Mr. Risley, Chair of the Finance and Budget Committee to give a synopsis of the scope of the financial problems faced by the University.

Mr. Risley observed that the financial statements of the University are difficult to understand and he hoped this lay presentation on the University's finances would be helpful. A copy of the slides used during the course of Mr. Risley's presentation is attached to these Minutes. To summarize they

provide information on the total revenue of \$222.6 million, endowment fund spending and endowment funds, trust funds, research revenue, gross operating revenue, net operating revenue, gross operating expenditures, the gross revenues and expenditures as per the budget planning model 1993-94 to 1996-97, the accumulated operating deficit, and the University debt.

In speaking about the University's Gross Revenues and Expenditures as per the Budget Planning Model 1993-94 to 1996-97, he stressed it was extremely important for all Board Members to recognize that if we do nothing with the way we are managing the University at the moment, and if we assume that we would continue with ten percent tuition fee increases, and assume we would receive three percent increases in government funding which he suggested might be optimistic, and assume a three percent inflationary impact on our cost of doing business, the result by 1996-97 would be an obviously unacceptable deficit of \$16.1 million which we could not allow to happen.

Mr. Risley concluded by indicating that he would be prepared, if Board Members so wished, to do a more detailed presentation at a later date. In response to a question from Mrs. Gorman, he then noted that no potential revenues that might result from the capital campaign were included in the figures he had presented. Mr. Mason commented on concerns expressed by Dr. Pereira and noted that despite measures taken over the last five to seven years which have included the elimination of faculty and support staff positions, and the reduction of our debt and improved cash flow management, that \$16.1 million is still the size of the corrective action we collectively had to take over the next three years.

Mr. Shaw thanked Mr. Risley for his presentation and then encouraged all Board Members to attend the open meeting of the University community on September 22 at which time the Budget Advisory Committee's Third Report and the President's Response would be presented.

Mr. Rowe requested that his objection to the Report and the President's Response being presented to another group prior to being put before the Board be noted. Dr. Clark then stressed the importance of recognizing that there are a number of bodies involved in decision-making within the University observing, that not only is the Board involved and clearly has the authority to deal with the University's finances, but the Senate also has a very major role to play in terms of the academic offerings of the University, and the various faculties have to be involved in terms of their own planning and what that planning leads to in terms of their activities in the future. He observed that certainly what would transpire at the open University community

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meeting would not represent a decision and that the ultimate decisions would be made by Senate and the Board and that would occur over the next period of time with full discussion of the issues.

Mr. Shaw commented that, at the next meeting of the Board, we would begin to address the Board's share of the issues contained within the Budget Advisory Committee Report and the President's Response.

### Items for decision

#### Nominating Committee Report

Mr. Shaw then called upon Mr. Piercey to present the recommendations of the Nominating Committee. Mr. Piercey then moved and Mrs. Roscoe seconded the following motions:

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Order in Council appointment to the Board of Governors of Dr. Carmen F. Moir for a term of one year commencing July 1, 1993.

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the appointments of Dr. Sharon Oliver and Mrs. Charlotte Cochran as the Mount Saint Vincent University representatives to the Dalhousie Board of Governors, each for a term of one year commencing September 1, 1993.

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the reappointment of Mrs. Roscoe and Mr. Robert Zed as Dalhousie's representatives to the Mount Saint Vincent University Board.

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Memberships on Standing and other Committees as presented at the September 21, 1993 Board Meeting.

Mr. Piercey observed that the changes made to Committee Memberships since the June Board of Governors meeting included the following appointments: The transfer of Ms. Carolyn Johnson to the Buildings and Grounds Committee from the Student Relations and Residence Committee; Mrs. Carol Young to the Development Committee and the Government Relations Committee; Dr. Carmen Moir to the Staff Relations Committee and the Pension Advisory Committee; Mrs. Charlotte Cochran to the Student Relations and Residence Committee; Mr. Jim Cowan to the Government Relations Committee; Mr. Dan Campbell to the Pension Advisory Committee; and Mrs. Cynthia Gorman to the Governors' Awards Committee.

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the following appointments to Senate Committees: Dr. William Hare to the Senate Committee on Academic Administration, and Mr. John Risley to the Senate Financial Planning Committee; and the following re-appointments to Senate Committees: Mr. Robin Calder to the Senate Advisory Committee on International Development, Dr. Maxine Tynes to the Senate Academic Planning Committee, and Mr. Donald Kerr to the Senate Physical Planning Committee.

The motions carried.

Mrs. Gorman noted that the Snelling & Kolb Report had recommended that the size of the Board of Governors be reduced and she also noted that the Alumni Association had agreed to not fill all its allotments on the Board. She then inquired if similar action had been taken by any other representative groups on the Board and asked to be informed about the overall net reduction in the number of Board Members. Mr. Shaw indicated this would be reported on at the next Board Meeting.

Appointment to Retirees' Trust Fund

Dr. Clark noted that the Board of Governors has the exclusive authority to appoint Trustees and that it was his pleasure to recommend the appointment of Mr. John Graham who for many years had been the Manager of the Student Union Building and subsequently an Assistant Vice-President at the University. Dr. Clark moved and Miss Walker seconded a motion THAT Mr. John Graham be appointed a Trustee of the Retirees' Trust Fund. The motion carried.

Items for Information

"Opportunities" Report by William Winegard

Dr. Clark noted that the "Opportunities" Report had been pre-circulated to Board Members and he first emphasized that it was appropriate for this to be an information item but that there was no expectation that the Board should arrive at any particular conclusion at this time. He commented that the Report was one outcome of various discussions over the last year with TUNS and the Nova Scotia Agricultural College which led to agreement that we should explore the appropriate means for closer cooperation among the three institutions in the areas of graduate studies, research, and international activities. He noted that funds were provided from the Nova Scotia Council on Higher Education for a Consultant's Study on how best to carry the discussions further, and subsequently Dr. Winegard, who was engaged to conduct the study, paid a number of visits over the summer leading to this

Report which offers four options. Dr. Clark observed that the first was to do nothing which Dr. Winegard had rightly rejected and the other extreme option is the possibility of complete amalgamation of the institutions but Dr. Winegard had recognized that was effectively outside his terms of reference so he was unable to propose it. One of the other options proposed was a consortium dealing with research and international development and a consortium to deal with graduate studies and he noted that how they might be established is explained in some detail in the Report. Dr. Clark suggested there is no fundamental problem over the research and international development consortium and that on the surface the graduate level consortium seems a reasonable approach. He commented that the objective of the graduate level consortium is stated to be that of ensuring that faculty members at other universities in the province are able to take part in graduate work and the supervision of graduate students. He noted that occurs to a very considerable degree at the present time so it is not clear how much would be achieved by the sort of consortium that is described. He then observed that there is a very major problem in that, at the present time, the Faculty of Graduate Studies at Dalhousie is responsible to the Senate and that structure provides checks and balances and certainly provides a vehicle through which proposals for programs and program changes can be reviewed by another independent body. He observed that it is not surprising that the other two institutions are reluctant to get involved with Dalhousie in Graduate work if they are responsible to the Dalhousie Senate.

He suggested that the remaining option - a federated system - had some rather interesting thoughts in it as it proposes what Dr. Winegard has called "Joe Howe University" which would be a legal entity having responsibility for managing graduate studies, a research and development consortium, and which could over time become involved in the management of a range of shared services among the institutions. He noted that Dr. Winegard has recognized that any one of the options he has proposed would require further study and that as you go from the consortium to the federated system there is an increasing amount of detail that would have to be agreed upon before reaching a final arrangement.

Dr. Clark indicated that he has had some discussion with Dr. Haley and Dr. Roy about the Report and Dr. Roy has informed him that there will be discussions at TUNS internally over the next while with their Board discussing the Report at its meeting at the end of October. Dr. Clark noted that he has urged that there be some joint discussions so that no one institution rushes to a position without the opportunity for all three to discuss it, and therefore he does not want Dalhousie to advocate a particular position at this time.

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**Annual Staff Matters Report**


Dr. Hobson noted that the Annual Staff Matters Report was a synopsis of all the academic appointments that were made during the past year and she would be pleased to respond to any questions. No questions were raised.


**Report on Employee Morale Survey**

Mr. Shaw noted that the Employee Morale Survey results were published recently in "Dal News" and included in the package Board Members received for this Board Meeting. He indicated that a final report with recommendations would be forthcoming at which time we would certainly hope to have the benefit of the Staff Relations Committee's response to the Report for the Board to consider.

**Adjournment**

There being no further business, at 5:30 p.m. the meeting adjourned with Board Members only being asked to remain for a brief In-Camera session.

  
\_\_\_\_\_  
Mrs. Ann Petley-Jones  
Honorary Secretary

  
\_\_\_\_\_  
Mr. Allan C. Shaw  
Chairperson

Attachment : Budget Presentation Information