

Item: Board of Governors Minutes, November 1994
Call Number: Board of Governors Fonds UA-1, 58.14

Additional Notes:

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Minutes of a meeting of the
Board of Governors held on Tuesday,
November 15, 1994 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT;

Dr. D. Wayne Bell
Mr. Peter Bryson
Dr. Howard C. Clark
 President
Mr. James Connor
Mr. James S. Cowan
 Vice-Chairperson
Dr. Kenneth Dunn
Mr. Fred S. Fountain
Dr. William Hare
Ms. Lisa Lachance
Ms. Margaret Langley
Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald

Mr. George W. MacDonald
Ms. Suzan MacLean
Mr. Rod MacLeod
Hon. Jacqueline Matheson
Mrs. Ann Petley-Jones
 Honorary Secretary
Mr. Douglas W. Reid
Mr. John C. Risley
 Honorary Treasurer
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe
Miss Barbara Walker
 Vice-Chairperson
Mrs. Carol D. Young

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. J. Andrew Wainwright (President-elect, Dalhousie Faculty Association); Mr. Thomas McPhee (Alternate Student Representative to the Board of Governors); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Carmen Moir (Board Representative to the Pension Advisory Committee and Member of the Staff Relations Committee); Mr. Gregory Malone (Actuary with Eckler Partners Atlantic); Mr. Michael Roughneen (Director, Personnel Services); Mr. Jefferson Rappell (immediate past President, Dalhousie Student Union); Mr. W. L. Lord (Director, Physical Plant and Planning); Ms. Marilyn MacDonald (Director, Public Relations); Ms. Mern O'Brien (Director, Dalhousie Art Gallery); Ms. Mary Somers (Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mr. J. Dickson Crawford, Dr. Patricia Lane, Mrs. Josie Richard, and Mr. Allan C. Shaw.

In the Chairperson's absence, Mr. Cowan chaired the meeting which he called to order at 4:00 p.m.

Approval of Agenda

Board Members agreed to approve the agenda as circulated.

Minutes of Board Meeting of October 18, 1994

Mr. Risley moved and Mr. Fountain seconded a motion THAT the Minutes of the Board of Governors meeting held on October 18, 1994 be approved as circulated. The motion carried.

President's Report

Dr. Clark observed that two of the main items referred to in his President's Report (copy attached) which was distributed at the meeting were also separate agenda items, namely rationalization and the Social Policy Review. He then briefly reviewed the contents of the President's Report during which he noted the establishment of a representative committee to offer advice on Dalhousie's strategy with respect to rationalization and to help ensure information about our strategy is well-communicated across the campus. In conclusion he noted that the Dalhousie Women's Soccer team recently won the CIAU Championship and that in the cross-country event both the men's and the women's teams did very well. It was also noted that Mr. Rorri Currie won the Silver Medal for the Men's 10K in the CIAU national cross-country championship, and Ms. Carla Perry, a member of the women's soccer team, received the most valuable player award. Mr. Lynch suggested, and it was agreed, that congratulatory letters should go to these individuals and also to Mr. Neil Turnbull, coach of the Women's Soccer team; and Mr. Al Yarr, coach of both cross-country teams.

Video Presentation : Nanyang Technological University

Board Members viewed an 18 minute video that Dr. Clark obtained recently while in Singapore which Mr. Cowan noted was being shown as it was thought it would be a useful illustration of the competition we have on a world-basis. Dr. Clark commented after the viewing that clearly the video demonstrates that in addition to superb facilities and equipment, the Nanyang Technological University has considerable international linkages, promotes a great deal of study abroad, has very close ties with industry, and has incredibly bright, enthusiastic students and faculty. In response to a question from Mr. Connor about how Dalhousie could compete with such an institution, Dr. Clark commented that was a question that applied not only to Dalhousie but to many Canadian universities and he suggested we need to do far more in terms of international linkages and placement of our own students internationally so they are aware of what is happening around the world, and we also need more international students on our campus. He also acknowledged that money is a critical factor in terms of buildings and equipment which points to the need for a successful capital campaign, and another factor is the value the country as a whole places on universities. Mrs. Ann Petley-Jones observed that there are many opportunities for collaboration that we should take advantage of and noted that following the recent South East Asia trip, the Canada-ASEAN Centre in Singapore has invited Dr. Fournier to visit in the region, at their expense, to discuss with institutions and businesses in the region, possible projects in the field of marine sciences that may be of mutual interest.

Items for decision

Academic Matters : Combined degrees within the Faculty of Graduate Studies

- MD/MSc. in Oral and Maxillofacial Surgery
- MN/MHSA

Mr. Cowan noted that information had been pre-circulated about the MD/MSc. in Oral and Maxillofacial Surgery and the MN/MHSA combined degree programs within the Faculty of Graduate Studies. Dr. Hobson then briefly reviewed the material that had been provided to Board Members and noted that both program proposals are simply new combinations of two existing programs which will provide training in a timely and more cost-efficient fashion for the student and eliminate a certain amount of overlap.

Dr. Dunn moved and Miss Walker seconded a motion THAT, upon the recommendation of Senate, the Board of Governors approve two combined degree programs within the Faculty of Graduate Studies, namely an MD/MSc. in Oral and Maxillofacial Surgery; and a Master of Nursing/Master of Health Services Administration program between the School of Nursing and the School of Health Services Administration. The motion carried.

Major Pension Plan Amendments

Mrs. Roscoe moved and Mr. Risley seconded a motion THAT as Dalhousie College and University wishes to amend the Staff Pension Plan for the purposes of:

- (i) complying with the Nova Scotia Pension Benefits Acts and the pension regulations prescribed by Revenue Canada, and
- (ii) giving effect to an extraordinary transfer of assets to the Retirees Trust Fund to recognize revised Life Expectancy Assumptions, and
- (iii) providing for pension benefits improvements arising from the pension contribution agreement between the Board and employee groups;

it is recommended that the Plan be amended as proposed in the Notice of Motion and attachments that were pre-circulated to Board Members.

Mr. Moir, in his capacity as a Board representative to the Pension Advisory Committee and as a member of the Staff Relations Committee noted that the proposed amendments had been considered and approved by both committees and that the executives of all the bargaining units and employee groups had also approved the proposed Pension Plan amendments. He then briefly explained the reasons for the proposed amendments during which he noted that Amendment No. (i) would bring the Plan into conformity with the requirements of the Pension Benefits Act Nova Scotia and/or Revenue Canada's registration requirements effective January 1, 1988. He noted that the re-stated text complies with requirements stipulated by Revenue Canada and the Superintendent of Pensions and that none of the original or subsequent amendments are substantive in nature. He then commented that Amendment No. (ii) is for the

purpose of making a special one-time transfer from the Pension Fund to the Retirees' Trust Fund and that the transfer of funds reflects the revised Life Expectancy Assumptions used in the last actuarial valuation; and Amendment No. (iii) is a package of benefits improvements valued at \$5.48 million arising from the pension contribution agreement between the Board and employee groups.

Following a brief discussion, the motion carried.

Items for discussion

Rationalization

- **Green Paper on Higher Education**
- **University Financing : A Status Report on the Issues**
- **Issues and Options : A Report on Graduate Studies in Nova Scotia**

Dr. Clark reminded Board Members of the difficulty we have been having all along with NSCHE's approach to rationalization, and then noted that the Nova Scotia Council on Higher Education (NSCHE) was nevertheless forging ahead. In terms of Teacher Education, he noted NSCHE had received advice from the Council of Nova Scotia University Presidents (CONSUP) with respect to early retirements, pensions, and salaries as a result of the recommendations contained on Teacher Education. He noted that the report of the Resource Committee, based on the report of the consultant John Cowan, had been approved by CONSUP and submitted to NSCHE. He noted that unofficially we understood that NSCHE has approved the report and that it is now in the hands of the Minister of Education. He observed that it will cost a great deal to implement the recommendations if approved, but that its approval would hopefully remove a considerable amount of anxiety and uncertainty and clearly spell out what the available options would be. He then noted that NSCHE is moving much more slowly in other program areas with nothing happening in Engineering; no date having been set for institutional responses on Computer Science which responses will come to both the Senate and the Board; and no clear sign of NSCHE moving forward with respect to Earth System Sciences and Business program reviews.

Dr. Clark commented that he is expecting that Dr. Halliwell will shortly be sending a letter to him and to the President of Saint Mary's University encouraging greater co-operation with respect to Business program offerings and requesting a proposal for how that might be achieved by February. He observed that Dr. Halliwell's thinking on Business appears to have changed and she has gained an appreciation for how important Business is to both Dalhousie and Saint Mary's. He noted that he did not yet know whether it would be possible to have useful discussions with Saint Mary's on the basis of Dalhousie and Saint Mary's being two equals in terms of business activities.

Dr. Clark noted that of the three documents that had been pre-circulated to Board Members the most important one was the Green Paper Overview on Higher Education. He also noted that the full document has not yet been received. He observed that the Overview does offer a view on what the mission, values and vision of the university system should be and clearly suggests that financial concerns are not the only serious challenge. He noted that the paper also identifies goals and issues and strategies for change and that it differs substantially from the previous draft in that it goes much further in terms of consolidation. He observed that the options for institutional restructuring include the following:

- Consolidation with Complementarity (one larger comprehensive research intensive institution within a system of smaller and diverse institutions);
- Consolidation with Commonalities (consolidation on the basis of coherence of mission, mode of operation and/or culture);
- A Metro University (consolidation of all metro based universities in a multi-site university, although possibly with fewer sites than at present); and
- A University of Nova Scotia (consolidation of all universities in Nova Scotia).

He observed that he expects a great deal of the discussion over the next while will focus on consideration of these various options for restructuring. He noted that the efficiency of the internal governance of universities has also clearly been identified as an issue of some importance that we will need to address.

He then reviewed the major elements of the process that are now expected to unfold since the release of the Green Paper beginning with a weekend forum on higher education in February in the metro area that will combine Council organized discussions and public panel discussions along with activities initiated by other stakeholders for a focussed debate on the future of higher education in Nova Scotia.

With respect to "University Financing : A Status Report on the Issues", he observed that it is a very good document that raised all of the issues we wanted to see presented. Nevertheless he suggested that the Axworthy paper on Social Security Reform will probably have a far more fundamental impact; and until the federal funding of Universities is known it is difficult to tackle many of the issues identified in the University Financing Report.

He observed that "Issues and Options : A Report on Graduate Studies in Nova Scotia" spells out various options but draws no clear conclusions although it can be detected that, in NSCHE's view, some other universities beside Dalhousie should be involved in doctoral work.

He advised that the Minister of Education has called a meeting of Board Chairs and University Presidents for Saturday, November 19, 1994 which is a follow-up to the meeting held on August 10, 1994 and it is expected that the transition in Teacher Education, shared systems and services, and relations with the private sector will be among the agenda items.

Dr. Hare observed that there is considerable unhappiness in the School of Education and that the reasons for this dissatisfaction with the CONSUP recommendations on teacher education have been conveyed to the President, Vice-Presidents and the Chairperson of the Board. He indicated that the School of Education did not agree that uncertainty would be removed if the Cowan Report is adopted and are concerned about having to possibly make decisions about their futures without the benefit of knowing if some form of teacher education will remain at Dalhousie. If that was known to be so, he suggested some faculty members would choose to stay at Dalhousie. He also noted another element of uncertainty was that faculty members would be required to apply for early retirement prior to knowing what positions would be available at the "receiving" institutions.

Dr. Hobson acknowledged that the sequential element to the process may mean people have to make decisions about early retirement before job descriptions are available. She noted that the Report indicates that the only saving has already occurred with the closing of the Nova Scotia Teachers' College and questioned therefore why the government would accept and finance the recommendations in the Cowan Report. She stressed that our first preference would be that none of this would happen and made it clear that the purpose of our involvement in the transition was to make sure that the interests of people at Dalhousie were addressed. She also emphasized that we are not happy about the prospect of the disintegration of our programs in Education which she noted have never been evaluated and found wanting. She explained that any faculty member from Dalhousie who went to another institution would remain at the same rank and status and retain their sabbatical benefit.

Dr. Wainwright observed that the rhetoric in the Green Paper is extraordinary and suggested there is a big gap between it and practice and that certainly it presents no conclusion in terms of what is happening with rationalization. He observed that there are two ways to educate and train the whole person in the university and one approach has to do with the people that do the educating and training while the other has to do with the programs. He suggested that the School of Education is being gutted as far as he is concerned and he thought the Dalhousie Faculty Association shared that view. He suggested that there is a lunatic gap between the supposed intentions of the Green Paper and what in reality is happening with people and programs.

Dr. Clark noted that there are no conclusions on what is happening with rationalization but in terms of education, and computer science and engineering as well, everyone at Dalhousie considers the process has been fundamentally flawed and we have been protesting that vigorously at every opportunity. He noted that Dr. Halliwell had been advised frequently that as a first requirement very clear statements needed to be in place to define the process in terms of dealing with people as a result of any restructuring.

Items for information

Social Policy Review

Mr. Cowan observed that an excerpt from the Axworthy paper "Improving Social Security in Canada" had been pre-circulated to Board Members, namely the chapter on education "Learning: Making life-long learning a way of life." Dr. Clark observed that the social security issues are major and exceedingly complex. He noted that a small committee chaired by Mr. Mason has been established and is working on the development of a submission to be presented to the Parliamentary Committee which is conducting hearings across the country and will be in Halifax on December 13, 1994.

Mr. Mason commented briefly on some of the issues and noted that the major implication of the Axworthy Paper as it relates to universities is that the Federal Government is proposing to withdraw completely from making cash transfers to the provinces in support of post-secondary education which includes universities and community colleges. He explained that they propose instead to transfer the burden for making up that lost revenue to the students and they have estimated that will cause tuition fees, on average, to double and they would then create an income contingent repayment loan program so that students could borrow the increase in their fees and subsequently pay it back to the federal Government based on their total earnings over a period of years. He commented that there has been no analysis done by the Federal Government about how the plan would work and the implications for the students are pretty clear in terms of assuming very, very significant educational debt loads in almost all cases. He noted that the Federal Government thought doubling the fee would increase the average fee by about \$1,500 whereas the average fee at Dalhousie is considerably in excess of \$3,000 so at the end of a four year arts program at Dalhousie a student would have an additional \$12,000 debt load. He commented that the approach we are taking, which is generally consistent with the approach the AUCC has taken already, is to argue for a smaller but still substantial increase in tuition fees and the introduction of an income contingent loan program. He noted that we have also argued that the Federal Government must continue to provide direct funding to universities in support of the indirect costs of research and infrastructure. Finally he noted we are also stressing the need for a mechanism to continue to address equalization across the country as we basically feel that some provinces have a greater capacity to support post-secondary education given their own provincial economies, and the Federal Government has a continuing role to play in bringing some balance of equality to the educational opportunities of Canadians no matter where they reside.

Dr. Clark noted that if the Axworthy recommendations were implemented in their present form, particularly in Nova Scotia, there would be some interesting consequences. For example he observed that, at the present time, Saint Mary's University receives over 40% of its total revenue from tuition fees and if they were doubled with less money coming from the province then Saint Mary's would receive most of their revenues from tuition fees and could clearly argue

that they were a private university, and not part of any particular system. He noted that the same is true for some of the other universities but to a lesser degree. He indicated that when Mr. Axworthy was in Halifax that point was stressed to him strongly as well as the potential student debt issue.

Dr. Wainwright suggested there is a need to think of higher education as an investment and have people consider the positive aspects of higher education and how that can impact favourably on the quality of the country.

Ms. Lachance observed that implementation of the Axworthy recommendations could change the face of Canadian Universities and the positive presence that we have seen in the increase in women students, black Nova Scotians and Micmac students is being threatened by an income contingent repayment program. She noted that there are many other issues they have just begun to consider such as interest relief and forgiveness clauses for people who do not choose careers on the basis of income potential but for the social good. With respect to a recent Statistics Canada report which maintains women earn 70 cents to every dollar earned by a man in many comparable fields she wondered if that meant that women would pay back their loans over a longer period of time and pay more interest simply because of their gender. She concluded by stressing the need for the Board to carefully consider who we want to be at our universities.

Other Business

Dr. Hobson referred to the recently published ranking of Universities in "MacLean's" and noted that Dalhousie ranked seventh in doctoral medical universities and that we are by far the smallest and least well funded of all the universities on that list. She also noted that while we are ranked low in terms of research grants that is because we do poorly with respect to MRC grants, but she observed we do brilliantly in terms of receiving NSERC research funding with Dalhousie scientists ranking number six in all of Canada.

Mr. Rowe observed that the video showed earlier in the meeting reinforces that the future of this country will be technology driven and therefore our emphasis should perhaps be proportionately re-thought in terms of degree programs in science and technological programs to ensure we are graduating students who are prepared for the available jobs.

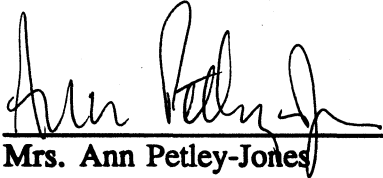
Dr. Dunn reminded, and invited, all members of the Board to attend the first session of the "Reinventing Dalhousie" Forum which will commence on Friday, November 18, 1994 at 1:00 p.m.

Mr. Reid provided an update on the Annual Fund noting that as of today \$843,000 is in the bank or received in pledges and that they are targetting 100% participation for this year from the Board of Governors.

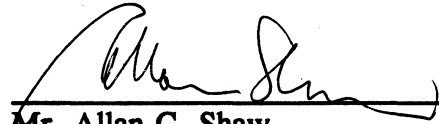
Board of Governors
November 15, 1994
Page Nine

Adjournment

There being no further business, on motion, the meeting adjourned at 5:40 p.m.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson

Attachments: 1) President's Report



PROGRAM PROPOSALS

At its meeting of October 7, 1994, Senate approved proposals for two combined degree programs within the Faculty of Graduate Studies, an MD/MSc in Oral and Maxillofacial Surgery, and a MN/MHSA. Both are simply new combinations of two existing programs.

(1) MD/MSc in Oral and Maxillofacial Surgery:

The MSc in Oral and Maxillofacial Surgery is a four-year program for which the prerequisite is a DDS degree. There is a substantial amount of similar material covered in the four-year MD program. By identifying the areas of overlap and adjusting the schedule of both programs, it is possible to meet the requirements for both the MD and the MSc degrees in six years, rather than a total of eight as is presently the case. The effect of this consolidation will be to provide training in a timely and more cost-efficient fashion for the student, and with virtually no increased cost to the educational system.

(2) MN/MHSA:

The proposed three-year Master of Nursing/Master of Health Services Administration program is a collaborative program between the School of Nursing and the School of Health Services Administration, responding to the demand for graduate programs for nurse managers across the country. Taken separately, the two programs would require students to complete 8 credits for the MN degree and 11 credits for the MHSA. By consolidating the two programs it is possible to reduce the total required to 14.5 credits.

Be it resolved that the Board of Governors approve these two proposals.