

Item: Board of Governors Minutes, November 1997

Call Number: Board of Governors Fonds UA-1, BOG 160 November 1997 and BOG
December 1997

Additional Notes:

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AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
November 18, 1997, 4:00 p.m.
University Hall, Macdonald Building

1. Approval of Agenda
2. Minutes of Board of Governors Meeting of September 16, 1997 (enclosure)
3. Report of the Chair Shaw
4. Presentations (a) Safety Awards presentations Shaw
(b) Stewart McInnes - Leadership giving Fountain
5. Report of the President Traves

Items for decision

6. Amendment to Staff Pension Plan {Amendment 14} (enclosure) Mason
7. Financial statements for TUNS for the year ended March 31, 1997 (enclosure) Flemming
8. Program changes for the School of Health & Human Performances (enclosure) Kimmins

Items for discussion

9. Executive Committee decision to distribute extra-ordinary one-time provincial grant to employees Traves
10. Final report on Early Retirement Program (enclosure) Mason
11. Report on collective bargaining (General) Mason

Presentation

12. Service to students McKee

In Camera

13. Report on Collective Bargaining (Detailed) Mason
14. BDI Situation Traves
15. Staff Matters (enclosure) Kimmins

Items for information

16. Information exchange
17. Adjournment

**Board of Governors
Dalhousie University
November 18, 1997
Motions to be Proposed**

Item No. BE IT RESOLVED

6. THAT the Board of Governors, based on the recommendation of the Pension Advisory Committee, approve the amendment in respect of Former Members who have entitlements in the Dalhousie Staff Pension Plan (Amendment 14) {as attached}.
7. THAT, based on the recommendation of the DalTech Executive Committee, the Board of Governors approve the unqualified Auditor's Report for the Technical University of Nova Scotia for the year ended March 31, 1997.
- 8.(a) THAT, based on the recommendations of the Senate, the Board of Governors approve the name of the Bachelor of Recreation degree be changed to Bachelor of Science (Recreation).
- 8.(b) THAT, based on the recommendations of the Senate, the Board of Governors approve the length of the Bachelor of Science (Recreation) program be changed from three years to four years, effective September 1998.
- 8.(c) THAT, based on the recommendations of the Senate, the Board of Governors approve the proposal for a four-year Bachelor of Science (Recreation) with a minor in Business be approved.
- 8.(d) THAT the Board of Governors, based on the recommendation of the Senate, approve the proposal for a Bachelor of Music (Instruction) program be approved.

In Camera

15. THAT the Board of Governors approve the Staff Matters as presented..



Minutes of the Board of Governors held on November 18, 1997 at 4:00 p.m. in University Hall.

Present:

Mr. Allan Shaw
Chair

Dr. Tom Traves
President

Mr. Christopher Adams

Ms. Nancy Anderson

Ms. Diane Bell

Mr. Murray Coolican

Hon. Secretary

Ms. Karen Cramm

Ms. Alexandra Dostal

Dr. Ivan Duvar

Mr. Andrew Eisenhauer

Mr. Fred Fountain

Ms. Patricia Harris

Ms. Bernadette Macdonald

Hon. Jacqueline Matheson

Ms. Marie Mullally

Prof. John O'Brien

Mr. Hugh Pierce

Mr. John Risley

Hon. Treasurer

Mr. Kenneth Rowe

Dr. Colin Stuttard

Also, present were: Dr. Dale Godsoe (Vice-President, Development & Alumni Affairs), Dr. Warwick Kimmins (Acting Vice-President, Academic & Research), Mr. Eric McKee (Vice-President, Student Services), Mr. Bryan Mason (Vice-President, Finance & Administration); Dr. Robert Fournier (Associate Vice-President, Research & International Relations); Ms. Julia Eastman (Coordinator, Policy Development); Ms. Michelle Gallant (Director, Public Relations), Mr. W.H. Lord (Director, Facilities Management), Mr. William Louch (Director, Environmental Health & Safety), Mr. Ian Nason, (Director, Financial Services), Ms. Lynne Sheridan (Director, Alumni Affairs), Mr. William Straitton (Director, Capital Ideas Campaign), Ms. Charlotte Sutherland, (Director, Development); and Ms. Sharlene Drake (Secretary).

Other guests included: Ms. Mary Ann Daye (Manager, Annual Giving), Ms. Mary Somers (Editor, Dalhousie News); Mr. G.A. MacDonald (Chief, Security); Ms. Bridgette McCaig (Executive Vice-President, Dalhousie Student Union); Ms. Denise Sommerfeld (Chair, Environmental Health & Safety Committee), Ms. Catherine MacLean (Infection Control practitioner, Faculty of Dentistry), Mr. Bruce Moxley (Director, Clinical Affairs, Faculty of Dentistry) and Mr. Dean Naugler (Coordinator, Tiger Patrol).

Regrets were received from: Sir Graham Day, Mr. James Cowan, Mr. John Flemming, Dr. Daurene Lewis, Mr. George MacDonald, Ms. Ann Petley-Jones, Ms. Patricia Roscoe, & Mr. Peter Stuart.

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

Approval of Agenda

Board Members agreed to accept the agenda with the addition of the item under #8 - Bachelor of Music (Instruction).

Minutes of the Board of Governors Meeting of September 16, 1997

Ms. Anderson moved and Mr. Adams seconded a motion that the minutes of the meeting of September 16, 1997 be approved as distributed. The motion carried.

Report of the Chair

Mr. Shaw reported that the University has entered into an agreement with the International Languages Institute to provide a program in English as a second language for students who meet the academic requirements of the University but not the language requirements. This will be a valuable tool in the recruitment of international students and is a program that is available at other comparable universities.

Mr. Shaw then welcomed Ms. Denise Sommerfeld, Chair of the Environmental Health and Safety Committee, to join him in the presentation of two awards. The University Environmental Health & Safety Committee has created the awards to recognize important contributions to campus health and safety.

The Committee selected two outstanding programs, the first being the Tiger Patrol. In 1991, responding to concerns expressed by members of the University community, the Security Department and the Student Union teamed up to create the Tiger Patrol. Pairs of students walk the campus providing safe escort between campus locations and in 1994, the program was expanded to include a shuttle van service. Tiger Patrol has significantly increased the sense of security on campus and has served as a model for similar programs in the province and across the continent. The award was accepted by Mr. G.A. MacDonald, Ms. Bridgette McCaig, and Mr. Dean Naugler.

The second award was presented to the Dental Clinic at the Faculty of Dentistry for their Needle Stick Injury Prevention program. Since 1990, the Clinic has been making changes to reduce the number of needle stick injuries and thereby the reduced the incidences of transmittal of infection by accidental puncture. The award was accepted by Ms. Catherine MacLean and Dr. Ron Bannerman.

Mr. Shaw expressed thanks to all members of the University communities who contribute to environmental health and safety on campus.

Mr. Shaw then asked Mr. Fountain to introduce Mr. Steward McInnes. Mr. Fountain indicated that although Mr. McInnes was well known to most Board Members, he did want to acknowledge Mr. McInnes' many activities and accomplishments, including extensive service to Dalhousie.

Mr. McInnes indicated that he was pleased to be invited to address the Board of Governors and noted that although the university community is focused on the Capital Ideas Campaign, he did want to remind Members of the Annual Fund campaign which is ongoing and of which Mr. McInnes serves as Chair. Last year the Fund raised \$1.6M and his goal this year is \$2M. The future of the University depends more and more on annual giving, a trend in all universities. Mr. McInnes hopes to broaden the scope of the 1818 Society. In order to accomplish this mission, which is collectively that of all Board Members, Mr. McInnes is asking people to make ten calls to classmates and others in their community. He encouraged Board Members to make calls and to make a personal donation, indicating that the message of 100% participation by Board Members in the Annual Fund would be significant to the community. This message is also being delivered in the DalTech community. He also asked those who are travelling throughout the country and other parts of the world to make a commitment to the university.

Mr. Shaw thanked Mr McInnes for his message.

Report of the President

Dr. Traves noted that he had received word from the Whitaker Foundation of a grant of \$1.2M for a new institute for biomedical engineering. Dr. Michael Lee, from the Faculty of Dentistry, played the lead role in securing this grant and Dr. Traves offered congratulations to him and to his colleagues.

Dr. Traves reported that members of the University community are being encouraged to develop proposals for submission to the Canada Foundation for Innovation program. The proposals will be brought to the Board for consideration at some future date. The provincial government has indicated that they will provide financial support and Dalhousie has the potential to receive \$10 to \$12M from an allocation of \$15M which will be matched by the federal funds which could result in funding up to \$25M over the next two to three years.

The Maclean's ranking has been published and Dr. Traves noted that Dalhousie has moved from ninth to seventh in the category of medical doctoral universities. There are fifteen universities in this group in Canada who participate in the ranking process. Dr. Traves noted that for our size and capacity, this is an acceptable showing and he will bring further comments to the Board following a more detailed review of the information. Some of the rankings prove to be useful benchmarks and can be helpful management tools. He reported that it is notable that we are attracting quality students and that 90% of our students graduate within the time frame allowed in this survey. He also indicated that Dalhousie is now ranked in the reputational survey and that the University can take pride in the improvements in this area, and now noted by those from outside the University.

A recent review by the Canadian Council on Animal Care indicated that the following commendations should be noted: the administration for its support for the animal care and use program, especially through the upgrading and construction of facilities, the technical and scientific staff for the high quality in their care and use program, Drs. Clark, Craig, and Downey for their work in establishing this care and use program, and the members of the university committee on laboratory animals for their commitment and excellent work. Dr. Traves added his appreciation and congratulations to all those in the University involved in this program.

Dalhousie, working in cooperation with a private sector partner and the provincial government, recently signed an agreement with the government of St. Kitts to provide telemedicine services in the Caribbean. This program provides radiology service which allows for tertiary care in St. Kitts without the cost of the infrastructure necessary for this level of care. This opens business opportunities which can be expanded in other countries.

Dalhousie has signed a partnership with Queen's University, University of British Columbia, University of Toronto and University of Western Ontario in a study abroad program. Queen's, the lead institution in this partnership, received a castle as a gift and use it as a means of promoting the opportunity to study and travel abroad.

Dr. Traves reported that he is chairing an AUCC Committee reviewing student aid issues with the federal government. This committee is working with other interested groups to develop a common policy and process for reform of the student aid program.

Dr. Traves noted that the porcelain that had been stolen from the university has recently been recovered through the Crime Stoppers program. The porcelain, a gift to the University, has great historical and sentimental value.

Dr. Traves concluded his report with the comment that, despite the recent reports in Frank Magazine, he has no plans to leave Dalhousie University.

Amendment to the Staff Pension Plan

Mr. Mason indicated that this amendment is based on a recommendation from the Pension Advisory Committee and has been reviewed and approved by all employee groups. It is intended to improve the position of those who leave the University to work in other fields but leave their pension money at Dalhousie.

Mr. Risley moved and Mr. Rowe seconded a motion THAT the Board of Governors, based on the recommendation of the Pension Advisory Committee, approve the amendment in respect of Former Members who have entitlements in the Dalhousie Staff Pension Plan (Amendment 14) {as attached}. The motion carried.

Financial Statements for TUNS for the year ended March 31, 1997

Dr. Eisenhower moved and Dr. Duvar seconded a motion THAT, based on the recommendation of the DalTech Executive Committee, the Board of Governors approve the unqualified Auditor's Report for the Technical University of Nova Scotia for the year ended March 31, 1997. The motion carried.

Program changes for the School of Health & Human Performances and Bachelor of Music

Dr. Kimmins reported that these motions for the School of Health & Human Performances bring all the degrees into accordance with other programs in the Department, follow trends in moving to a four-year programs, and in partnering with other Departments within the University.

The Bachelor of Music (Instruction) is the fourth area of emphasis in the program, the others being Performance, Composition, and History.

Dr. Traves moved and Dr. Stuttard seconded the motions:

THAT, based on the recommendations of the Senate, the Board of Governors approve the name of the Bachelor of Recreation degree be changed to Bachelor of Science (Recreation).

THAT, based on the recommendations of the Senate, the Board of Governors approve the length of the Bachelor of Science (Recreation) program be changed from three years to four years, effective September 1998.

THAT, based on the recommendations of the Senate, the Board of Governors approve the proposal for a four-year Bachelor of Science (Recreation) with a minor in Business be approved.

THAT the Board of Governors, based on the recommendation of the Senate, approve the proposal for a Bachelor of Music (Instruction) program be approved. The motions carried.

Executive Committee decision to distribute extraordinary one-time provincial grant to employees

Dr. Traves reported that the provincial government had held funds for targeted funding projects and that the portion of funding which remained unallocated was distributed to the universities for their use as part of the normal operating grants. Dalhousie's share of this money was slightly less than \$1M. It was felt that the best use of this money was to address the ongoing salary freeze. This was not regarded as a long-term solution to salary concerns but was regarded as the priority for its use. The Executive Committee agreed with the recommendation. Dr. Traves responded that the legal advice received indicated that this was acceptable use of the funds, that most employees were pleased to receive the funds, and that comments in the DFA Dialogue reflect the many pressing concerns faced by the University in these trying financial times. Salaries were regarded as overwhelmingly the most pressing need and therefore the best use for these funds. Mr. Adams expressed concern, on behalf of the student body, that the process for allocation of this money was not consultative.

Final report on the Enhanced Early Retirement Program

Mr. Mason reported that the Board previously approved an agreement that had been negotiated with the employee groups to share the surplus funds that were in the pension plan. The surplus exceeded the limits imposed by federal regulations and therefore had to be used. The agreement reached was that about 30% would go to employees by way of a pension holiday, a similar amount would go to the university as a holiday for its contributions, (the university's share to be used to pay down the university's debt), and the remainder was to improve pension benefits. The design of an early retirement program was part of this process and the window is now closed. There were 540 employees who were eligible and of those 134 agreed to take early retirement for a participation rate of 27%, of which the norm is 25% to 30%. Slightly more than \$10M was used in this process. At the onset of the process, there was in excess of \$55M and, since that time, \$11M was used for the contribution holiday. Because the pension fund continues to operate well in the marketplace, the balance remains at about \$55M after these expenditures.

Report on collective bargaining

Mr. Mason reported that the University deals with four collective agreements. The Canadian Union of Public Employees represents 175 part-time faculty and 470 teaching assistants. The total annual salary for this group is \$1.9M and the University is in the process of negotiating the first collective agreement with this group. They were certified two years ago and conciliation was concluded at the end of September. The issue of money remains unresolved. The chief negotiator for the Board is Mr. Peter MacLellan, a labour lawyer, supported by a team from the University.

The Dalhousie Faculty Association represents 716 full-time faculty, professional librarians, instructors, and counsellors and represents an annual salary budget of \$51.2M. Negotiations began in September and the Board position has been developed in consultation with the Board's advisory committee and seeks changes to the collective agreement to accommodate the recent amalgamation with TUNS, a small number of language problems that have arisen since the last bargaining in 1990, and financial arrangements. The DFA has proposed a broad range of issues. Many are non-monetary and related to workload issues, job security, and tenure. The financial issue is how Dalhousie's salaries compare to other comparable universities. (See attached) The Board has offered, in year-one, a 2% economic increase, normal step increases, and the introduction of some modest merit awards. In the subsequent two years of a three-year agreement, economic increase equal to the cost of living which was the past practice, and normal step increases have been offered.

The DFA position proposes replacing all faculty who have not been replaced since 1987 - an increase of about 14%. The total cost of the union's proposal would involve an increase of 34% over two years. A significant number of issues have been resolved but nothing on the fundamental financial issues or replacement of members. Mr. Mason is the chief negotiator for the Board.

Bargaining has just begun with the International Union of Operating Engineers which represents 263 trades, custodial, grounds, and security staff with a budget of \$7.5M. Initial proposals have been exchanged. This group consists of four former bargaining units and represents a significant challenge to collective bargaining. The major issues are money and job security. The chief negotiator for the Board is Mr. Mike Roughneen, Director of Personnel Services.

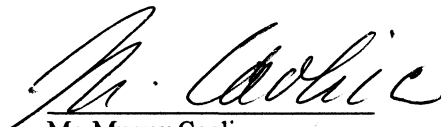
The Nova Scotia Government Employees Union represents 791 secretarial, clerical, and technical staff with an annual salary budget of \$21.1M. This is a merger of two former bargaining units and the major concerns are money, job security, and job classification. Bargaining is in the preliminary stages with proposal being exchanged. The chief negotiator for the Board is Ms. Heather Williamson, a senior labour relations manager in Personnel Services.

Mr. Mason provided a comparison of operating expenditures with comparable universities from 1984/85 and 1995/96. In 1984/85, the University spent 72.7% of the operating budget on salaries while in 1995/96, that amount has increased to 77.3%. Comparable universities in 1984/85 were spending 79% of their budgets on salaries and in 1995/96, their spending has decreased to 76%. (See attachment). These comparisons show that Dalhousie spending on salaries is comparable to other Canadian and regional universities. Dalhousie has increased spending on salaries, library acquisitions, equipment, and scholarships and bursaries over the past ten years and has doubled the amount of cost recoveries from external sources. (See attachment). Of note is that debt repayment has gone from 2.5% of the operating budget essentially down to zero. If more money is to be spent on salaries, it has to come from other parts of the budget and that is the dilemma faced by the University in these negotiations.

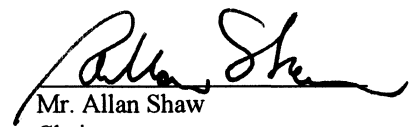
Service to students

Due to time constraints, it was agreed to defer this item to a future meeting.

An *In Camera* session followed.



Mr. Murray Coolican
Honorary Secretary



Mr. Allan Shaw
Chair

(D) There are two new building projects underway at the University - the first being the building to house the Faculty of Arts & Social Sciences and the second being a building on the DalTech Campus to house the Faculty of Computer Science as well as other facilities currently accommodated in rental property.

(E) The Capital Ideas Campaign is moving forward and we expect to push toward the completion of the Campaign over the next two years.

(F) The position of the Vice-President (Academic & Research) will be filled on a permanent basis in the coming year. The search will commence shortly and advertisements have been placed.

(G) The final details of the amalgamation with TUNS will be completed in the coming months and will thereby make DalTech a fully integrated and coherent part of the Dalhousie University operation. Much progress has been made and it is unfolding as expected.

(H) Dr. Traves indicated his desire to meet individually with Board Members in informal settings to review the University's progress and discuss Member's views of the operation of the Board as well as other concerns that they may have.

Items for decision

Nominating Committee Recommendations

(A) Standing Committee memberships: Mr. Cowan advised that this is a static process and that Board Members can expect changes to the committees in the coming months. It was noted that Prof. Theresa Scassa had been nominated by Senate to replace Prof. Kay Raining-Bird as a member of the Operations Committee, and that Mr. Fountain had been appointed to the School of Business Trust Fund following the retirement of Mr. Bill Mingo. Mr. Cowan moved and Dr. Stuttard seconded a motion that the memberships be approved with the noted changes. The motion carried.

(B) Board appointments: Mr. Cowan moved and Ms. Bell seconded a motion that the Board of Governors ratify the appointments of Ms. Marie Mullally as an Alumni representative to the Board for a two-year term; Ms. Karen Cramm for a three-year term; Prof. Phillip Saunders as a representative of the Senate for a three-year term; and the appointment of Dr. John O'Brien to the Audit Committee. The motion carried.

Program approval

Master of Engineering (Internetworking)

Master of Science (Occupational Therapy)

Master of Public Administration (Management)

Following a brief introduction to each of the programs, Dr. Kimmins and Dr. Traves responded to questions concerning the programs. Dr. Stuttard moved and Mr. Cowan seconded the motion that based on the recommendations of the Senate, the Board of Governors approve the Master of Engineering (Internetworking), Master of Science (Occupational Therapy), and Master of Public Administration (Management) programs. The motion carried.

University Awards Program

Dr. Traves reported that the Staff Relations Committee, based on a recommendation of the Monitoring Committee (Employee Morale), developed this awards program. The program will provide two awards each year, one to faculty and staff and one to volunteers who have provided outstanding service to the Dalhousie Community, other than through teaching (Alumni Teaching Award), or service to students (Rosemary Gill Award).

Dr. Traves moved and Ms. Mullally seconded a motion that based on the recommendations of the Staff Relations Committee, the Board of Governors approve the establishment of the University Community Awards. The motion carried.