

Item: Board of Governors Minutes, November 1995
Call Number: Board of Governors Fonds UA-1, 54.11

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AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
Tuesday, November 28, 1995
University Hall, Macdonald Building

- | | | | |
|----------|-----|---|------------|
| 4:00p.m. | 1. | Approval of agenda | |
| | 2. | Minutes of Board meeting of October 17, 1995 (enclosure) | |
| | 3. | President's Report (to be distributed at the meeting) | |
| 4:10p.m. | | <u>Items for decision</u> | |
| | 4. | Proposed Metro University Consortium (enclosure) | (Traves) |
| | 5. | Resolution : Board of Governors/Graduating Class Gift Matching Program (enclosure) | (Fountain) |
| | 6. | Nominating Committee Recommendations | (Piercey) |
| 5:40 | | <u>Items for information</u> | |
| | 7. | Capital Campaign update | (Risley) |
| | 8. | Budget Advisory Committee Report VIII (enclosure) | (Mason) |
| | 9. | Development Committee Report | (Fountain) |
| 5:55 | 10. | <i>In-Camera</i>
President's Responses to University Hearing
Committee recommendation | (Traves) |
| 6:00 | 11. | Adjournment | |



MINUTES of a meeting of the Board of Governors held on November 28, 1995 at 4:00 p.m. in University Hall.

Present:

Mr. Peter Bryson
Prof. Joan Conrod
Mr. James S. Cowan
 Vice-Chairperson
Mr. David Cox
Mr. J. Dickson Crawford
Mr. Fred S. Fountain
Ms. Heather Gibson
Dr. Elaine Gordon
Ms. Margaret Langley
Dr. Frank Lovely

Ms. Bernadette Macdonald
Mr. George W. MacDonald
Ms. Suzan MacLean
Mr. John C. Risley
 Honorary Treasurer
Mrs. Patricia Roscoe
Dr. Colin Stuttard
Dr. Tom Traves
 President
Mrs. Carol D. Young
 Honorary Secretary

Also present were: Dr. George Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Coordinator, Policy Development); Mr. Brian D. Christie (Executive Director, Office of Institutional Analysis); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Marian Gray (Acting Director, Alumni Affairs); Mr. William A. Straitton (Director, Capital Campaign); Mr. Stuart Watson (Assistant Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Mrs. Patricia Harris, The Hon. Jacqueline Matheson, Mrs. Ann Petley-Jones, Mrs. Josie Richard, Mr. Kenneth C. Rowe, Mr. Allan C. Shaw, and Mr. Geoffrey Stewart.

The meeting was chaired by Mr. James S. Cowan, Vice-Chairperson of the Board of Governors, in the absence of the Chairperson. He called the meeting to order at 4:05 p.m.

Approval of agenda

Board Members agreed to approve the agenda as distributed with one change, namely the deferral, at the President's request, of the *In-Camera* item "President's response to

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University Hearing Committee recommendation" to allow for further legal input from the faculty member involved.

Dr. Stuttard observed that Pension Surplus negotiations was not an item on the agenda. Mr. Mason explained that there was nothing to report at the moment, but it was agreed that, if he so wished, Dr. Stuttard could comment on this matter just prior to the adjournment of the meeting.

Minutes of the Board of Governors meeting of October 17, 1995

Mrs. Roscoe moved and Mr. Fountain seconded a motion that the Minutes of the Board of Governors meeting of October 17, 1995 be approved as distributed. The motion carried.

President's Report

The Chairperson called upon the President to give an oral report on his activities since the previous Board meeting. Dr. Traves suggested, and it was agreed, that as his remarks would focus entirely on the proposed Metro Universities Consortium Business Plan we proceed to the next agenda item.

Items for decision

Proposed Metro Universities Consortium

Mr. Cowan observed that the proposed Metro Halifax Universities Consortium Business Plan dated November 17, 1995 had been pre-circulated to all Board members as well as being broadly circulated to members of the university community. He noted the importance of this matter and indicated we would be allowing for a full discussion before seeking approval of a motion to endorse the report. He indicated he would first call upon the President to comment on the report following which he encouraged all Board members to participate in the discussion.

Dr. Traves began by observing that the rationalization issue has been before the university for a very long while and that most recently the Metro Halifax Universities Consortium Business Plan has been received for discussion at all seven of the Metro universities. He indicated that he has already received a number of comments and suggestions on the Business Plan which have been passed along and he will do the same with comments and suggestions received here today.

Dr. Traves gave a brief review of the history of rationalization during which he made the following observations:

- **Several years ago, there was an ad hoc process of program by program review, one result of which was the closure of Dalhousie's School of Education.**
- **In reaction to that piece-meal approach, Dalhousie proposed a model involving consolidation of all universities in Metro Halifax.**
- **This model did not garner the support of the other universities and subsequently Dalhousie entered into discussion with the other universities about the establishment of a Metro Halifax Universities Consortium with the following three objectives:**
 - 1) **encourage academic cooperation and resource saving**
 - 2) **facilitate the delivery of academic infrastructure service through a centralized, money-saving cooperative enterprise, and**
 - 3) **press the government to moderate impending budget cuts in university financing to sustainable levels.**

The President stated that the Consortium model that has emerged does not go as far as he would have liked, but that it nonetheless represents significant progress.

He identified the two following areas of disappointment with the Consortium Business Plan:

- **Academic cooperation and resource sharing outside the business school arrangements are limited.**
- **The centralized service delivery model does not capture all of the savings identified as possible under the Coopers & Lybrand report.**

On the positive side, he noted that the Consortium Business Plan achieves the following significant breakthroughs:

- **The centralized service delivery activities identified will achieve substantial savings which will help us to meet a portion of the projected budget cuts.**
- **The plan creates new models of administrative cooperation between the Metro universities. Once the universities have experience working together in these areas, perhaps they will be able to move forward into other areas of cooperation.**
- **While the academic arrangements hardly constitute a single amalgamated university, they will facilitate student mobility between the universities and create a structured forum for further discussions about areas of academic cooperation.**
- **The plan identifies a voluntarily agreed framework for the development of**

- business education in Metro. The suggestion of centralizing all business activities into a single program to be located at one university should no longer be an issue and Dalhousie can plan for the long term development of our business programs within an agreeable, cooperative framework.
- Efforts to secure a similar outcome to that of the business schools for computer science are ongoing. Clearly no one university alone has the resource base to develop a strong computer science program. It must be done jointly.
 - A financial plan has been developed that incorporates government cuts significantly below those predicted recently by the eighth report of the Budget Advisory Committee. By simply extending current funding arrangements and assumptions, BAC VIII raised the prospect of 20 million dollars worth of cuts at Dalhousie as a result of the new federal government cuts in grants to the provinces. Under the terms of the Business Plan, Dalhousie would receive cuts of \$10-11 million over the next three years, but this plan has not yet been accepted by the government. The plan does put forward a strong argument that the government ought to support higher education in this cooperative mode by limiting its cutbacks to the universities to sustainable levels.

Dr. Traves explained that if the seven Metro university boards approve the Business Plan it will be formally presented to the Minister of Education on December 1, 1995. He commented that the process of consultation will be an ongoing endeavour to share information on as thorough, frequent and timely a basis as possible. He noted that already the Business Plan has been discussed with Deans, Heads of Departments, unions and employee groups to get their perspective. As well, on November 23, approximately five hundred members of the university community attended an open meeting to review and discuss the Business Plan, and yesterday Senate met and will now conclude their discussion of the plan at a meeting scheduled for November 29.

Dr. Traves moved and Ms. Macdonald seconded a motion THAT the Board of Governors of Dalhousie University endorses the Metro Halifax Universities Consortium Business Plan Working Draft 7 dated November 17, 1995.

The Chairperson then called for discussion during which Dr. Stuttard moved and Mr. Bryson seconded an amendment, which the President accepted as a friendly amendment, that the words "in principle" be added with the motion now reading as follows: THAT the Board of Governors of Dalhousie University endorses in principle the Metro Halifax Universities Consortium Business Plan Working Draft 7 dated November 17, 1995.

A full discussion of the proposed Business Plan ensued. The following were among the points and comments made:

- The Consortium implementation costs to Dalhousie compared with the savings to be achieved are difficult to assess fully at this time. The separation costs resulting from downsizing of staff are unknown. One major cost that has been identified is for a new information technology system for the administrative infrastructure at a cost of approximately \$2 million. A substantial savings over time has been identified by Coopers & Lybrand if the Saint Mary's and Dalhousie heating systems are linked but this project would have a high initial cost. It is also unknown what the government's response will be to a request for a loan to finance transition costs.
- It was acknowledged that there is a shared concern by all of the Metro universities that we should not be simply contributing to the creation of another layer of bureaucracy.
- The Alumni, Public Relations and Development areas at all of the Metro universities will remain separate from the Consortium.
- Concern was expressed that the proposal contains an assumption that all universities in metro are equal which is troublesome. On the other hand it was suggested that the equality statements should be seen in the context of the centralized service delivery system rather than in an academic context.
- Inclusion in the plan of Dalhousie and Saint Mary's each lending support to the other for a new building was acknowledged to be a trade-off.
- Strong concerns about Dalhousie's ability to continue to offer a quality education were expressed by various Board Members. It was explained that we already welcome students from other Metro universities and under the new arrangements we will continue to do so whenever we have spaces available after first serving the needs of our own students. It is also expected that the quality of the students we accept will remain as is. While our primary task should be to combat concerns about quality, the Consortium is a compromise that provides elbow room to address such problems.
- As a lobbying style of document the Business Plan is acceptable but if it were a binding agreement it would not be tolerable as it is riddled with uncertainty.
- It was acknowledged that with the limited academic change being proposed in the Business Plan we may be no less vulnerable than we were before this proposal emerged.
- Mechanisms for binding decisions will be in place and guidelines for the future planning and operations of academic programs will be established which will

- include an understanding that academic planning will not occur in isolation from the Senates of each member institution.
- The plan should be viewed as a beginning, not an end, and there are profound reasons why we should endorse the Business Plan despite its imperfections. One reason is that we will suffer much less of a cut back if we endorse the Business Plan and another is that we will know what level of funding we will receive over the next three years and can begin to plan around that.

Dr. Traves observed that a central issue that had emerged from the discussion is how we will cope with the substantial budget cuts which will be mitigated only in part by the Consortium. He stressed that we will still have to cut back, do less, or find new sources of revenue and find new strategies for coping with less financial support coming to us from the government. He observed that we will have to find more tuition revenues and that in some programs there will have to be increased tuition fees. Another source of greater revenue would be through increased enrolment and he commented that we have a very small undergraduate base from which to support our graduate programs and research activities. Beyond developing strategies to compete more effectively for more students to offset declining government funding contributions we will need to look at how we can operate programs differently. He noted that enhanced fundraising will also be essential. He suggested that, in concert with the Consortium, the successful realization of these other efforts would put us in a good position to maintain the quality of the education experience we offer.

At 6:00 p.m. the Chairperson observed that it now appeared that all Board members who were interested in commenting on the Business Plan had taken advantage of the opportunity to do so. He then called for the vote on the motion THAT the Board of Governors of Dalhousie University endorses in principle the Metro Halifax Universities Consortium Business Plan Working Draft 7 dated November 17, 1995. The motion carried unanimously.

Resolution : Board of Governors/Graduating Class Gift Matching Program

Mr. Cowan noted that the Board of Governors/Graduating Class Gift Matching Program was initiated a year ago and that a motion proposing its continuance was included in the information package members received in advance of the meeting. Mr. Fountain observed that the Gift Matching Program enhances the relationship between Board members and graduating students and in monetary terms it is not an onerous challenge for the Board.

Mr. Fountain moved and Mr. Cox seconded a motion THAT the Board of Governors approves the continuance of the proposal that the Board accept the "Grad Class Challenge" in that for every student dollar raised the Dalhousie Board of Governors agrees to match it to a maximum of \$35,000 and designate that matching money to the student's faculty or department or other Annual Fund priorities. The motion carried.

Nominating Committee Recommendations

Dr. Piercey briefly reported on behalf of the Nominating Committee with respect to two appointments that were being recommended and called upon Mrs. Young to make the appropriate motion. Mrs. Young moved and Prof. Conrod seconded a motion THAT, on the recommendation of the Nominating Committee, Mrs. Patricia Harris be appointed the Board of Governors' representative on the Senate Committee on Academic Administration; and THAT Mrs. Patricia Roscoe be appointed Dalhousie University's representative to the Board of Governors of the University of King's College effective immediately. The motion carried.

Items for information

Capital Campaign Update

Mr. Risley briefly reported on Capital Campaign activities during which he noted that a week ago he and the President spent time on the west coast developing new relationships that they anticipate will, in time, produce positive results. He also noted a number of major presentations to key prospects are currently being planned.

Budget Advisory Committee Report VIII

It was noted that the eighth report of the Budget Advisory Committee had been pre-circulated. In response to an inquiry about the ninth report of the Budget Advisory Committee it was noted that would be an item for discussion at the December 12, 1995 meeting of the Board of Governors.

Development Committee Report

It was noted that the Development Committee Report had been distributed at the meeting. Mr. Fountain encouraged all Board members to read the report. He also acknowledged with gratitude that many Board members had made a commitment to the Capital Ideas Campaign and the Annual Fund. He urged all Board members who had not yet made their 1995 Annual Fund contribution to do so.

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Other business - Pension Surplus Negotiations

Dr. Stuttard commented that there is deep concern that we still have no agreement over the pension surplus. He urged the President and the Chairperson of the Board of Governors to personally become involved in this matter in an effort to bring about a resolution as quickly as possible.

Adjournment

There being no further business the meeting adjourned at 6:10 p.m.

Carol D. Young
Honorary Secretary

Allan C. Shaw
Chairperson

Agenda Item 5.
Board of Governors
Dalhousie University
November 28, 1995 Meeting

**RESOLUTION : BOARD OF GOVERNORS/GRADUATING CLASS
GIFT MATCHING PROGRAM**

Be it resolved that the Board of Governors approve the continuance of the proposal that the Board accept the "Grad Class Challenge" in that for every student dollar raised, the Dalhousie Board of Governors agrees to match it to a maximum of \$35,000 and designate that matching money to the student's faculty or department or other Annual Fund priorities.
