

Item: Board of Governors Minutes, September 1995
Call Number: Board of Governors Fonds UA-1, 54.9

Additional Notes:

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REVISED AGENDA
BOARD OF GOVERNORS

Tuesday, September 19, 1995
University Hall, Macdonald Building

- 4:00p.m. 1. Approval of Agenda (Shaw)
 2. Nominating Committee recommendations
 for appointment of new Board Members (Piercey)
 3. Welcome to new Board Members (Shaw)
 4. Minutes of Board of Governors Meeting of
 June 20, 1995 (enclosure)
- 4:20 Items for decision
5. Memorial Resolution - Mr. Donald A. Kerr, Q.C. (Shaw)
 6. Nominating Committee recommendations for Standing
 Committee Memberships (to be distributed at the meeting) (Piercey)
 7. Proposed new MBA [Financial Services] (enclosure) (Hobson)
- 4:45 Items for information
8. Annual Staff Matters Report (enclosure) (Hobson)
 9. Capital Campaign Update (Risley)
 10. President's Report and discussion (Traves)
- 5:30 11. *In-Camera* (Traves)
 Rationalization discussion
- 6:00 12. Adjournment



Minutes of a meeting of the Board of Governors held on September 19, 1995 at
4:00 p.m. in University Hall

PRESENT:

Mr. Allan C. Shaw Chairperson	Mr. George W. MacDonald
Mr. David J. Almon	Ms. Suzan MacLean
Mr. Gerald A. Clarke	Hon. Jacqueline Matheson
Prof. Joan Conrod	Mrs. Ann Petley-Jones Vice-Chairperson
Mr. James S. Cowan Vice-Chairperson	Mrs. Josie Richard
Mr. David Cox	Mr. John C. Risley Honorary Treasurer
Mr. J. Dickson Crawford	Mrs. Patricia Roscoe
Mr. Fred S. Fountain	Mr. Geoffrey Stewart
Ms. Heather Gibson	Dr. Colin Stuttard
Dr. Elaine Gordon	Dr. Tom Traves President
Mrs. Patricia Harris	Mrs. Carol D. Young Honorary Secretary
Ms. Margaret Langley	
Dr. Frank Lovely	
Ms. Bernadette Macdonald	

Also present were: Dr. George C. Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. 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); Dean Mary Morrissey (Henson College of Public Affairs and Continuing Education); Dean Philip Rosson (Faculty of Management); Mr. Brian Christie (Executive Director, Office of Institutional Analysis); Mr. Ian Nason (Director, Financial Services); Mr. W. L. Lord (Director, Physical Plant & Planning); Mrs. Charlotte Sutherland (Director, Development Office); Mr. Bob Edgett (Associate Campaign Director); Ms. Mary Somers (Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Sir Graham Day and Mr. Kenneth C. Rowe.

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

Approval of Agenda

A revised agenda had been distributed which re-ordered agenda items to place the President's Report and discussion at the end of the agenda for the regular meeting followed by an *In-Camera* discussion about rationalization; and one item was added to the agenda, namely "Memorial Resolution - Mr. Donald A. Kerr, Q.C.". Board Members approved the revised agenda as distributed.

Nominating Committee recommendations for appointment of new Board Members

Mr. Shaw explained that this item had been placed at the beginning of the meeting to formalize some outstanding Board appointments so that we could then allow the newly appointed Board Members to participate fully in the meeting after their appointments had been confirmed.

Dr. Piercey, Chair of the Nominating Committee, briefly reviewed the appointments being recommended by the Nominating Committee. Mrs. Young moved and Ms. Macdonald seconded the following motions:

THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Governor in Council appointment of Mr. Gerald A. Clarke and Mrs. Patricia Harris each for a term of three years effective July 1, 1995.

THAT, on the recommendation of the Nominating Committee, the Chair of Senate, Dr. Colin Stuttard, be appointed to the Board of Governors for a three year term effective July 1, 1995.

THAT, on the recommendation of the Nominating Committee, Professor Joan Conrod be appointed for a two year term and Dr. Frank W. Lovely be appointed for a one year term as representatives of Senate to the Board of Governors effective July 1, 1995.

The motions carried.

Welcome to new Board Members

On behalf of the Board, Mr. Shaw welcomed the newly appointed members to the Board of Governors as well as Dr. Gordon, President of the Alumni Association, Dr. Traves, President of Dalhousie University, and Dr. Wainwright, President of the Dalhousie Faculty Association, who were also attending their first meeting of the Board since their appointments had been confirmed. He expressed the hope that all of these

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individuals would find being a Member of the Board a rewarding and interesting experience and he noted we would be counting heavily on their input and advice.

Minutes of Board of Governors Meeting of June 20, 1995

It was moved by Mr. Risley and seconded by Mrs. Richard that the Minutes of the Board of Governors Meeting of June 20, 1995 be approved as presented. The motion carried.

Items for decision

Memorial Resolution - Mr. Donald A. Kerr, Q.C.

Mr. Shaw observed that the University community was greatly saddened by the death on September 17, 1995 of Mr. Donald A. Kerr, a former Member of the Board of Governors and a dedicated Dalhousian. He encouraged Board Members to quietly take a moment to read the Memorial Resolution that was before them. Mr. Almon then moved and Dr. Lovely seconded a motion that the resolution be inscribed in the Minutes of the Board of Governors of this University and that a copy be sent to Mrs. Kerr with an expression of deepest sympathy to her and to members of the family. The motion carried. (A copy of the Memorial Resolution is attached to these Minutes.)

Nominating Committee recommendations for Standing and Other Committee Memberships

Dr. Piercey observed that essentially the proposed Committee Memberships remain as they were when approved at the June 20, 1995 Board of Governors meeting and he then noted the following additional committee memberships that were being recommended:

Prof. Conrod to the Audit and the Finance and Budget Committees
Dr. Stuttard to the Development Committee
Mrs. Young to the Nominating Committee
Mr. Risley to the Senate Academic Priorities & Budget Committee
Ms. Macdonald to the Senate Physical Planning Committee
Mr. Clarke to the Student Relations and Residence Committee.

He encouraged any Board Members with a concern or questions about their committee appointments to contact the Secretary to the Board. Board Members agreed to approve the recommended Standing and Other Committee Memberships as included in Section "I" of the Board of Governors Handbook which had been distributed at the meeting.

Proposed new MBA (Financial Services)

Mr. Shaw noted that information about the proposed new MBA (Financial Services) had been pre-circulated which program is a modification of the existing MBA and is to be offered by the Faculty of Management and Henson College, in co-operation with the Institute of Canadian Bankers, to serve the unique needs of professionals in the financial services industry. Deans Morrissey and Rosson were then invited to speak briefly about the proposed program. They expressed their enthusiasm for the proposed program which has strong potential to be financially rewarding and represents an excellent opportunity for Dalhousie as it could well become the model for other programs to be delivered by distance education. It was noted the program also widens our focus and makes us more responsive to adults who are wanting to return to university.

Mrs. Roscoe moved and Professor Conrod seconded a motion THAT, on the recommendation of Senate, the proposed Master of Business Administration (Financial Services) which was approved by Senate on August 15, 1995 now be approved by the Board of Governors. The motion carried.

Items for information

Annual Staff Matters

Mr. Shaw explained that the Annual Staff Matters Report that had been pre-circulated comes to the Board each year in September for information. Dr. Stuttard inquired about the 35 new appointments in the Faculty of Graduate Studies, and Dr. Hobson indicated that they were most likely adjunct appointments but she would report back if she discovered it was something other than that.

Capital Campaign Update

Mr. Risley reported that it had been an active summer with the Capital Campaign focusing on the nucleus fund by having a series of meetings, presentations and discussions with those individuals who are major potential donors. He noted that some of these efforts have come to fruition with \$5.5 million raised thus far and an expectation that over the next several weeks that amount will increase substantially. He noted that the Atlantic Campaign is about to start and he acknowledged with gratitude the generous support that has been received from Board Members. He concluded by commenting that there is a highly motivated and excellent internal staff in place for the Campaign and that they are off to a great start.

Mr. Shaw commended Mr. Risley for his outstanding leadership and congratulated him on the success of the Campaign to date.

President's Report and discussion

Dr. Traves began his remarks by expressing his appreciation for the warm welcome and many kindnesses he has enjoyed from Board Members and others since his arrival a few months ago. He noted his intention to share an overview of a number of issues and concerns and began to do so by observing that there are broad changes which are global and sweeping in character that will, in very profound ways, transform institutions that are familiar to us as we enter a new era of competition.

He stressed the need to insure that the academic programs, research initiatives, and services we provide to students and the community at large are first-rate, and able to withstand not only local but international comparison. To briefly summarize the issues and concerns Dr. Traves identified, the following is noted:

1. Quality management issues must be addressed more directly so we can move beyond periodic reviews of programs and activities to continuous assessment and improvement to enable us to organize and manage change effectively and efficiently.
2. We need to rethink some basic assumptions about education and how we deliver education that meets the test of quality in an era of declining resources.
3. We need to be aware of the importance of the incredible range of connections we have to the surrounding community and the need to contribute to the enrichment of the community we reside in. But community extends beyond our doorstep and we have an obligation regionally, nationally and internationally to be active contributors.
4. We must contribute significantly to regional development and be an integral part of regional economic renewal.
5. We must be flexible and responsive as an institution, a clear example of which is the recent rapid yet thorough decision making process for approval of the MBA (Financial Services) Program .

Dr. Traves concluded by observing that we must be sensitive to the fact change is unsettling and be aware of its human dimension. He cautioned that it will become harder to give people what they want, but we must be clear about the choices, and ensure a fair and open process.

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September 19, 1995
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Dr. Wainwright requested that before any decisions were taken about the host of instruments that might be used as quality management indicators that there would be a free and open debate that encouraged a lot of input.

Adjournment

The meeting adjourned at 5:00 p.m. with Board Members, Dr. Wainwright, Ms. Eastman and Mr. Christie being asked to remain for an *In-Camera* discussion about rationalization.

Mrs. Carol D. Young
Honorary Secretary

Mr. Allan C. Shaw
Chairperson

Attachment: 1. Memorial Resolution - Mr. Donald A. Kerr, Q.C.



MEMORIAL RESOLUTION

DONALD A. KERR, Q.C.

March 5, 1927 - September 17, 1995

Dalhousie University is saddened by the loss of Donald A. Kerr, Q.C. who died on September 17, 1995.

Mr. Kerr was first appointed a Governor of Dalhousie College and University in January, 1985. He completed three successive three year terms as a Member of the Board in June of 1994. Donald Kerr's connection to Dalhousie University spanned most of his life. His father, Alexander E. Kerr, was President of Dalhousie from 1945-1963. Donald Kerr will also be remembered as a student and alumnus of Dalhousie having graduated with a Bachelor of Commerce in 1949 and a Bachelor of Law in 1952. While a student at Dalhousie he was a member of the Students' Council for a year, and Associate Editor of the "Dalhousie Gazette" for two years. During his law school years he embarked on a modest (10 fights) career as a professional boxer, and later was involved for six years in managing the successful career of the heavyweight champion of the world. Being a man of varied interests, he also combined a busy professional practice with an avid interest in the collection of arts and antiques.

Throughout his time as a Member of the Board, Donald Kerr was a member of the Buildings and Grounds Committee which he Chaired from 1992 to 1994. He also served as a member of the Audit Committee, the Finance and Budget Committee, the Honorary Degrees Committee, the ad hoc Committee on South African Investments and the Executive Committee of the Board. In short, he was a dedicated Dalhousian. Recognized as one of the foremost Admiralty Law practitioners in Canada, he also lectured in Admiralty Law at Dalhousie Law School from 1957-1974. He will be remembered fondly and we at Dalhousie will forever be indebted that Donald Kerr contributed so willingly and so ably to Dalhousie University.

Upon motion it was resolved that this memorandum be inscribed in the Minutes of the Board of Governors of this University and that a copy be sent to Mrs. Kerr with an expression of deepest sympathy to her and to members of the family.

**Board of Governors
Dalhousie University
Tuesday, September 19, 1995
MOTIONS TO BE PROPOSED**

Item No.

BE IT RESOLVED:

1. THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Governor in Council appointment of Mr. Gerald A. Clarke and Mrs. Patricia Harris each for a term of three years effective July 1, 1995.

THAT, on the recommendation of the Nominating Committee, the Chair of Senate, Dr. Colin Stuttard, be appointed to the Board of Governors for a three year term effective July 1, 1995.

THAT, on the recommendation of the Nominating Committee, Professor Joan Conrod be appointed for a two year term and Dr. Frank W. Lovely be appointed for a one year term as representatives of Senate to the Board of Governors effective July 1, 1995.
6. 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 19, 1995 Board meeting.
7. THAT, on the recommendation of Senate, the proposed Master of Business Administration (Financial Services) which was approved by Senate on August 15, 1995 now be approved by the Board of Governors.

MEMORIAL RESOLUTION

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Dalhousie University

Halifax, Nova Scotia
Canada B3H 4H6

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BOARD OF GOVERNORS

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| 4:20 | 4. | President's Report and discussion | (Traves) |
| 5:30 | | <u>Items for decision</u> | |
| | 5. | Nominating Committee recommendations for Standing Committee Memberships (to be distributed at the meeting) | (Piercey) |
| | 6. | Proposed new MBA [Financial Services] (enclosure) | (Hobson) |
| 5:50 | | <u>Items for information</u> | |
| | 11. | Annual Staff Matters Report (enclosure) | (Hobson) |
| | 12. | Capital Campaign Update | (Risley) |
| 6:00 | 13. | Adjournment | |

Item No. 6
Board of Governors
September 19, 1995

PROPOSED MBA (Financial Services) PROGRAM

The Senate at a meeting on August 15 approved the Master of Business Administration (Financial Services). This degree program is a modification of the existing MBA proposed to be offered by the Faculty of Management and Henson College to serve the unique needs of professionals in the financial services industry. This proposal has been developed in cooperation with the Institute of Canadian Bankers, an association funded jointly by all of Canada's major banks to provide management education and training for banking industry personnel. The MBA (Financial Services) provides a special opportunity for Dalhousie to provide high quality professional education to a new and talented group of students who are not able to take advantage of MBA programs in the "traditional" classroom format. It also offers us a means to develop expertise in distance delivery of management education at a time when competing globally for students is necessary to ensure that our management teaching and research programs remain financially and academically viable.

The proposed program will initially be offered in Canada, but as the Institute of Canadian Bankers expands its programs internationally, the Dalhousie program could also be offered abroad.

It is anticipated that the program has strong potential to be financially rewarding and entails an acceptable level of financial risk.

BE IT RESOLVED THAT, upon the recommendation of Senate, the proposed Master of Business Administration (Financial Services) which was approved by Senate on August 15, 1995 now be approved by the Board of Governors.