

Item: Board of Governors Minutes, December 1990
Call Number: Board of Governors Fonds UA-1, 57.4

Additional Notes:

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AGENDA

Tuesday, December 11, 1990 - 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of November 20, 1990 (enclosed)
2. Approval of Agenda
3. Board Matters
 - (a) Date of May 1991 Board Meeting
 - (b) Report of Nominating Committee - Appointment of Members to
 - Student Relations and Residence Committee
 - Honorary Degrees Committee
 - Senate Physical Planning Committee
 - Associate Membership
4. Academic Matters
 - (a) Progress Report on King's Programme in Contemporary Studies
5. Report on Staff Changes (enclosed)
6. Reports of Standing Committees
 - (a) Buildings and Grounds Committee (enclosed)
 - (b) Development Committee
 - (c) Finance and Budget Committee
 - (d) Investment Committee (enclosed)
 - (e) Staff Relations Committee
 - (f) Student Relations and Residence Committee:
 - Student Financial Assistance Proposal (enclosed)
 - DSU Amendment to Student Financial Aid Package (enclosed)
7. Interim Report on Progress towards the Achievement of Dalhousie's Mission Statement (enclosed)
8. Public Relations Strategic Plan (enclosed)
9. President's Council (enclosed)
10. Environmental Policy for Dalhousie University (enclosed)
11. President's Report (to be circulated at meeting)
12. Other Business
13. In Camera - Presidential Review Committee

Enclosures for Information

Annual Report of Dalhousie University Retirees' Trust
University Affairs - December 1990

Board
Matters

Date of May 1991 Board Meeting

The President mentioned that Associate Members recently appointed by the Board had been invited to attend May meetings of the Board. With this in mind, Dr. Clark proposed that, for next year, the Board meeting presently scheduled for May 28, 1991 be changed to Monday, May 27, 1991 at 10:00 a.m. This would tie the May meeting in more closely with Convocations being held the preceding week and in particular with Alumni Reunion activities on the weekend. When put to a motion (Clark/Weld) this change was approved.

Report of Nominating Committee

On behalf of the Nominating Committee, Mrs. Weld presented the following recommendations for approval:

- (i) That Dr. Fay Cohen be appointed a member of the Student Relations and Residence Committee.
- (ii) That Mrs. Peggy Weld and Mr. Donald A. Kerr be appointed the Board's representatives on the Honorary Degrees Committee of Senate.
- (iii) That Mr. Ralph Medjuck be appointed the Board's representative on Senate's Physical Planning Committee.
- (iv) That Dr. Om P. Kamra be appointed the Board's representative on the Computing and Information Technology Planning Committee of Senate.
- (v) That the following persons be invited to become Associate Members of the Board of Governors for a term of five years effective 1 July 1990:

Dr. Rosemary Brown (Vancouver)
Dr. Rowland Frazee (Montreal)
Dr. Walter F. Light (Toronto)
Mr. John Scrymegeour (Bermuda)

On a single motion (Weld/Ritchie) the above appointments were APPROVED.

Academic
Matters

Dr. Stairs provided a progress report on negotiations with King's concerning its proposal for a programme in Contemporary Studies. He explained that the Faculty of Arts and Social Sciences had established a committee last year to look at the general academic philosophy of the programme and, in consultation with King's, a number of changes had been introduced. As now envisaged, the proposal was for a joint King's-Dalhousie honours programme. Dr. Stairs said negotiations were continuing over a number of questions which have arisen about mechanical arrangements and detailed regulations. The programme, he added, would likely go to FASS's Curriculum Committee in February and gradually work its way through other stages of a long and detailed process. The costs of the

programme also needed to be worked out. In answer to Mr. Cooper's question whether the programme might be launched in September 1991, Dr. Stairs said a start-up date was difficult to predict at this stage, particularly until financial implications had been assessed. He briefly described some obstacles that still needed to be resolved, one of which was the Board's present moratorium on new programmes. However, he indicated there might be a possibility of making transitional arrangements to phase students into the programme gradually. Mrs. Fraser thanked the Board for this update on the programme, saying that King's Board had some concern about the time frame for its implementation.

Staff
Matters

Dr. Clark reported the resignation of Professor Ronald de Burger as Dean of the Faculty of Health Professions effective 31 December 1990. He then presented a recommendation to appoint Dr. Kenneth Zakariasen, presently Dean of Dentistry, as Acting Dean of Health Professions for Board approval. On motion (Clark/Kerr), Staff Matters were APPROVED.

Reports of
Standing
Committees

Buildings and Grounds Committee

Mr. Newman gave an updated report on the following projects:

Campus Plan - A consultant has now been selected and an announcement will be made by Christmas.

Proposed Studley Field/Parkade - Results of a campus-wide survey by Corporate Research Associates Inc. indicate there is a potential market for the proposed parkade. The University's financial staff will study the report in depth over the next few weeks.

Sir Charles Tupper Building - The province has agreed to a loan of \$500,000 to enable detailed engineering work to get under way. The provinces of New Brunswick and Prince Edward Island have agreed in principle to cost share in the upgrading of the building.

OPEN Project - Dalhousie has been successful in obtaining \$2.4 million from ACOA to support infrastructure and overhead for this project. Detailed design work is under way.

Chemistry - Extensive renovations are being carried out on the fifth floor of the building and work is progressing well.

A & A Building - A space survey of the building will be undertaken early next year to determine utilization of space presently occupied by the Board and Senate Room.

Macdonald Science Library

Background information on the rationale for housing the offices of the Vice-President External, Development, Alumni Affairs and Public Relations in a refurbished Macdonald Science Library had been pre circulated, and further background information was distributed at the meeting (enclosed for absent Board members). Mr. Newman spoke

briefly to these documents and noted that the proposed project would be funded by an anonymous donation of \$1 million. On behalf of the Buildings and Grounds Committee, Mr. Newman presented a motion

That the Board of Governors approve the refurbishing of the Macdonald Science Library Building in order to provide accommodations for the Vice-President-External, Alumni Office, Development Office, Public Relations and a new Board and Senate Room, with the cost to be covered by a designated donation.

During discussion Dr. Kamra inquired about the Department of Chemistry's offices in the Macdonald Library and Mr. Newman said these would be relocated to the fifth floor of the Chemistry Building. Mr. Manson asked how any cost over-runs would be addressed and Mr. Newman responded that this contingency had been figured into the \$1 million budget for the project, but if such a situation did arise the new Board and Senate Room would just be made functional for now and completed at a later time when funds became available. In answer to a question by Mr. Campbell, Mr. Newman informed the Board that the cost of utilizing space now occupied by the Board and Senate Room in the A & A building was not part of the Macdonald Library project and would be dealt with later. Dr. Clark noted that the space study of the A & A Building could also become involved in other areas in the university, depending on developments elsewhere on campus. In response to Mr. Manson's comment that additional classroom space was needed, Dr. Clark replied that the university had more than it required, and that it was the effective utilization of space that really needed to be addressed.

Following discussion period the motion concerning the Macdonald Science Library was voted on and APPROVED.

Development Committee

Mr. Doane reported that the Annual Fund had now reached three-quarters of its goal and was 33% over last year's figures compared with this time last year. The number of donors had also increased this year. Mr. Doane announced with pleasure that the Fund had recently received its largest single gift ever in the amount of \$25,000. He also reported that the 1818 Society was progressing nicely with a 77.8% increase over last year, and that participation by Board members in the 1990 Annual Fund now stood at 69%.

Mr. Eberhardt, Vice-President External, briefly described a Planned Giving Program which had been launched last month as a companion program to the Annual Fund. The Advisory Board of the new program is chaired by Dr. Gordon Archibald. Mr. Eberhardt commented that responses to a recent mass mailing on planned giving were very encouraging. Plans were under way, he added, to mail out a newsletter in February, and a seminar on planned giving was scheduled for early in the new year.

Finance and Budget Committee

Mr. Doane, referring to a one-page report distributed at the meeting, said the Committee had reviewed the preliminary budget for 1991-92 and was doing its best to incorporate the recommendations of the Financial Strategy Committee. He noted that government funding was not expected to be as generous as FSC had projected. The level of funding from government would not be known for some months yet and this made it difficult for the Committee to budget revenue for next year at this time. However, an across-the-board budget cut of 1.67% in all major units would be proposed in the 1991-92 budget.

Investment Committee

Mr. Newman read a one-page Semi-Annual Report (pre circulated) on the Committee's activities since March 1990. The Committee, he said, was continuing to monitor the performance of its Investment Managers and to receive reports from the Performance Measurement Service. A consultant has been hired to assist the Committee in developing policies and guidelines for the Endowment Funds in light of the Endowment Management Policy adopted by the Board last January. The Committee also planned to review the investment structure of the Pension Plan. Mr. Newman drew attention to two Schedules attached to the Committee's Report which showed the asset mix, managers' names, and market values by asset type for each of the Staff Pension Fund, the Endowment Funds and the Medical Research Foundation investments. He commented that while the performances of the various managers of these funds were not exceptional, they were within acceptable limits. Two other Schedules attached to the Report set out an annual performance summary of the Pension and Endowment Funds for their respective year-ends.

Mr. Newman noted that the audit of the Pension Fund for the year ended June 30, 1990 had been completed and approved by the Trustees. These statements would be presented to the Audit Committee this month and ultimately to the Board of Governors for information.

Dr. Ritchie inquired whether new Investment Managers should be hired, and Mr. Newman responded that it was difficult to measure this type of performance in less than a 3-4 year time frame. He added that a committee had been set up which would monitor any weaknesses more quickly and provide incentive to the Managers to perform better.

Staff Relations Committee

Mrs. Green reported that the Committee had considered the changes which had been made recently to the Unemployment Insurance Act providing for parental leave, and had agreed on a policy position on parental leave for employees at the University.

Student Relations and Residence Committee

Miss Walker reported that the Committee had reviewed the proposed Student Financial Assistance Program (Appendix A), and had also considered an amendment which would be presented by students to the Board today. The Committee had accepted the proposal without the amendment, and today recommended (Walker/Lane)

That the Board approve the proposed Student Financial Assistance Programme Enhancements for 1991-92.

Mr. Lougheed asked that the students' amendment to the proposed Student Financial Aid Package (pre circulated) be discussed before the Board voted, and that the outcome of that discussion be the subject of the vote. This was agreed.

Mr. Lougheed noted that students were pleased with the consultation that had taken place to date with Mr. McKee and his team in devising the student assistance program as part of the Financial Strategy Committee Report. The proposal, he said, reflected everyone's concerns and would assist students to enter university. However, he added, students were concerned about the \$150,000 designated for undergraduate in-course scholarships. In discussions on the Financial Strategy Committee's Report, and in the debate on tuition fees, students had been under the impression that the 25% set aside from the increased fee revenue would go directly to offset the financial burden associated with increased fees. Students thought that the undergraduate level of assistance should go to bursaries only, and this was the mandate students had given to the Student Council, which represents all faculties. Students recognized there might be some need to enhance in-course scholarships, but they did not think funds for this should come from the student assistance program, as this was not the purpose of the fund. The fund was intended to assist students in financial need and, Mr. Lougheed pointed out, the money for this fund would come from students as a direct result of increased tuition fees. Students, he said, had now accepted the increase in fees believing these funds would be used to offset students' financial hardship, and it would be a gesture of good will on the part of the Board to address students' concerns by passing their amendment. In conclusion, Mr. Lougheed pointed out that the whole student aid package would be reviewed in one year's time to ensure it was meeting its objectives, and that by passing the student's amendment today the Board would not be tying the University's hands if it was deemed necessary a year from now to change the student financial assistance package. On behalf of the Student Union, Mr. Lougheed then presented the following amendment to the main motion:

That the proposed policy be amended so that the \$150,000 presently allocated to undergraduate scholarships be re-directed to bursary enhancement, to a total of \$469,000.

Discussion on the amendment ensued during which Messrs. MacDonald, Crawford, Lynch and Dickson, and Ms. Tynes spoke in favour of the students' amendment. During the course of discussion Dr. Clark reminded the Board that the FSC's Report had recommended 25% of the increased tuition fee revenue should be directed to aid accessibility by means of scholarships, bursaries and student employment programs. This recommendation, he said, should be reflected in whatever proposal was put to the Board, and that distribution of these funds should, to some degree, recognize academic achievement as well as financial need. Dr. Clark confirmed that the proposed student financial aid package was for one year to enable the University to gain a better understanding of how to distribute the funds usefully and it was thought the proposal being put to the Board was the best approach. However, that was a matter for the Board to judge and decide.

Mr. Crawford expressed some confusion about the paragraph on page 2 in the proposal dealing with renewable entrance scholarships and in-course awards. Mr. McKee explained that scholarships were based on merit but many students financed their studies through this source. Not every student, he said, had an equal opportunity to earn entrance scholarships and their only chance for a scholarship was through the in-course scholarship programme. However, as a result of an increased allocation of funds three years ago to enhance renewable entrance scholarships, funding for in-course scholarships had shrunk. The Committee, in an effort to follow the recommendations of the FSC Report, thought the proposed student assistance package was a reasonable distribution of the funds available. At this point, Ms. Gudrun Curri, Registrar, who was present at the meeting, gave the Board some data on the number and amount of scholarship and bursary assistance currently available to students.

Mr. Dickson raised the matter of the additional \$100,000 which had been added to the \$825,000 allocated for the student assistance fund, and he proposed the following amendment to the students' amendment:

That, of the \$150,000 allocated to undergraduate scholarships, \$75,000 be allocated to undergraduate bursaries and the remaining \$75,000 be allocated to in-course scholarships.

Mr. Lougheed told the Board he and his colleagues on the Board had difficulty in changing the students' amendment as this mandate had been given to the Student's Council by students in all faculties. As a result, student Board members would not be able to vote on Mr. Dickson's amendment. Mr. Lougheed reiterated his earlier comment that the amendment was for one year only and that if, after selling this package to the students and media for a year, it became necessary to make changes, these could then be made. Furthermore, he did not think that a decision made three years ago should be tied in with this year's financial aid package. Mr. Newman

responded to Mr. Lougheed's concern about not being able to vote on the amendment by saying that it was within the Board's authority to make amendments, and in this way the student representatives on the Board were exonerated.

The Chair called for a vote on the amendment proposed by Mr. Dickson to the students' amendment. On a show of hands, the second amendment was DEFEATED.

The students' amendment was then put to a vote and by a show of hands the amendment CARRIED.

Before voting on the original motion, as amended, Mr. McKee drew Board Members' attention to the proposed allocation for graduate bursaries, saying that he had been told by the Dean of Graduate Studies that there were non-thesis students who were receiving substantial scholarships from the University, and thesis students who received no financial assistance from the University and had significant financial need. Therefore, he suggested, it seemed more sensible to designate the funds for graduate students who were not receiving scholarships from the University rather than restricting these funds to non-thesis students. On motion (Ritchie/Kamra) it was agreed

That the wording in the proposed allocation of funds in the Student Financial Aid package for 1991-92 be amended by deleting the phrase "(for students in non-thesis programmes)" after the words "Graduate bursaries."

The Chair then called for a vote on the original motion, as amended. The motion CARRIED.

Mount Saint
Vincent
Appointment

Miss Walker informed the Board that at a meeting of the Mount's Board which she and Mrs. Macdonald had recently attended, the appointment of Dr. Elizabeth Parr-Johnston as MSV's new President for a five-year term effective 1 July 1991 had been announced.

Interim
Report on
Mission
Statement

A slightly revised document entitled **Interim Report on Progress Towards the Achievement of Dalhousie's Mission Statement** (enclosed for absent members) was distributed at the meeting. This interim report, Dr. Clark explained, had been prepared by the President's Advisory Committee on the University Mission Statement (PACUMS) which had been established to monitor progress and guide the University towards attaining the objectives of its Mission Statement. Dr. Clark drew particular attention to Element 2 in the Interim Report and commented on steps taken thus far and on the action yet to be taken in the University's examination of its undergraduate education. He also commented on Element 5 in the Report dealing with the establishment of Task Forces on Ocean Studies and Health Studies.

Public
Relations
Strategic
Plan

Dr. Clark explained that about a year ago Senate and the Board had agreed to restructure their public relations committees into a joint Board/Senate Committee which would also include people from outside the University. The Committee was to report annually to the Senate and Board, and its first task had been to work towards a public relations plan for Dalhousie. Ms. Marilyn MacDonald, Director of Public Relations, was invited to comment on the proposed public relations plan (pre circulated) before the Board today. Ms. MacDonald explained that the document, which had been prepared by the Public Relations Office in consultation with the University Public Relations Committee, described a strategic framework within which public relations activities would be carried out over the next five years. She said an annual action plan would be prepared concurrent with the annual budget each year, and on-going public relations activities would be evaluated and refined as the university's needs were realized. In response to a query about the costs of carrying out the proposed plan, Ms. MacDonald indicated that that no additional financial support would be required at this time. In closing, Ms. MacDonald thanked members of the University Public Relations Committee for their assistance over the past year, and in particular noted the contribution made by Ms. Bernadette Macdonald and Ms. Maxine Tynes as the Board's representatives on the committee.

It was then moved and seconded (Clark/Dickson)

That the Board of Governors approve the Public Relations Strategic Plan as presented.

President's
Council

Referring to background information about the Council (pre circulated) Dr. Clark commented that although the Council had not met since April 1989 he thought there might be a need for Council to consider some issues presently under discussion in the University, such as role and capacity. While there was no immediate need for Council to meet, he recommended, and it was AGREED

That the President's Council, with its existing terms of reference and as constituted, continue in existence for a further three-year period until December 31, 1993, and that prior to that date, the need for further continuance of the Council in its present form be re-examined.

Environmental
Policy
Statement

Dr. Lane, Chair of Senate, said this document (Appendix B) had been prepared by the University Environment Committee and had been endorsed by Senate yesterday. After briefly outlining the proposed environmental policy she moved (seconded by Miss Walker)

That the Board of Governors adopt the statement "An Environmental Policy for Dalhousie University".

Cost implications of the environmental policy were raised and Dr. Lane explained that some things presently done in the University could simply be done better, while others which might involve cost would be decided on later. She noted that sometimes the cost of inaction could be much greater than doing things properly in the first place.

The Chair then called for a vote on the motion. The motion CARRIED.

Annual Report

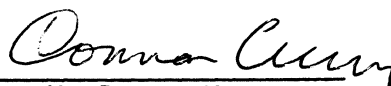
Mr. Piercey urged Members to read the Annual Report for 1989-90 which had been sent to them with the material circulated for today's meeting.

President's Report

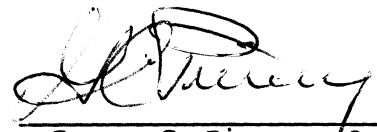
This report was distributed at the meeting (Appendix C forming part of these minutes). In addressing the item Role and Capacity, Dr. Clark noted that these discussions were continuing and the various committees which had been set up were presently dealing with a number of specific recommendations. However, the overall degree of progress was small and no major recommendation had come forth yet. He noted that Dr. Gregory MacKinnon, the facilitator appointed by the Minister, had begun his work, but it was not yet clear what role he would play between the universities and the Minister. At a meeting this morning with Mr. Matheson, Dr. Clark said, the Minister had expressed concern that some universities were not moving ahead fast enough and that he needed more indication of progress from the universities if he were to argue well with government for next year's funding levels. Dr. Clark made no additional comment on the item on Capital Projects in his report, but did draw the Board's attention to the growing evidence of Sexism and Racism in Canadian universities and the increasing need for universities, including Dalhousie, to have clear statements on these issues. Mr. McKee, he said, had been asked to chair a committee to draft a policy statement for Dalhousie, and this would come before Senate and the Board in due course. Dr. Clark concluded his remarks by drawing attention to a few recent Appointments and Awards mentioned in his report.

Adjournment

The regular meeting adjourned at 5:45 p.m. for an in camera session to discuss "Presidential Review Committee" and "DSA Negotiations". The minutes of this portion of the meeting are confidential.



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey, Q.C.
Chairperson