

Item: Board of Governors Minutes, March 1990
Call Number: Board of Governors Fonds UA-1, 56.18

Additional Notes:

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**BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

AGENDA

Tuesday, March 20, 1990 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of February 20, 1990 (enclosed)
2. Approval of Agenda
3. Board Matters
 - (a) Associate Board Membership (enclosed)
 - (b) Student Membership on Board
 - (c) Board of Directors - Halifax Student Housing Society (enclosed)
4. Academic Matters
 - (a) Health Law Institute (enclosed)
5. Reports of Standing Committees
 - (a) Staff Relations Committee
6. Enrolment Statistics (enclosed)
7. Government Funding
8. Financial Strategy Committee
9. Notice of Motion - Dalhousie Student Union (enclosed)
10. President's Report
11. Other Business
12. In Camera - Report of Nominating Committee

Additional Enclosures:

- Motions to be Proposed (see individual enclosures)
- University Affairs - March 1990
- Board of Governors Handbook

Minutes of a Meeting of the
Board of Governors held on Tuesday,
March 20, 1990 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: George C. Piercey, Q.C.
 Acting Chairperson
Mr. David J. Almon
Dr. D. Wayne Bell
Dr. Mary R. Brooks
Mr. Aubrey Browne
Dr. Howard C. Clark
 President
Mr. George T.H. Cooper
James S. Cowan, Q.C.
Dr. Donna M. Curry
 Honorary Secretary
Mr. Stephen Davis
Mrs. Janice Flemming
Mrs. Linda Fraser
Mrs. Lorraine Green
The Hon. T. Alex Hickman

Dr. Om P. Kamra
Mr. Thomas E.G. Lynch
Mrs. Annemarie Macdonald
Ms. Bernadette Macdonald
Dr. Albro D. MacKeen
Ms. Lara Morris
Dr. Clifford Murray
Ms. Suellen Murray
Mr. Norman H. Newman
Judge Ian Palmeter
Mrs. Ruth Pulsifer
Dr. Judith A. Ritchie
Mr. David Shannon
Mr. Allan C. Shaw
 Honorary Treasurer
Dr. Thomas C. Vinci

Also present were Mr. Eric A. McKee (Vice-President, Student Services); Dr. Tom Cromwell (Vice-Chair of Senate); Dr. David A. Tindall (D.F.A. Observer); Mr. Brian C. Crocker (University Secretary & Legal Counsel), and Ms. Elizabeth A. Christian (Secretary).

Regrets were received from: Mr. Barrie Black, Mr. Fred J. Dickson, Mr. Donald A. Kerr, Mr. John C. Lindsay, Madam Justice Jacqueline Matheson, Mrs. Shirlee Medjuck and Ms. Maxine Tynes.

In the absence of Mr. Robertson the meeting was called to order by Mr. George Piercey who acted as Chair.

Welcome

Mr. Piercey extended a welcome to Mr. Ralph Cochrane and Ms. Patti Dow who had recently been elected President and Vice-President respectively of the Dalhousie Student Union. He also noted the presence of a large contingent of students at the meeting.

Minutes

The Minutes of the regular Board meeting held on February 20, 1990 were approved as circulated.

Agenda

At the request of student member Ms. Lara Morris, the item dealing with the Notice of Motion regarding tuition fees was moved to the top of the agenda.

Notice of
Motion re
Tuition Fees

Ms. Lara Morris, on behalf of the Student Union, reread the Notice of Motion which had been tabled at the February meeting, and reminded Board members that the Chair of the Financial Strategy had at that time indicated it would be inappropriate to discuss this matter today. However, students would like to make all Board members aware of their concerns about the proposed 20% increase in tuition fees and a group was present today to speak on this issue.

At the invitation of the Chairperson, several students then addressed the Board and expressed their own concerns, and those of the student societies they represented. They spoke about the way in which the proposed increase of 20% (and in some cases higher) in tuition fees would affect accessibility to Dalhousie by students from lower income families and also by students who, because of the time demands of their course loads, and other reasons, found themselves unable to earn sufficient income from low paying part-time and summer jobs to cover the costs of a university education. During the course of these presentations, Mr. Tom Digby presented Dr. Clark with 300 cards signed by students protesting a 20% increase in tuition fees. He said he was aware the university has to prepare students for the technological age. However, the University is not generally accessible to the community, even through its programmes for minorities. Other students raised the need for universities to more actively pursue government to increase its funding support so that the burden of education would not fall on students. The Board was strongly urged to keep tuition fees down so that education would be more universally accessible to students from lower income families in the Maritimes and not restricted to only those who could afford it.

In response to the students' presentations, Mr. Shaw, Chair of the Financial Strategy Committee, expressed the hope that a debate on tuition fees might be tabled and raised at a future meeting after the Committee has presented its final report. He pointed out that while the Committee had earlier recommended tuition fees be increased about 16-17% for Arts and Science programmes, and higher for graduate school and some professions, no final decision has yet been made. He said that no increase in fees would take effect until the present agreement with the Student Union had run out at the end of the 1990-91 year. He also assured students that persuasive approaches are being made to government, and he referred to a recent meeting at which Mr. Shannon, President of the Student Union, had been present. Mr. Shaw pointed out that students pay less than 20% of the costs of tuition and that, with the rising costs of education, the universities must explore every source of funding and reducing expenditures to provide quality education for students.

Mr. Shaw then reminded those present of the proposal that 25% of all additional fees would be made available to address accessibility issues through increased student aid and loans. He expressed the hope that the students' concerns expressed today would be considered by the Board, as they will be by the Financial Strategy Committee, and proposed that any recommendation on fee increases be debated when such a recommendation is made.

Dr. Clark reinforced Mr. Shaw's comments about there being no increase in tuition fees in 1990-91 other than what is provided for under the university's agreement with the Student Union, and that provision would be made to address the issue of accessibility.

With regard to tuition fees, Dr. Clark said that the level of fees paid in 1961, when translated into 1989 dollars, were effectively the same as in 1989 (with the exception of Medicine which was higher in 1961). In that 29 year period, he said, the cost of education has increased considerably given the type of sophisticated education students expect today, yet students still think they should pay at the 1961 level. Dr. Clark drew attention to a recent study (distributed at the meeting and enclosed for absent members) which examined appropriate tuition fee policy for Canadian universities and government and found that low tuition fees do not enhance accessibility; rather, they can constitute reverse discrimination and favour upper class students. Dr. Clark suggested that more direct assistance programmes for those who have direct accessibility problems should be developed and that this could be accomplished collectively by students and the administration. In conclusion, Dr. Clark commented that since there was no policy recommendation about fees before the Board today, any further discussion was premature.

Ms. Morris expressed her concern about fee increases and also about the proposal that 25% would go towards bursaries to address accessibility, saying this would not solve the problem for students who will be affected by a fee increase. She also referred to a recent internal study on how the 1988-89 fee increase had affected only 30% of students and hoped this study could be made available. Mr. McKee indicated the study referred to by Ms. Morris was not yet completed as data was being corrected. He agreed it would be made available to anyone interested.

Ms. Morris then agreed to defer discussion on the motion concerning tuition fees until April, and later qualified this, at the request of Mr. Shaw, until the final report of the Financial Strategy Committee is brought forward.

Mr. Piercey thanked the students for their attendance and comments. At this point the group of students withdrew from the meeting.

Associate
Board
Members

In the absence of Mrs. Medjuck, President Clark presented a proposal (Appendix A) which had been considered and approved by the Nominating Committee, and moved

That the Board of Governors formally creates a category of "Associate Members" of the Board, and that there not be more than twenty-five such Associates at any one time with each person being appointed for a five-year term.

The motion carried. Dr. Clark said the Nominating Committee would propose some names for appointment as Associates at the April or May meetings, and responded to a question by saying that persons appointed as Associates would have no voting privileges.

Student
Membership
on Board

Dr. Clark indicated this issue would be dealt with at a later meeting if Board action is required.

Halifax
Student
Housing
Society

Dr. Clark explained that, under the Society's constitution, the Board of Governors appoints two representatives to the Society's Board of Directors. One representative now needs to be replaced. On motion, it was agreed

That approval be given to the appointment of Ms. Jan Irving, Manager of Fenwick Place, as the Board's representative on the Board of Directors of the Halifax Student Housing Society to replace Mr. Bruce McLaughlin.

Health Law
Institute

In the absence of Dr. Stairs, Dr. Clark presented a proposal to establish the Health Law Institute, with initial funding from the Donner Foundation. The Institute, it is proposed, will operate and become self-supporting within three years. Senate, after reviewing the proposal, is recommending it to the Board for approval, with one proviso. On motion, it was agreed

That the Board of Governors, upon the recommendation of the Senate, approve the establishment of the Health Law Institute, with a proviso that the Health Law Institute shall be reviewed prior to the end of its initial funding period on July 1, 1993.

Staff
Relations
Committee

The President explained that, under a change previously agreed to by the Board, staff appointments are now dealt with by the Officers of the Board, with the exception of appointments at the rank of Dean and above, which require Board approval. A recommendation has been received from the Search Committee for a Dean of the Faculty of Graduate Studies to appoint Dr. Judith Fingard as Dean of Graduate Studies for a period of five years effective July 1, 1990. The Board unanimously approved Dr. Fingard's appointment. Dr. Ritchie noted that this was the first time a female has been appointed to such a position.

Enrolment
Statistics

Enrolment statistics as at December 1, 1989 had been pre-circulated to Board members. Ms. Gudrun Curri, Registrar, noted the substantial increase in enrolment in the Faculty of Arts and Social Sciences. She added that the enrolment figures excluded King's students, which made them more realistic.

Mr. Newman noted the small growth in part-time enrolment as compared to full-time, and inquired whether the curriculum and class scheduling needs of this potential market of students were being met. Ms. Curri said no solution has yet been arrived at to meet the time needs of part-time students and offered to look into this further. Dr. Ritchie explained that Senate, in its academic planning process, ~~is debating~~ how to make Dalhousie more

has debated

*Amended
Apr 17/90*

accessible to part-time students. Dr. Clark explained some of the difficulties involved in trying to define the full-/part-time status of students. He acknowledged that while the University could do much more, it would involve changes in many programmes.

Moot Court
Competition

Mr. Piercey interjected at this point in the meeting to congratulate Ms. Suellen Murray and her colleagues on capturing first place in the national Moot Court competition and winning the prestigious Gale Cup.

Government
Funding

While the Officers had hoped there might be some information to present today, Dr. Clark said there was nothing to report.

President's
Report

Dr. Clark commented briefly on his report (Appendix B). He noted the University's difficulty in establishing its 1990-91 budget in the absence of any indication of government's level of funding. He also said there is no assurance university presidents will have a draft document to consider prior to their meeting with government officials on May 1st to discuss Role and Capacity issues. Dr. Clark drew attention to the major studies on Canadian university education by the Federal Government and AUCC, and the evaluation of Canadian research now under way by the Royal Society of Canada. Dr. Clark commented that recent visits to Dalhousie by Prime Minister Mulroney and Mr. Gerald Weiner had gone quite well.

Dr. Clark reported that the searches under way for a Vice-President (External), Dean of Science, Director for the School of Education and an Employment Equity Officer should be finalized over the next few weeks.

The Annual Fund, Dr. Clark informed members, had exceeded its goal by at least \$125,000, largely due to the efforts of Mr. Larry Doane and other volunteers.

A schedule of Spring Convocations had been distributed at the meeting and Dr. Clark asked Board members to keep confidential the names of persons receiving honorary degrees as no public announcement has yet been made and all individuals have not formally responded. He extended an invitation to Board members to attend the Installation of Dr. Reuben Cohen as Chancellor on May 23.

Other
Business

Chief Justice Hickman inquired whether the Board would receive a progress report on the University's Mission Statement. Dr. Clark said that an advisory committee has been established to monitor the various steps being taken. He will report to Senate and the Board in the fall on progress in reaching the Mission Statement's objectives.

Dr. Clifford Murray asked what process the Board would use in making decisions on the final report of the Financial Strategy Committee. Dr. Clark indicated the Committee is expected to make a general recommendation on fees, which would then be developed into a more detailed fee statement by the Administration. That statement would then be considered by the Student Relations and Residence Committee and the Finance and Budget Committee, following which a recommendation would be made to the Board.

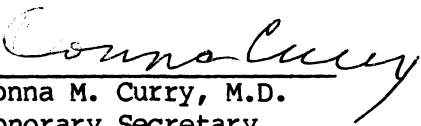
Mr. Cooper asked what role the province plays in setting fees in Nova Scotia. The President replied the government has no involvement in setting fees, and it would appear that reasonable fee increases do no cause the government concern.

New Student
Board Members

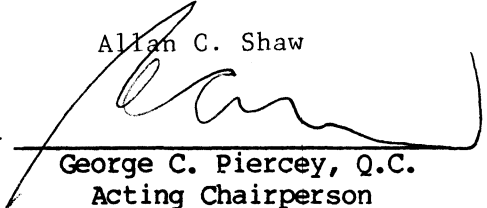
Mr. Piercey acknowledged the presence of Messrs. Charles Aldrich and Donald Manson who had been elected student representatives to the Board recently.

In Camera

The meeting went into an in camera session at 5:35 p.m. to consider a report from the Nominating Committee on Board membership. The minutes of these meetings are kept on a confidential file in the office of the Secretary of the Board.



Donna M. Curry, M.D.
Honorary Secretary

for 

George C. Piercey, Q.C.
Acting Chairperson

Allan C. Shaw



Dalhousie University

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Report from Nominating Committee of the Board

The Nominating Committee recommends

"That approval be given for the category of Associate Member of the Board, on the understanding that

- (i) appointments to this membership will be made by the Board on the recommendation of the Nominating Committee
- (ii) that there shall not be more than 25 such Associate Members at any one time and
- (iii) appointments as an Associate Member will be for a renewable five-year term."

Responsibilities of Associate Members:

1. To attend the May meeting of the Board in at least three of the five years of appointment. Associate Members will receive all Board minutes and reports, and copies of Dal News.
2. To support actively the establishment of Dalhousie Alumni Association Chapters and to work with the Alumni Office to ensure continuity of such Chapters.
3. To assist in appropriate ways, in any fund-raising or recruiting activities in that geographic area.

It is understood that Associate Members should be chosen from Dalhousie alumni and friends who are interested and committed to Dalhousie's development, and who by reason of distance would be unable to be regular Board members.

HCC/ek
5 March 1990



Dalhousie University

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Dalhousie University

Board of Governors

Report of the President

March 20, 1990

1. Government Relations

It is disappointing and regrettable that we approach the start of a new financial year on April 1, without any statement of the level of government funding on which to establish firmly our budget, without any indication of the future funding distribution mechanism and without any response from MPHEC or the Nova Scotia government to the Role and Capacity Statement submitted last September.

We understand, unofficially, that a meeting will be held, on May 1, of Nova Scotia university Presidents to discuss Role and Capacity issues with officials of MPHEC and of NSHEC.

The intent of the Federal Government to proceed with a major study of the Canadian education system was signalled in the appointment of Dr. D. Wright, President of the University of Waterloo, as Ottawa's representative to negotiate with the Council of Ministers of Education the mandate and terms of reference of such a study. It seems likely that these will be finalized and announced within the next few months.

In the meantime, AUCC has secured funding to undertake a major, national study of Canadian university education. The Chair for this study will be Stuart Smith former Chair of the Science Council of Canada; the names of the other two members will be announced shortly.

With financing from the Federal Government, the Royal Society of Canada is now engaged in a major evaluation of Canadian research, commencing with an assessment of university research. The Royal Society Committee responsible for this task will be in Halifax on May 8-10, meeting with representatives of Dalhousie and other Maritime universities.

2. Visitors

Board members will be aware of the visits of Prime Minister Brian Mulroney and Mrs. Mulroney on March 5, and of the Secretary of State and Minister for Multiculturalism, Mr. Gerald Weiner, on March 16th. Both visits went well and helped strengthen Dalhousie's national position.

Board of Governors 03/19/90

3. Senior Administrative Appointments

Search processes are now well underway and should be finalized over the next few weeks for appointments to the positions of Vice-President (External) and Dean of Science. The searches for director of School of Education and Employment Equity Officer are proceeding.

4. Annual Fund 1989

A final report of the 1989 Annual Fund will be presented at the April meeting of the Board since the Fund will close its books on March 31. As of mid-March, a remarkable total of approximately \$925,000 had been achieved, as against a target of \$650,000. While a portion of this increase is due to a change in accounting procedures so as to include all annual gifts to Dalhousie, it is clear that, even allowing for this change, the target has been exceeded by at least \$125,000. Congratulations are due to Linda Moxom, Manager of the Annual Fund, to Mr. Doane, and to Mr. Robbie Shaw and to all volunteers who have participated.

HCC/ek

PROPOSAL FOR THE ESTABLISHMENT
OF THE HEALTH LAW INSTITUTE

The Dalhousie Health Law Institute would encourage and facilitate research and teaching related to legal issues of concern to the medical, dental and other health professions. The Institute would be an administrative structure to encourage, coordinate and organize many activities and individuals involved with these issues in the faculties of Law, Medicine, Dentistry and Health Professions at Dalhousie University.

In May of 1989 the Donner Canadian Foundation awarded \$400,000. over three years to Dalhousie to establish the Institute and to commence operations by July 1, 1990. A joint committee of the medicine and law faculties is actively engaged in the search for a Director, to be jointly appointed on a three-year term, initially. The Institute, at the end of the initial three-year period should be able to sustain itself, including the salary of the Director through revenues earned by means of overhead on research grants and contracts, fees from workshops and conferences, as well as the publication of medico-legal books and a medico-legal journal.

Proposed motion:

Be it resolved that the Board of Governors, upon the recommendation of the Senate, approve the Establishment of the Health Law Institute, with a proviso that the Health Law Institute shall be reviewed prior to the end of its initial funding period on July 1, 1993.