

Item: Board of Governors Minutes, May 1990  
Call Number: Board of Governors Fonds UA-1, 56.20

Additional Notes:

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BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY

AGENDA

Tuesday, May 15, 1990 4:00 p.m.  
Board and Senate Room

1. Minutes of Board Meeting of April 17, 1990 (enclosed)
2. Approval of Agenda
3. Board Matters
  - (a) June Meeting
  - (b) D.F.A. Representative
  - (c) Report of Nominating Committee
    - (i) Student Union representatives
    - (ii) Associate Members
4. Reports of Standing Committees
  - (a) Buildings and Grounds
5. Financial Strategy Committee (enclosure)
6. President's Response to MacKay Task Force on Access to Dalhousie for Black and Native People (enclosure)
7. Student Union and Society Fees for 1990-91
8. President's Report
9. Other Business
10. In Camera - Board Membership

Enclosed for Information

- University Affairs, May 1990

BOARD OF GOVERNORS  
MAY 15, 1990

MOTIONS TO BE PROPOSED

ITEM NO.

- 3(c) (i) BE IT RESOLVED that, on the nomination of the Dalhousie Student Union, the following students be appointed to the Board of Governors for a one-year term ending April 30, 1990:
- Mr. Charles Aldrich  
Mr. Ralph Cochrane (President, D.S.U.)  
Mr. Joseph Lougheed  
Mr. Donald Manson
- 3(c) (ii) BE IT RESOLVED that, on the recommendation of the Nominating Committee, the following persons be invited to become Associate Members of the Board for a period of five-years effective 1 July 1990:
- The Honourable Allan E. Blakeney (Regina)  
Dr. William A. Cochrane (Toronto)  
Senator Charles Collis (Bermuda)  
Sir Graham Day (London, England)  
Dr. Donald Hill (San Francisco)  
Dr. George Loh (Vancouver)  
Ms. Judith Maxwell (Ottawa)  
E. Neil McKelvey (Saint John)  
Mr. Sidney Oland (Toronto)  
Mr. William Rand (Vancouver)  
Mr. Clifford J. Shirley (Toronto)  
The Honourable Robert L. Stanfield (Ottawa)
5. (See attached recommendation from Financial Strategy Committee.)
6. BE IT RESOLVED that the Board of Governors approve the President's response to the MacKay Task Force on Access for Black and Native Students.
- (The President's response to the MacKay Task Force on Access for Black and Native Students has been endorsed by the Senate Academic Planning Committee, and the Senate Committee on Academic Administration, and it was approved by Senate on April 23, 1990.)
7. BE IT RESOLVED that the fee collected on behalf of the Dalhousie Student Union be increased for the year 1990-91 to \$127.00, which includes \$36.00 for the Student Health Insurance Plan.

Recommendation from the Financial Strategy Committee

That, subject to the agreement of the unions that represent Dalhousie University employees and of the Dalhousie University Administrative Group, the Board of Governors agrees to

- (a) a reduction of the contribution rate to the Dalhousie University Staff Pension Plan by members of the Plan and by the Board to four (4) percent annually for a period of three (3) years;
- (b) improvements in the Pension Plan, to be determined by the Pension Advisory Committee, that would have the effect of adding benefits to the Plan with a cost of \$8 million;
- (c) an undertaking that there will be a review of the rates of contribution to the Plan at the end of the three-year period referred to in (a) above with the objective of determining whether there can be a further period of reduced contribution rates for members of the Plan and the Board;
- (d) an undertaking that the Board's representatives will not represent the reduction in the members' contribution rate as an increase in income during the three-year period, neither during collective bargaining negotiations nor in the media; and
- (e) the use of the operating budget savings, resulting from the Board's lower contribution rate, to reduce the unfunded capital debt of the University.

May 3, 1990

Minutes of a Meeting of the  
Board of Governors held on Tuesday,  
May 15, 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. Charles Aldrich  
          Mr. David J. Almon  
          Dr. D. Wayne Bell  
          Dr. Mary R. Brooks  
          Mr. Aubrey Browne  
          George Cooper, Q.C.  
          James S. Cowan, Q.C.  
          Dr. Donna M. Curry  
          Honorary Secretary  
          Mrs. Janice Flemming  
          Mrs. Linda Fraser  
          Dr. Om P. Kamra  
          Dr. Patricia Lane

Mr. Thomas E.G. Lynch  
Mrs. Annemarie Macdonald  
Dr. Albro D. MacKeen  
Mr. Donald Manson  
E. Neil McKelvey, Q.C.  
Mrs. Shirlee Medjuck  
Mr. Norman H. Newman  
Dr. Judith A. Ritchie  
Mr. Allan C. Shaw  
          Honorary Treasurer  
Ms. Maxine Tynes  
Dr. Thomas C. Vinci  
Ms. Barbara Walker  
Mrs. Peggy Weld  
          Vice-Chairperson

Also present were Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Eric A. McKee (Vice-President, Student Services); Professor Jennifer Bankier (representing Dr. David Williams, President, D.F.A.); and Ms. Elizabeth A. Merrick (Secretary).

Regrets were received from: Dr. Howard C. Clark (President), Chief Justice T. Alex Hickman, Judge Ian Palmeter, The Honourable Jacqueline Matheson, and Mrs. Ruth Pulsifer and Mr. W. Struan Robertson.

Mr. George Piercey chaired the meeting in the absence of Mr. Robertson, and Dr. Denis Stairs reported on behalf of the President.

Minutes

It was noted that the reference to "Sixth Report" in the last line of paragraph one on page three of the minutes of April 17, 1990 should read "Seventh Report". With this change the minutes of April 17th were approved.

Agenda

Mr. Manson requested that a Notice of Motion from the Dalhousie Student Union be added to the agenda.

Board Matters

Dr. Stairs announced that a meeting of Board members would be held at 1:30 p.m. on June 19th (subsequently changed to June 25th) prior to the regular Board meeting to discuss the final report of the Financial Strategy Committee.

Members were asked to note that a dinner in honour of Members retiring from the Board this year to be held on the evening of June 18th (subsequently cancelled).

Board members were urged to attend the Installation of Dr. Reuben Cohen as Chancellor at Convocation on the morning of May 23.

**Dalhousie Faculty Association Observer**

The Board has been advised that Dr. David Williams, newly elected President of the Dalhousie Faculty Association, will replace Dr. Tindall as D.F.A. observer at Board meetings. As Dr. Williams was presently in Guyana he was being represented by Professor Jennifer Bankier at today's meeting.

**Report of Nominating Committee**

(i) **Student Representatives** - The following motion was presented by Mrs. Medjuck, and approved by the Board:

**Be it resolved that, on the nomination of the Dalhousie Student Union, the following students be appointed to the Board of Governors for a one-year term ending April 30, 1991:**

Mr. Charles Aldrich  
Mr. Ralph Cochrane (President, D.S.U.)  
Mr. Joseph Lougheed  
Mr. Donald Manson

(ii) **Associate Membership** - At its March meeting the Board had approved a new category of associate membership to allow for the appointment of persons who, because of distance, could not serve as regular Board members. At this meeting the Nominating Committee was recommending 12 out of the total of 25 persons to be appointed to this category. Mrs. Medjuck gave a brief biographical sketch on each of the persons and moved

**That, on the recommendation of the Nominating Committee, the following persons be invited to become Associate Members of the Board for a period of five years effective 1 July 1990:**

The Honourable Allan E. Blakeney (Regina)  
Dr. William A. Cochrane (Toronto)  
Senator Charles Collis (Bermuda)  
Sir Graham Day (London, England)  
Dr. Donald Hill (San Francisco)  
Dr. George Loh (Vancouver)  
Ms. Judith Maxwell (Ottawa)  
E. Neil McKelvey, Q.C. (Saint John)  
Mr. Sidney Oland (Toronto)  
Mr. William Rand (Vancouver)  
Mr. Clifford J. Shirley (Toronto)  
The Honourable Robert L. Stanfield (Ottawa)

This motion passed unanimously.

**Reports of  
Standing  
Committees**

**Buildings and Grounds Committee**

Mr. Cowan reported that the Committee had met recently to review terms of reference for a Campus Plan Steering Committee (copy attached to President's Report). He said discussions with the Minister concerning the consultant's report on up-grading of the Sir Charles Tupper Medical Building were continuing.

Financial  
Strategy  
Committee

Mr. Shaw reported on progress being made in the preparation of the Committee's final report which is expected to be completed in a month's time. He said information sessions for the university community would be held on June 7th and for Board members on June 19th prior to the regular Board meeting (subsequently changed to June 25th). He said that in developing an information package on the pension holiday proposed some time ago, representatives of all employee groups on campus and the FSC had discovered this proposal proved almost impossible to implement. An information package on a new proposal to reduce employer/employee contributions to the Pension Plan from 6% to 4% over a three-year period has now been agreed on by all employee groups involved. Mr. Shaw said the information package about the Committee's second proposal (distributed to Board Members at the meeting and enclosed for absent Members) is, or will be, distributed by all employee group/union groups to their members for consideration.

Mr. Shaw presented a recommendation from the Financial Strategy Committee regarding this proposal (see Appendix A) and explained that the \$8 million cost referred to in item (b) of the motion was defined in terms of reduction in the "actuarial surplus" (\$21.5 million) in the Plan. He summarized the new proposal by saying it would reduce contributions to the Pension Plan, provide some increase in benefits to plan members, and would still leave some surplus in the Plan. Its overall impact in dollars, he said, would be roughly the same as the first proposal, but would be realized over a longer period of time.

Mr. Piercey queried why this motion, which is subject to agreement by all employee unions, was being brought before the Board today. Mr. Shaw explained that the sooner this proposal could be put into effect, the sooner employees and the University would benefit. Also, with government changes in pension rules the opportunity for staff to make extra contributions to RRSP's would disappear after 1990. Mr. Shaw answered further questions raised about the amount of debt reduction expected to result from this proposal (between \$4-5 million); whether all employee groups would approve the proposal (difficult to determine at this stage); whether any part of the proposal would be implemented if all plan members did not approve (negative); and whether there would be any future residual cost to the Plan (this impact will be examined closely).

At the conclusion of discussion, the motion, as set out in Appendix A to these minutes, was approved by those present.

President's  
Response to  
MacKay Task  
Force Report

Dr. Stairs said this document (pre circulated) had been developed over several months of consultation with Black and Native communities following the MacKay Task Force's report. This document has now been endorsed by Senate, and the Board was being asked to approve the following motion today:

**Be it resolved that the Board of Governors approve the President's response to the MacKay Task Force on Access for Black and Native Students.**

Board members raised several questions relating to the high ratio of staff as compared to the number of students in the TYP programme; additional funding sources for TYP; the rationale behind housing TYP in Henson College rather than in some other faculty unit on campus; how this particular access programme for mature students differed from the one presently in place in the University; and why the major conference to be organized by Henson College has not gone ahead. Dr. Stairs responded to each of these concerns as they were raised. Before the close of discussion Ms. Tynes stated that, as a member of the Black community, she was well aware of the concerns raised about TYP being located in Henson College, and was also aware of the limited resources of Faculties with regard to housing TYP. However, she pointed out that nurturing and expanding this transition programme was more important than concerns about its location, and urged that the University proceed with its present plans. Her comments were well received by those present.

The motion to approve the President's response to the MacKay Task Force Report carried.

Student  
Union Fees

Mr. Manson, on behalf of Mr. Cochrane, President of the Student Union, asked the Board to approve the following motion:

**That the fee collected on behalf of the Dalhousie Student Union be increased for the year 1990-91 to \$128.00, which includes \$36.00 for the Student Health Insurance Plan.**

The motion carried.

President's  
Report

In the absence of Dr. Clark, this report (Appendix B) was presented by Dr. Stairs. He pointed out that Dalhousie had benefited under the new funding arrangements this year through the flat 4% increase, the elimination of equalization payments and funding for indirect costs of research. He spoke about the four areas in which universities are to submit proposals to government in connection with the distribution of additional targeted funding. Dr. Stairs added that the advantages Dalhousie received this year in funding were in large part due to Dr. Clark's campaign to have government change its funding formula. Dr. Stairs then commented briefly on the issues document prepared by MPHEC and NSHEC from the Role and Capacity statements submitted by universities, the opening of the



Atmospheric Science programme, the appointment of Dr. Alasdair Sinclair to MPHEC, and the Presidential Advisory Committee being established to develop a Campus Plan under the chairmanship of Mr. Jim Cowan.

Mr. Cooper inquired whether the University would be better off applying for funding in just one of the areas identified by government for extra funding (i.e. research) rather than all four. Dr. Stairs responded that this had been considered but the University could make a good case for all four categories and thus receive considerably more funding than by just applying for one.

Notice of Motion

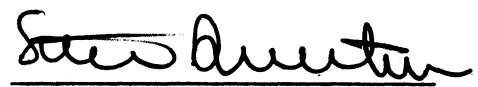
Student representative Donald Manson presented a Notice of Motion concerning accessibility to Dalhousie and asked that this Notice be considered by the Board at its June meeting. This was agreed. A copy of this Notice will be circulated with minutes of this meeting.

Mr. Newman inquired about the procedure whereby notices of motions such as this, and particularly those concerning matters of policy, are brought before the Board. Mr. Manson explained that students had taken this motion to Senate earlier and received its approval, and now wished to secure Board approval in order to have it become part of the Mission Statement and university policy. Dr. Stairs commented that while Senate does recommend academic programmes requiring approval, other notices could come before the Board from various sources. Mr. Newman wondered whether such motions should be referred to the Executive Committee before coming to the Board.

In Camera

Formal business was concluded at 5:20 p.m. and the meeting went in camera to discuss Board membership. At this point non Board members withdrew from the meeting.

  
Donna M. Curry, M.D.  
Honorary Treasurer

  
W. Struan Robertson  
Chairperson

Recommendation from the Financial Strategy Committee

That, subject to the agreement of the unions that represent Dalhousie University employees and of the Dalhousie University Administrative Group, the Board of Governors agrees to

- (a) a reduction of the contribution rate to the Dalhousie University Staff Pension Plan by members of the Plan and by the Board to four (4) percent annually for a period of three (3) years;
- (b) improvements in the Pension Plan, to be determined by the Pension Advisory Committee, that would have the effect of adding benefits to the Plan with a cost of \$8 million;
- (c) an undertaking that there will be a review of the rates of contribution to the Plan at the end of the three-year period referred to in (a) above with the objective of determining whether there can be a further period of reduced contribution rates for members of the Plan and the Board;
- (d) . an undertaking that the Board's representatives will not represent the reduction in the members' contribution rate as an increase in income during the three-year period, neither during collective bargaining negotiations nor in the media; and
- (e) the use of the operating budget savings, resulting from the Board's lower contribution rate, to reduce the unfunded capital debt of the University.

May 3, 1990

## Dalhousie University Board of Governors

## Report of the President

May 15, 1990

1. Funding and the 1990-91 Budget

Although the funding level for universities was announced some time ago, no written confirmation of Dalhousie's funding has yet been received. In fact, this can be attributed to the fact that apart from equalization funding in the amount of \$1.5 million, there has also been allocated an amount of \$1.8 million for targeted funding. Of this, \$.5 million is required to meet previous commitments including some to Dalhousie, and the remaining \$1.3 million remains to be distributed. We have been advised that this will be done on the basis of proposals from the universities in the four areas of a) indirect costs of research, b) costs of programmes or services intended to increase participation in university studies by under-represented groups, c) incentives for programme change, particularly for programme change directed towards rationalization of programmes and services within and among universities, and d) new technology and equipment. Dalhousie will submit proposals under each of these areas and must do so by June 1st. We will not be informed of final decisions until July and since these funds are obviously related to our 1990-91 operating budget, it will not be possible to finalize the 1990-91 budget for some time.

It is most encouraging that we now have a new funding mechanism, that equalization payments will end, and that for the first time there is official recognition of the need to fund the indirect costs of research.

2. Role and Capacity

Nova Scotia university presidents met with staff of MPHEC and NSHEC on May 1st to review drafts of a factual summary and of an issues document that have been prepared from submitted Role and Capacity Statements. The issues document identified approximately 20 topics ranging from transfer of credits between N.S. universities to matters relating to particular disciplines. Following this meeting, both documents will apparently undergo revision before being submitted for approval of the NSHEC and submission to the Minister.

3. Atmospheric Science

The official opening of the Atmospheric Science program was held on May 7th. This program is funded by the Atmospheric Service of Environment Canada and NSERC under its University-Industry Programme and will support four faculty appointments in the Faculty of Science.

4. It is a pleasure to announce that Dr. A.M. Sinclair (Economics) has been appointed to a three-year term as a member of the Nova Scotia Council of Higher Education and of MPHEC.

5. Campus Plan

Following discussion in the Financial Strategy Committee and other Committees, I am establishing a Presidential Advisory Committee to oversee and coordinate the process of developing a Campus Plan. The Committee will be chaired by Mr. J.S. Cowan. A copy of the terms of reference and composition is attached (individuals have been invited to serve but have not yet had time to respond).

/jmac  
May 11, 1990

CAMPUS PLAN STEERING COMMITTEE

It is important that development of the Campus Plan not only reflect the Mission Statement but be seen to take into account the needs and views of the various constituencies that make up both the University and the wider community. It is believed that these objectives will best be achieved by the formation of a Steering Committee, broadly representative of the University, whose mandate it will be to oversee and coordinate the whole process. The Committee will be a Presidential Advisory Committee working in close collaboration with the Buildings and Grounds Committee of the Board and the Senate Physical Planning Committee. Throughout its work, the Committee will consult with, and be sensitive to, the needs and desires of interest groups within and without the University.

Terms of Reference

The Committee will:

1. Become familiar with the major physical planning issues facing Dalhousie.
2. Establish criteria for the selection of consultants.
3. Interview short-listed consultants and recommend that firm most closely matching criteria.
4. Act as liaison between the University and the consultant.
5. Ensure that development of the Campus Plan reflects the Dalhousie ethos while responding equally to short, mid and long term goals and objectives.
6. Attempt to have a Campus Plan presented to the Buildings and Grounds Committee, and subsequently to the Board of Governors, by March 1, 1991.

Membership

.....(Chair)	Member-at-Large
.....	Senate
.....	Faculty
.....	Board of Governors
.....	Faculty
.....	Administrative Group
.....	Senior Officers
.....	Dalhousie Student Union
W.H. Lord	Director, Physical Plant and Planning
J.G. Sykes	University Architect

May 1990