

Item: Board of Governors Minutes, May 1991
Call Number: Board of Governors Fonds UA-1, 57.9

Additional Notes:

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PLEASE NOTE TIME AND DATE OF MEETING

BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY

OFFICIAL BINDER COPY

AGENDA

Monday, May 27, 1991 - 10:00 a.m.
Board and Senate Room

1. Approval of Minutes of Board Meeting of April 22, 1991 (enclosed)
2. Approval of Agenda
3. Board Matters
 - (a) Welcome to Associate Members
 - (b) Dalhousie Faculty Association Observer
 - (c) Representative of Dalhousie Student Union
 - (d) Appointment to Board of Directors, Halifax Student Housing Society
4. Reports of Standing Committees
 - (a) Buildings and Grounds Committee (Mr. Newman)
 - (b) Finance and Budget Committee (Mr. Doane)
 - (c) Student Relations and Residence Committee (Miss Walker)
5. President's Report
6. The Future Structure of Nova Scotia Universities
7. Other Business

Enclosed for Information

- University Affairs - May 1991



Dalhousie University

Board of Governors
Halifax, Nova Scotia
Canada B3H 4H6
(902) 494-3835

May 15, 1991

NOTICE OF ADDITIONAL AGENDA ITEM

Please be advised that an item **Resolution re Tupper Building Repairs and Renovations** will be added to the agenda of the Board of Governors' meeting scheduled for 10:00 a.m. on Monday, May 27, 1991. A copy of the Resolution is enclosed for information.

Re: Item 6

Enclosed is a copy of the response given on 8 May 1991 by the Council of Nova Scotia University Presidents (CONSUP) to the Nova Scotia Council on Higher Education's recommendations in the Role and Capacity review document it provided to Nova Scotia University Presidents last year.

Minutes of a Meeting of the
Board of Governors held on Monday,
May 27, 1991 at 10:00 a.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey Chairperson	Mr. Donald A. Kerr Dr. Patricia Lane
Mr. David J. Almon	Mr. Thomas E.G. Lynch
Dr. Marie Battiste	Mrs. Annemarie Macdonald
Ms. Beth Beattie	Ms. Bernadette Macdonald
Dr. Howard C. Clark President	Dr. Albro D. MacKeen Hon. Jacqueline Matheson
Mr. George T.H. Cooper	Sr. Patricia Mullins
Mr. J. Dickson Crawford	Mr. Norman H. Newman
Dr. Donna M. Curry Honorary Secretary	Judge Ian H.M. Palmeter
Mr. H. Lawrence Doane	Mr. Peter Pottier
Mr. Peter R. Doig	Dr. Judith A. Ritchie
Mr. Fred S. Fountain	Ms. Patricia Roscoe
Mrs. Linda Fraser	Mr. Allan C. Shaw Vice-Chairperson
Hon. T. Alex Hickman	Ms. Maxine Tynes
Mr. Brian Hill	Ms. Barbara Walker

Also present were Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); and Ms. Elizabeth A. Merrick (Secretary).

Regrets were received from: Mr. Daniel Campbell, Dr. Mona Campbell, Mr. Tom Digby, Mrs. Lorraine Green, Mrs. Peggy Weld and Mr. Sherman Zwicker.

Associate Members

Mr. Piercey extended a warm welcome to five Associate Members who were attending their first meeting: Senator Charles Collis (Bermuda), Mr. E. Neil McKelvey, Q.C. (Saint John), Mr. Clifford Shirley (Toronto), Hon. Robert L. Stanfield (Ottawa) and Mr. William Rand (Vancouver).

President Clark informed the Board that other Associate Members who had recently accepted appointment include: Hon. Allan Blakeney (Saskatoon), Dr. William A. Cochrane (Calgary), Sir Graham Day (London, UK), Dr. Rowland Frazee (Montreal), Dr. Koesnadi Hardjosoemantri (Indonesia), Dr. J. Donald Hill (San Francisco), Mrs. Brenda J. McCarthy (Toronto), and Dr. Harold Rifkin (New York).

Minutes

It was noted that Mr. Fred Fountain had presented the motions on behalf of the Finance and Budget Committee rather than Mr. Shaw as shown on pp. 4 and 5 of the April minutes. With this correction the minutes of the April 22, 1991 meeting were approved.

Agenda

With the agreement of the Board, the following items were added to the agenda and are dealt with in the minutes:

- Motion re renovations to Tupper Building
- Amendment to University Pension Plan
- Ratification of tentative collective agreement with I.U.O.E. Local 968B

Board
Matters

Dalhousie Faculty Association Observer

President Clark announced that Professor Jennifer Bankier (Law) had been elected President of the DFA for 1991-92 and would represent the Association at Board meetings this year, replacing Professor David Williams.

Dalhousie Student Union Representative

Ms. Beth Beattie was introduced to the meeting as the Student Union's nominee to fill the final student position on the Board. A motion appointing Ms. Beattie for a one-year term was approved.

Halifax Student Housing Society

Dr. Clark explained that three members of the Board of Directors of the Halifax Student Housing Society are appointed by the Board of Governors. One of the Board's appointees has now asked to be replaced. On motion (Clark/Roscoe) it was agreed

That Ms. Susan McIntyre, Assistant to the Vice-President Student Services, be appointed to replace Ms. Alison Edwards on the Board of Directors of the Halifax Student Housing Society.

Reports of
Standing
Committees

Buildings and Grounds Committee

Mr. Newman read a brief report (distributed at meeting and enclosed for absent members) updating Board members on the following projects: unveiling of the Campus Plan, the Macdonald Science Library project, projects in the Life Sciences Building and the addition of an 8th floor to house the OPEN project, parkade repairs and corridor upgrading in Fenwick Place, repairs and renovations to the Sir Charles Tupper Building, the setting of priorities for Alterations and Renovations submissions, plans to sell 6446 Coburg Road, and some improvements to be made to the Dunn parking lot. He added that Mr. William Lord had attended the Halifax 1999 Conference in mid April.

Finance and Budget Committee

In presenting his report, Mr. Doane said the Committee had hoped to present a final budget for 1991-92 for Board approval today, but was unable to do so because government had not brought down its budget until May 14. For 1991-92, Government has provided an overall funding increase of 1.2% for all Nova Scotia universities and, in addition, announced a two-year freeze on salaries and wages of university staff members. This wage freeze would affect different groups of employees at the University to different

degrees; e.g. some employees would experience a full freeze, others would receive step adjustments or promotion increases, and others would not receive increases already negotiated.

The funding increase for Dalhousie, Mr. Doane explained, will be 0.6% which is almost \$3 million less than had been anticipated. In addition, the University will receive Alterations and Renovations and Non-Space Equipment grants comparable to last year's (\$2.9 million) and will again be eligible to apply for Targeted Funding support (total available for all universities will be \$1.5 million). The Finance and Budget Committee expects to bring the proposed 1991-92 operating budget before the Board for consideration at its June meeting.

In closing, Mr. Doane said the University was greatly concerned about the wage freeze as it will create severe internal and external disparities and result in some employee groups receiving larger wage increases than they would have received through collective bargaining, e.g. up to 5% increase where negotiations were in progress when the freeze was applied.

In response to questions raised by Board members about the impact of the legislation on salary increases and collective agreements, Mr. Mason explained that the wage freeze applies to economic adjustments, and improvements to benefits were frozen, but that faculty and staff will still receive increases for career development, merit, progress through the ranks, promotion, and step increases. When asked about administrative salaries Mr. Mason said increases were paid on a performance basis and he would have to check with government to see if these kinds of increases are allowed.

Dr. Clark drew Members' attention to his letter to the Minister (copy attached to President's Report) and the concerns he had raised therein about the major difficulties and serious problems government's compensation restraint legislation would create for Dalhousie and other universities in the long term. One major concern was that government's fiscal plan was based on overall funding increases to universities of 2% (or less) for a three-year period while the wage freeze would cover only two years. At the end of the wage freeze, employee groups could either continue with existing collective agreements or seek renegotiation, and this would probably result in major increases. The wage freeze, Dr. Clark noted, will also seriously affect the University's competitive ability to attract faculty on a national and international basis and to retain our best faculty as the difference between Dalhousie's salary levels and institutions elsewhere widens.

Board and Associate members joined in a general discussion on how the government's compensation restraint legislation would affect Dalhousie and whether the university, either by itself or in union

with other provincial universities, should try to persuade government to temper its legislation so that the university sector could be excluded from the wage freeze. While some suggestions were put forward about making a formal submission to government, it was recognized that the wage freeze was tied in with government's efforts to get its own house in fiscal order, and that while there were grounds for separating universities from the government's wage freeze, whatever concerns universities might express would have no effect on the level of funding for universities. The general conclusion was that the university would probably have to live with the wage freeze and reduced funding, despite the consequences.

Student Relations and Residence Committee

Miss Walker reported the Committee had met twice in May and, as recommended by the Financial Strategy Committee, began discussions on the implications of the "Principles for Student Relations" with a view to producing a specific action plan. The Committee had also considered university policy prohibiting metro students from living in residences on campus and had subsequently approved a change in residence admission policy, as recommended in a report by the Senate Subcommittee on Student Life, whereby

- a) On an experimental basis, a limited number of residence spaces will be made available to first-year students from Metro Halifax in September 1992; and
- b) an increase in the percentage of residence spaces allocated to first-year students in September 1992, at the discretion of the Director of Housing, from 60% to 66%.

Miss Walker told the Board that the change a) was not expected to involve a significant number of spaces and would bring Dalhousie's practice in line with that of other Metro universities, and b) would provide as many as 125 additional spaces for first-year students and would particularly assist female students.

Deed of Mortgage and Mortgage Bond: Tupper Building

This item had been added to the agenda. As background, Mr. Mason explained that a major engineering study done two years ago had identified the need to spend \$10 million in upgrading and major repairs for the Tupper Building. Lengthy discussions about funding were held with the Province which has had discussions with the other two Maritime provinces. While the three governments have not yet reached a final decision, the N.S. Government did authorize extending \$500,000 to do engineering work and some repairs on the Tupper Building. The Board was asked today to approve the attached Resolution (Appendix A) to obtain the money from the province. On motion (Roscoe/Shaw) the Resolution in detail was approved.

Amendment to Staff Pension Plan

This item had been added to the agenda. Mr. Mason explained that an amendment to the Staff Pension Plan was required to implement the agreement between the Board and all employee groups to use some portion of the pension surplus to reduce the University's debt and

improve benefits. The new wording in the Plan's text had been agreed to by all employee groups and would go forward to provincial and federal authorities when approved by the Board. On motion (Kerr/Walker) it was agreed to add a new paragraph (f) to the end of rule 11 in the Staff Pension Plan, as follows:

- 11(f) **Notwithstanding rule 11(a) above, the rates of staff contributions for the period 1 July 1991 to 30 June 1992 shall be 2.65% of the first \$5,000 of annual salary plus 4.15% of the annual salary in excess of \$5,000. This reduction in the rate of contributions for current service shall not apply to the rate of contributions required to purchase past service.**

Agreement
with I.U.O.E.
Local 968B

This item had been added to the agenda. Judge Palmetter presented a motion to ratify renewal of the agreement with Local 968B of the International Union of Operating Engineers (covering some 16 security guards) which had been reached on May 13th, one day prior to government's wage freeze legislation. The new agreement would be retroactive to 1 November 1990, salary increases were as negotiated with other groups at the University, and a new provision relating to Blue Cross had been added. The Board ratified the agreement.

President's
Report

Dr. Clark, referring to the first item in his report (Appendix B) on the 1991-92 budget and government's wage freeze legislation, added no further comment to the Board's earlier discussion on these topics. He informed members about a recent visit by the President of Uruguay and a number of other government officials during which an agreement of cooperation was signed and an excellent tour of Ocean Studies facilities arranged. He commented briefly on renovation work to the Tupper and Macdonald Library buildings; on the Campus Plan Report expected shortly for Senate and Board consideration in early fall; and on the work being done on Studley Field pending a decision on the proposed playing field-parkade project. A number of Alumni receptions were held throughout the year and Dr. Clark noted the Chancellor's enthusiasm and his considerable assistance in the establishment of active chapters in Calgary, Toronto, Ottawa, and Montreal and in the starting of new chapters in London, Edmonton, Vancouver and Victoria.

A grant of \$400,000 has been approved by the Federal Government and the Minister of Multiculturalism would visit Dalhousie in mid June to publicly announce the creation of the Chair in Black Canadian Studies. Active fund raising will begin in the next few months with a target of at least \$1.6 million to support the Chair. Dr. Clark added that the University had recently received a very generous gift of \$1 million from a fairly recent alumnus in Toronto which, at the donor's request, will form the basis of an endowment for scholarships in the Department of Biology. Dr. Clark noted that the new legislation (Bill 155) introduced by Government to establish university foundations had the potential of being of considerable help to Dalhousie, as gifts given to universities will

be treated like gifts to the Crown and enjoy certain tax benefits. Spring Convocations and associated events ran extremely smoothly this year and were much enhanced by the Chancellor's presence and humour. Dr. Clark expressed his gratitude to all those whose work behind the scenes helped make Convocations enjoyable for graduates and their guests. In closing Dr. Clark noted the election of Dr. Judith Fingard and Dr. Ford Doolittle as Fellows of the Royal Society of Canada.

At the conclusion of Dr. Clark's report, Mr. Piercey extended thanks to Chancellor Cohen, President Clark, Dr. Lane as Chair of Senate, and Dr. Stairs for the major roles they played in Convocations. The Board expressed its gratitude with a round of applause.

Financial
Strategy
Committee

Dr. Clark briefly reviewed items contained in the FSC's Quarterly Report (Appendix C) under the headings Committee's Activities, Debt Reduction, The Program of Change, Faculty Revenue Generation and Other Activities. He noted that, while the Committee's report No Single Solution was based on the Mission Statement, it had also started from the assumption that increases in government funding would match inflation. In light of current circumstances, the Committee will have to revisit some of the recommendations in its report.

In response to a query by Dr. Lane about the new budget process recommended in the FSC Report, Mr. Mason explained why work on this process had been delayed and assured her that attention would be given to developing a new budget process after the 1991-92 budget was finalized.

At the President's invitation, Mr. McKee explained that \$425,000 worth of applications had been received for the \$200,000 available for the student employment program. It was hoped to that the positions that would be approved would be known by mid June. Notices for applications for the enhancement bursary programme would be mailed out in a few weeks so students will have an opportunity to reply before the fall.

Prior to discussion of the next item on the agenda the Board took a brief recess. The meeting resumed at 11:45 a.m.

Future
Structure of
Nova Scotia
Universities

Dr. Clark said this important issue was one that the Board would have to deal with over the next period of time. He explained that three to four years ago, as a result of the Adlington Report, there was a major change in the distribution of funding to Nova Scotia universities. Two years ago each university was asked to provide a role and planned capacity statement, all of which were then analyzed by the Maritime Provinces Higher Education Commission (MPHEC) and the Nova Scotia Council on Higher Education (NSCHE).

Then, in June last year, the Minister had written each institution a letter outlining 13-14 specific areas where action was necessary or studies should be undertaken to rationalize university programmes in the province. Some of those recommendations were general in nature (e.g. assessing the quality of programmes to demonstrate value received); others were very specific about business schools, computing science, education.

The Council of Nova Scotia University Presidents (CONSUP) was given the task of addressing the Minister's recommendations, and it subsequently set up a number of committees and task forces to deal with particular areas. With the change in government, these activities had slowed down as CONSUP wanted to see if the new Premier and his government were committed to the process. While there had been some substantial discussion on graduate studies, progress had been relatively small on hard issues such as the business school and education programmes. At a meeting with the Minister on April 10th, however, presidents were assured of the government's total commitment to the rationalization process and were also told that the Premier wanted to see results quickly. Dr. Gregory MacKinnon, who had been appointed facilitator last year to assist the universities in preparing responses to the Minister's recommendations, had announced on April 10th that he would have a specific plan covering all recommendations by the end of April. University Presidents, however, had felt that such a report would be premature, and Dr. MacKinnon was persuaded to produce a report which would become part of CONSUP's report to the Minister.

CONSUP submitted its response (pre-circulated) to the Minister on May 8th under a covering letter from Dr. Perkin. In that response CONSUP pointed out to the Minister that the universities would incur additional costs when the rationalization programme was implemented, and sought a commitment from government to assist with those costs. CONSUP also expressed the view that there should be some on-going "structure for the further development of a co-ordinated, province-wide university system, comprising individual but interconnected institutions with clearly differentiated roles", and undertook to make a recommendation for such a structure to the Minister by September 30. In its report to the Minister, CONSUP endorsed seven propositions and indicated it expected to make recommendations about the location of six academic programmes by December 31, 1991. If it failed to do so, CONSUP accepted the fact that the Minister, in consultation with the NSCHE, would make these decisions. CONSUP also agreed that implementation of the rationalization process would begin by September 1, 1992.

Among major issues for the Board to address, Dr. Clark said, were: what kind of structure between Nova Scotia universities would be in Dalhousie's best interest; what degree of autonomy would Dalhousie be willing to give up; and how could Dalhousie play a leadership role locally and regionally in the rationalization process. Although the NSCHE with its wide mandate could perform many of the

coordinating roles in overseeing rationalization, it was a government body. On the other hand, Dr. Clark noted, there was the University of Nova Scotia model, and a wide variety of options in between. Dr. Clark said he had invited Dr. David Cameron (Political Science) to join the meeting, noting that he had given a lot of thought to structure issues and would outline some possibilities the Board might think about.

In summary, Dr. Cameron told the Board that attempts at rationalization were not new in Nova Scotia and it was important to appreciate why they had failed before contemplating one more option. He gave a historical review of the various attempts made to rationalize universities, from the founding of King's Collegiate in Windsor in 1789 until the present, none of which worked really well. Dr. Cameron then proceeded to outline four possible options "in principle" which might be considered in the present process. The first option would be to maintain the "status quo" where nothing would change. A second option would be a "quick fix" to find a one-time rearrangement of programmes and institutional roles. A third option was the centralized executive model, where a Board of Regents appointed by government would have fiscal control and the power to approve or cancel university programmes. This would be a very high risk option as a lot would depend on the quality of appointments to that agency, and universities would have little power to influence those appointments. The fourth option would be institutional consolidation based on either a federal model or a unitary (corporate) model. Under a federal model, universities would continue to operate individually and would share the overriding and limiting authority of a common Board and Senate. With a unitary consolidation, most of the universities would be satellites of one central university. After presenting these options Dr. Cameron noted there was no right or wrong choice, and suggested the Board should be concerned about the drift of higher education in Nova Scotia and be careful about endorsing a system which would make diversity and experimentation difficult in universities. In his concluding remarks, Dr. Cameron said there was considerable value in looking at a University of Nova Scotia or University of Halifax based on a federal model which implied decisions would be made within a university framework. This model could accommodate both the Board and academic Senate. (The full text of Dr. Cameron's presentation is enclosed with these minutes for Board Members' information.)

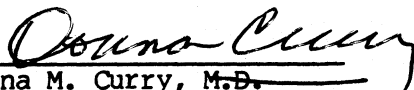
At the conclusion of Dr. Cameron's presentation, Dr. Clark noted there was growing concern within Dalhousie about whether it had the ability and resources to continue being a national university. There was also a feeling among the majority of presidents that the status quo could not be maintained and that some smaller institutions, particularly those in Halifax, would benefit from tighter coordination and collaboration.

An open discussion took place during which Mr. Stanfield said universities must face up to the harsh reality of the time and become less dependent on government support. He said he would like to see Dalhousie think about what was essential to its core nature and also come up with some imaginative ideas in other areas. He wondered if a working federation of universities in Halifax could be created and said he would like to see Dalhousie take the lead in making proposals about rationalizing programmes and try to develop some constructive proposals of its own to meet some of the obvious defects in the present system. Mr. Shirley noted that across the country, government funding was becoming increasingly difficult and too many financial campaigns were not meeting their goals. He commented that if the rationalization process were attempted and did not work, universities would be left with all the infrastructure. He thought Dalhousie's core competency should be defined. Mr. McKelvey wondered whether rationalization was a process competently done by university presidents, or whether there should be some third party intervention. Changes needed to be made and if they weren't, government would step in and take over. Dr. Clark agreed with Mr. McKelvey that it was very difficult for presidents to deal collectively with the rationalization issue; however, the group might succeed because of the deadlines, or they might fail. Either way, there was agreement among presidents that whatever comes out of the process may not be unanimous, but it will be a majority agreement. Suggestions made by other Members included partial privatization of all or part of the business school, and the marketing of some programmes if hard decisions had to be made about "core" programmes.

As discussion ended Dr. Clark informed the Board that an advisory committee was being set up to help develop a proposal for the type of structure which should be put in place to implement the rationalization of university programmes. Ms. Beattie asked that a student serve on this committee as an ex officio member. It was left for the President and Chair to name three Board members to the advisory committee.

Adjournment

The meeting adjourned at 12:55 p.m.



Donna M. Curry, M.B.
Honorary Secretary


George C. Piercey, Q.C.
Chairperson

THE GOVERNORS OF DALHOUSIE COLLEGE AND UNIVERSITY

RESOLUTION

BE IT RESOLVED THAT: -

1. The Governors of Dalhousie College and University (hereinafter called "The University") do borrow from Her Majesty the Queen in right of Her Province of Nova Scotia (hereinafter called "The Province") the sum of \$500,000.00 and any additional amounts which are later approved by the Province for the purpose of defraying a portion of the cost of the expenditure for major repairs and renovations to the Sir Charles Tupper Medical Building; and
2. The University do enter into a Deed of Mortgage in favour of the Province providing for the issuance of Mortgage Bonds of the University in the total principal amount of \$500,000.00, maturing in twenty (20) years from the date thereof, for the repayment of the said principal sum, together with interest thereon at rates to be fixed by Her Majesty the Queen, in the right of Her Province of Nova Scotia, from time to time.
3. To secure the due payment of the said Bond and of all other monies for the time being and from time to time owing on the security of the said Deed of Mortgage and on the Bond and the performance of all its obligations under the said Deed of Mortgage, the University do mortgage, pledge and charge to and in favour of the Province (1) that portion of the lands and premises of the University on the site of the Sir Charles Tupper Medical Building, and (2) all the personal property of the University on the site of the Sir Charles Tupper Medical Building by way of a first floating charge; and
4. Any two of the Chairman, Vice-Chairman, President and the Secretary be and they are hereby authorized to fix and determine the form and content of the said Deed of Mortgage and Bond and to provide for the execution and delivery thereof and otherwise to do all such matters and things as may be considered by them necessary and desirable to carry out the said borrowing and the granting of security for the repayment thereof as are in this Resolution set forth.