

Item: Board of Governors Minutes, November 1991
Call Number: Board of Governors Fonds UA-1, 57.13

Additional Notes:

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**BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
AGENDA**

Tuesday, November 19, 1991 - 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of October 22, 1991 (enclosed)
2. Approval of Agenda
3. Board Matters
 - (a) Board Committee Membership
4. Academic Matters
 - (a) Cooperative Programmes in Geology and Marine Biology (enclosure)
5. Reports of Standing Committees
 - (a) Buildings & Grounds Committee (N. Newman)
 - (b) Development Committee (D. Curry)
 - (c) Finance & Budget Committee (enclosure) (L. Doane)
 - (d) Investment Committee (enclosure) (D. Crawford)
 - (e) Student Relations & Residence Committee (B. Walker)
6. Report on Student Assistance Program (enclosure) (E. McKee)
7. 1992-93 Tuition Fees (enclosure) (L. Doane)
8. Restructuring of Nova Scotia University System (H. Clark)
9. President's Report
10. Presentation on Ocean Studies (Dr. Robert Fournier)
11. Other Business
12. Adjournment

Enclosed for Information

University Affairs - November 1991
Quarterly Press Report (June - August 1991)
Dalhousie University Telephone Directory

Minutes of a Meeting of the Board of Governors
held on Tuesday, November 19, 1991 at 4:00 p.m.
in the Board and Senate Room, Henson College,
and in the McInnes Room in the SUB

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey Chairperson	Dr. Jane Gordon
Mr. David Almon	Mrs. Cynthia Gorman
Ms. Beth Beattie	Dr. Margaret Hansell
Dr. Howard C. Clark President	Mr. Daniel Hill <i>Brian</i>
Dr. Fay Cohen	Mr. Donald A. Kerr
Mr. George Cooper	Mrs. Evelyn Lukan
Mr. James Cowan	Mr. Thomas Lynch
Dr. J. Dickson Crawford	Mrs. Annemarie Macdonald
Dr. Donna Curry Honorary Secretary	Mr. George MacDonald
Mr. Tom Digby	Dr. Albro D. MacKeen
Mr. H. Lawrence Doane Honorary Treasurer	Hon. Jacqueline Matheson
Dr. John C. Fentress	Dr. T. J. Murray
Mr. Fred S. Fountain	Mr. Peter Pottier
Mrs. Linda Fraser	Mr. Allan C. Shaw Vice-Chairperson
	Ms. Maxine Tynes
	Miss Barbara Walker
	Mr. Robert Zed

Also present were Dr. Denis Stairs (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Dr. James D. McNiven (Dean, Faculty of Management); and Ms. Elizabeth A. Merrick (Secretary). Board Member Peter Doig and Dr. Robert O. Fournier (Associate Vice-President, Research) who were present at the beginning of the meeting later withdrew when the meeting location was changed.

Regrets were received from: Dr. Marie Battiste, Dr. D. Wayne Bell, Hon. T. Alex Hickman, Mr. Norman Newman, Mrs. Ann Petley-Jones, Mr. Sherman Zwicker.

Several hundred students crowded inside and outside the Board and Senate Room chanting protests against a proposed tuition fee increase which was on the agenda for this meeting. About half the Board Members had gained entry to the Board Room when the Chairperson arrived and called the meeting to order at 4:10 p.m.

Minutes

On motion (Zed/Pottier) the minutes of the October 22, 1991 Board meeting were approved as circulated.

Agenda

Mr. Piercey proposed that Item 8 on the agenda relating to the restructuring of Nova Scotia universities be dealt with as soon as President Clark arrived at the meeting.

Relocation

To comply with fire safety regulations and in order to accommodate the large number of student protestors, the Board meeting was relocated first to the Henson College Auditorium, and finally to the McInnes Room in the Student Union Building. The Chairperson reconvened the Board meeting at 4:50 p.m. by announcing that the proposed tuition fee

increase would be dealt with as the second item on the agenda. At this point Mr. Pottier addressed the crowd of students and asked for their cooperation in allowing the Board to conduct its business without undue interruption.

Restructuring
of
Nova Scotia
Universities

Dr. Clark reviewed a document (enclosed) that he had prepared on recent discussions between Dalhousie and TUNS about the establishment of a Joint Steering Committee to develop terms of reference for a series of feasibility studies to examine opportunities for closer collaboration between the two institutions. Joint committees were being established in the areas of instructional development, registrar's office, student counselling and international development. Other joint committees would examine policies relating to engineering and doctoral programs, and others would look at the organizational and policy framework for a single school/department of computer science, and closer program collaboration in environmental engineering. These studies would be conducted so as to provide for the possible entry of other institutions at a later date. All the joint committees were expected to report to the Joint Steering Committee by December 1. Dr. Clark indicated that discussions with TUNS were going very well and there was a general feeling that these steps were going in the right direction and were essential for the health of higher education in the province.

In commenting on CONSUP's progress in its discussions on rationalization, Dr. Clark said the group expected to report to the Minister by December 31 on a number of key issues. At their meeting with the Premier and Minister earlier today, university presidents had received a clear indication that the financial prospects of the Province for the next two to three years were not good and that the province was looking at overall changes to government expenditures of 0%, 0%, and 3% over the next three years. The Premier had also made it clear, Dr. Clark said, that government was serious about rationalization and hoped it would be accomplished through steps that the universities undertook themselves. Considerable discussion was taking place in CONSUP on the question of whether that group has the ability to deal with the issues before it, given that it is a body made up of university presidents. CONSUP will prepare a draft report on the progress it has made, and will meet again on December 3 to prepare its recommendations to the Minister.

In response to Mr. Almon's query about who would make decisions if CONSUP was unable to do so, Dr. Clark indicated it was not clear at this stage how decisions would be made. Ms. Beattie asked if CONSUP would lobby government and whether universities could do anything to have funding increased. Dr. Clark responded that universities had been lobbying government for many years about additional funding, and further lobbying would probably generate more irritation than support. He referred to a research report prepared for the Smith Commission of Inquiry on Canadian University Education which described the perceptions government officials had about universities and urged those present to read this report.

1992-93
Tuition Fees

Mr. Doane presented a report of the Finance and Budget Committee which dealt with proposed tuition fees for 1992-93. The report had been circulated to Members in advance of the meeting. He reminded Members that the tuition fee policy adopted by the Board about a year ago had provided that the undergraduate Arts fees at Dalhousie would be adjusted annually to the level of 105% to 110% of the average of other Nova Scotia universities. Last year's major fee increase of 25%, he said, had been largely a "catch-up" to bring Dalhousie's fees up to 101% of the Nova Scotia average, and the 10% increase being proposed this year would put Dalhousie at about 105% of average and in 2nd or 3rd position so far as fees in the province were concerned. He explained that the 10% increase included 4% to increase the undergraduate Arts fee to 105% of the Nova Scotia average and 6% to match estimated fee increases at other Nova Scotia universities next year. The proposed fee increase would provide about \$2 million additional revenue. In addressing the Committee's concern about accessibility, Mr. Doane noted that 25% of last year's fee increase had been set aside for student assistance, and that the 10% fee increase proposed this year would result in an increase in student assistance of about \$200,000-\$250,000 so that a total of about \$1.2 million would be available. Mr. Doane said the tuition fee proposal for 1992-93 had been considered and endorsed by the Student Relations and Residence Committee. The Finance and Budget Committee had agreed by majority vote to recommend:

That the Board of Governors approve the 1992-93 Tuition Fee Schedule as set out in Appendix A of the report of the Finance and Budget Committee.

At the request of the meeting, Mr. Doane read the proposed 1992-93 fee Schedule amid varied reaction from the surrounding students. Following this Mr. Shaw seconded the above motion.

A lengthy discussion ensued. Ms. Paula Clark, through a series of questions to and responses from the hundreds of student protestors surrounding Board Members, proceeded to draw attention to the many financial problems those students were facing this year and to areas where students felt they were not receiving the quality of education or services they felt their money entitled them to receive. She asked the Board if it could promise that the proposed 10% increase in fees would go to improve the quality of education for students at Dalhousie. Mr. Tom Digby spoke next and provided some statistics on the percentage of students who received no parental support, who worked part time during the school year, and who were on student loans. He pointed out that the students' need for financial assistance was considerably higher than the funds available this year through the bursary program that had been set up from the 25% fee increase. He pointed out that students were concerned about less money going into the bursary program next year, and said students needed to know that the Board supported them in accessibility. The Student Union, he told the Board, supported a freeze on tuition fee increases this year.

Mr. Pottier, President of the Student Union, said students appreciated the Board's willingness to listen to their concerns today, and he felt students deserved answers from the Board to their questions. Mr. Pottier then inquired why the University had adopted a tuition policy which put it above the Nova Scotia average, and why the quality of education hadn't improved as a result. He suggested that some students might be able to live with a reasonable fee increase if they were assured that those students who couldn't afford to pay the increase would receive assistance through bursaries. He suggested that those responsible for setting fees should work with students in discussions about tuition. Mr. Pottier told the Board that students found it difficult to understand how the 25% fee increase this year has had any tangible impact on the quality of education they were receiving, or on the services being offered to them, or on the availability of classes this year. In addition, students did not think any increase in fees next year would go to assist them, and that was why students were protesting.

Ms. Tynes commented that she thought it would be difficult to find a response to the students' concerns which would please all the constituents concerned, particularly in the present economic climate, which was hurting everyone. She expressed the view that the Board should listen to what the students were saying, and suggested the University should find some alternative approach by implementing a fee increase in a measured and incremental way rather than all at once in order to attain its goal. Ms. Tynes indicated she was also concerned that a fee increase would limit accessibility for women, visible minorities, the disabled, and the economically disadvantaged. Dalhousie, she noted, had implemented a policy to provide more open access to Native and indigenous Black students, and she asked what the University would say to students in those groups who could meet the criteria but who could not afford to come to Dalhousie.

Dr. Clark, in responding to various issues raised during discussion, noted that the university's administrative costs were less than one-half of many of the Nova Scotia institutions; that the tuition fee strategy had been developed over a two-year period by the Financial Strategy Committee and that students had been represented on that committee; that Dalhousie has done more in terms of accessibility than any other Canadian university, not only for minority groups but through the \$900,000 set aside from this year's tuition fees for student assistance; and that the 1.7% reduction in the operating budget this year would have been much greater had the 25% fee increase not gone into the operating budget. With regard to the issue students raised about the quality of education, Dr. Clark expressed his disappointment over the low participation by students when the Smith Commission report on undergraduate education was discussed at the University recently. In response to Dr. Clark's comments about student participation in putting together the FSC report, Mr. Hill noted that students had not supported the fee policy in that report.

He added that in proposing the 10% fee increase for 1992-93, the Board was not taking into consideration the effect the 25% fee increase is having on students this year.

Ms. Beattie told the Board that students had problems with the process by which the 1992-93 fee proposal had been brought forth and also had problems with its substance. She said the short notice had not given students an opportunity to consider the proposal. She suggested the proposal be referred to various Board committees for further study, that the Student Union be given time to make a presentation on the fee proposal, and that the proposal be brought back to the Board in January. Ms. Beattie then presented the following

Motion to refer the Finance and Budget Committee's Tuition Fee Proposal to the Financial Strategy Committee and the Student Relations and Residence Committees with the following mandates:

Financial Strategy Committee

- Is mandated to discover what is generally considered to be the estimated rate of inflation for next year.
- Is mandated to reconsider the policy that Dalhousie tuition should be 105%-110% ^{of} the Nova Scotia average.
- Is mandated to account for where last year's increase in tuition fees went and whether this had the effect of improving the quality of education at Dalhousie.

Student Relations and Residence Committee

- Is mandated to explore whether the bursary program is meeting the needs of students.
- Is mandated to discover what is the anticipated impact on students' finances of an additional 10% increase.
- Is mandated to investigate the ability of the student aid program to accommodate the proposed increase in tuition.

The Chair pointed out that there was a motion already on the floor, and ruled that the first motion must be disposed of before Ms. Beattie's motion could be dealt with. Ms. Beattie challenged the Chair's ruling. The Chair then asked Ms. Beattie if she would make her motion an amendment to the primary motion. Ms. Beattie maintained that, under Robert's Rules of Order, a Motion to Refer was completely acceptable. The Chair then told the meeting that the Board would either vote on the first motion, or on the motion as amended.

The Board then discussed rules of procedure to deal with Ms. Beattie's motion in light of the Chair's ruling. To facilitate a vote, Mr. Shaw moved Ms. Beattie's motion as an amendment to the primary motion. The motion was seconded. As some Board members had expressed a lack of

*Amended by BOG
see 10/91*

understanding about the rules of procedure, Mr. Brian Crocker, Legal Counsel for the University, was asked to explain the Board's By-Laws governing the conduct of Board meetings. Following that, Mr. Piercey called for a vote on the amended motion, and explained to Ms. Beattie that the vote would merely refer the motion about the 10% fee increase to various committees. The question was called on the amended motion, and by a show of hands the amendment CARRIED.

Mr. Pottier then asked that students be notified in advance about when and where committee meetings would be held. Dr. Clark explained that meetings would be arranged by the various committees. Mr. Pottier presented a motion

That the Chairpersons of the appropriate Committees, to the best of their ability, provide at least two weeks' notice to the students of Dalhousie University with regard to date, time, and location of the Committees' meetings.

The motion was duly seconded, and when voted on, CARRIED.

At this point in the meeting the several hundred student protesters, with the exception of student Board Members and a few others, withdrew from the meeting. Board Members then dealt with agenda items in the order presented below.

Reports of
Standing
Committees

Investment Committee

Mr. Crawford presented a report from the Investment Committee (Appendix A attached to these minutes) on the Endowment Fund Investment Policy Study. Mr. Crawford said the Committee had spent considerable time in reviewing the management policy statement and in trying to find a policy to fit the 5% spending limit placed on the Endowment Fund. It concluded that the Fund should always have a minimum of 30% of debt securities and 30% of equity securities in the portfolio, and that the remaining 40% should be actively managed using Canadian securities, both debt and equity. Mr. Crawford then reviewed the decisions reached by the Committee to meet these objectives, and explained the configuration of assets as set out in the Committee's report. The Committee had also dealt with the selection of managers for each component of the Endowment Fund and he reviewed the list of managers finally selected. He told the Board that information had just come to light about one of the Index Funds selected which conflicted with the Board's policy on South Africa investments. He assured the Board that, if the resolution proposed by the Committee were approved today, the Investment Committee would seek another Index Fund that met the Board's policy on South Africa before implementing the policy. Mr. Crawford then presented a resolution, seconded by Mrs. Gorman,

That the Board of Governors accept the report of the Investment Committee concerning the future configuration of investments for the endowment fund and authorize it to proceed along the lines set out in this report, as amended by the Investment Committee from time to time.

During discussion period Mr. Crawford responded to a few questions raised by Mr. Cooper about the reasons for selecting certain index funds. The motion was then put to a vote. Motion CARRIED.

Finance and Budget Committee

Mr. Doane reported that the Finance and Budget Committee had considered a proposal (pre circulated) to establish a limited liability company which would be owned 60% by the University and 40% by a company based in Glasgow, Scotland. Mr. Doane noted this was a new venture for Dalhousie, and that the proposal was consistent with the FSC's recommendations regarding revenue generation. The proposed company would develop and market a database on government incentives to business in North America, and while its primary purpose was not to make a profit in the early years, there would be benefits to the University's research and teaching activities, particularly in the School of Business. Also, there was a potential for making a profit in later years. The federal and provincial governments were expected to provide \$2.4 million to fund the company by way of a forgivable loan and these funds would be advanced as the University completed certain milestones as set out in the proposal. Mr. Doane drew Members' attention to a memorandum (enclosed) which Mr. Crocker had prepared to explain the legal implications to the University in establishing this limited liability company. Dalhousie's liability, Mr. Doane pointed out, would be limited to the nominal amount it would pay for its 60% interest in the company, and the University would have to be conscious not to slip into a position of liability.

In its consideration of this proposal, Mr. Doane commented, the Committee had been concerned that the University might be competing with the private sector, particularly with companies which provided financial support to Dalhousie. The Committee had been reassured there was no similar industry in Canada, and it was pleased to recommend to the Board:

That the Board of Governors approve the establishment of a for profit company for the purposes outlined in the attached documentation (Appendix B), and authorize the University's administrative officers to take the appropriate steps to that end.

Mr. Cooper, in seconding Mr. Doane's motion, applauded the university for putting together this kind of initiative. Dr. McNiven, Dean of Management, provided Board members with some background information on the development of the project over the past few years. He said the idea had been put together not to make a lot of profit but to provide a lot of cash flow which would help researchers in the University. He described the information to be gathered, first in Canada and then in the United States, and spoke about the market for the industry location database that would result. Dr. McNiven, in responding to questions by Board members, said that about six to seven people would be involved on the project, and that the company could possibly be located on Dalhousie's campus if space were available at a competitive rate. Mr. Hill asked how much of the University's administrative

services would be designated to the project, and Mr. Mason responded that any services supplied by the University would be purchased by the company on a full compensation basis. At the end of discussion Mr. Kerr commented on the advantage of this proposal to Dalhousie. Government, he said, has challenged the University to get out into the market place to alleviate its financial distress, and this demonstration of the University's initiative and imagination should make a good impression on government.

The motion was put to the meeting. Motion CARRIED.

Academic
Matters

Co-operative Education Programmes in Geology (Earth Sciences) and
Marine Biology

Dr. Stairs briefly reviewed a one-page summary (pre circulated) of two proposals to add the disciplines of Geology (Earth Sciences) and Marine Biology to the number of co-operative education programmes already established in the Faculty of Science. These proposals had been approved by Senate's Academic Planning Committee and by the Senate, and now required Board approval. Dr. Stairs pointed out that no degree changes or additional costs to the University were involved, and that work term fees would cover the costs of these programmes.

Before the motion was put to the meeting, Mr. Hill referred to recent media coverage about problems concerning undergraduate education in the Department of Biology, and asked whether the University was providing any additional funding to address the lack of teaching personnel in the department. It was his understanding that the problem was caused by faculty leaving the department and vacancies not being filled, and by faculty moving from full-time teaching to research. Dr. Stairs indicated that shrinking resources and an expansion in enrolment had created a problem for the department, and that the issue was a management one for the Faculty and department to deal with at this stage. However, the administration was aware of the situation and an university-based enrolment management committee was looking into the issue.

The Chair then presented the following motion:

That, on the recommendation of Senate, the Board of Governors approve the proposed new co-operative education programmes in Geology (Earth Sciences) and Marine Biology. CARRIED

Reports of
Standing
Committees

Buildings and Grounds Committee

In the absence of Mr. Newman, Mr. Cowan reported that the Committee had met earlier today but had nothing to report.

Development Committee

Dr. Curry said all was going well and she would have a report for the next meeting.

Student Relations and Residence Committee

As Miss Walker had left the meeting, this item was not dealt with.

Student
Assistance
Program

Mr. McKee noted that an interim report on the Student Assistance Program had been circulated to Members in advance of the meeting. He had nothing to add to that report. Mr. Digby commented that financial assistance was of primary concern to students and this would be discussed in the Financial Strategy Committee.

President's
Report

Dr. Clark very briefly reviewed the items in his Report (Appendix C) under the headings Role and Capacity, Visit to USSR, Alumni Meetings, Athletics, and Good News.

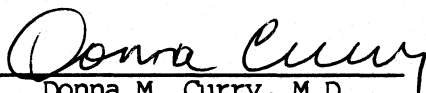
Items
Deferred

The Chair announced that, in view of the turn of events at today's meeting Dr. Fournier had offered to postpone his presentation on Ocean Studies to the December meeting. The item on Board Matters was also deferred.

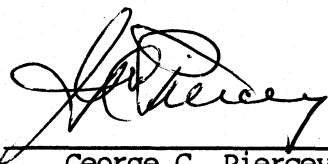
Adjournment

Mr. Pottier thanked Board members for the accommodation they had made today so that students could have an opportunity to be heard at the meeting. Mr. Piercey in turn thanked Mr. Pottier for his kind remarks.

The meeting adjourned at 6:40 p.m.



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey, Q.C.
Chairperson