

Item: Board of Governors Minutes, September 1991
Call Number: Board of Governors Fonds UA-1, 57.11

Additional Notes:

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DALHOUSIE UNIVERSITY
BOARD OF GOVERNORS

Schedule of Meetings for 1991-92

Note: Meetings of the full Board of Governors will ordinarily commence at 4:00 p.m. and will be held in the Senate and Board Room in the Arts and Administration Building unless otherwise advised. All meetings are open except for "in camera" portions of the meeting. Board members will receive agenda and documents in advance of all scheduled meetings.

Tuesday, September 17, 1991

Tuesday, October 22, 1991

Tuesday, November 19, 1991

Tuesday, December 10, 1991

Executive Ctee

January 9, 1992

Tuesday, January 21, 1992

Executive Ctee Tuesday, February 18, 1992

Tuesday, March 17, 1992

Tuesday, April 21, 1992

Executive Ctee May 6, 1992

Tuesday, May 26, 1992

Tuesday, June 23, 1992

Minutes of a Meeting of the
Board of Governors held on Tuesday
September 17, 1991 at 4:00 p.m.
in the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey
Chairperson
Mr. David Almon
Dr. Marie Battiste
Dr. D. Wayne Bell
Mr. Daniel Campbell
Dr. Howard C. Clark
President
Dr. Fay Cohen
Mr. James Cowan
Mr. J. Dickson Crawford
Dr. Donna Curry
Honorary Secretary
Mr. Fred Dickson
Mr. Tom Digby
Mr. Peter Doig
Mr. Fred S. Fountain
Mrs. Linda Fraser
Dr. Jane Gordon
Dr. Margaret Hansell
Mr. Brian Hill
Mr. Donald A. Kerr
Dr. Patricia Lane
Mrs. Evelyn Lukan
Mr. Thomas Lynch
Mrs. Annemarie Macdonald
Ms. Bernadette Macdonald
Hon. Jacqueline Matheson
Mrs. Brenda McCarthy
Associate Member
Mrs. Ann Petley-Jones
Mr. Peter Pottier
Mrs. Ruth Pulsifer
Mrs. Cynthia Robertson-Gorman
Ms. Patricia Roscoe
Mr. Allan C. Shaw
Vice-Chairperson
Ms. Maxine Tynes
Mayor Ronald Wallace
(ex officio)
Mrs. Peggy Weld
Vice-Chairperson
Mr. Robert Zed
Mr. Sherman Zwicker

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); Mr. William H. Lord (Director, Physical Plant), Mr. Brian MacKay-Lyons (consultant re Campus Plan); and Ms. Elizabeth A. Merrick (Secretary).

Regrets were received from: Mr. Larry Doane, Dr. John Fentress, Dr. Albro MacKeen, Dr. T. John Murray, Mr. Norman Newman, Miss Barbara Walker, Mr. Sherman Zwicker.

Welcome Mr. Piercey introduced five new Members and welcomed them to the Board. He also welcomed Mrs. Brenda McCarthy, Associate Member, and His Worship Mayor Ron Wallace, ex officio member.

Agenda There were no changes to the agenda.

Minutes The minutes of the June 25, 1991 Board meeting were approved as circulated.

Board Matters Date of May 1992 meeting
Dr. Clark explained that usually Board meetings were scheduled for the third week in the month, but in 1992 the May meeting would fall in the week of Spring Convocations (May 19-22). It was therefore proposed that the May 1992 meeting be held on May 26th. Associate Members will be advised of this date.

Orientation Session

Dr. Clark announced that an orientation session for Board members would be held at 2:00 p.m. prior to the regular Board meeting on October 22nd. While this session was particularly designed for new members, all Board members were welcome to attend. New Board Members were asked to advise the President or Secretary of any items they would like to have included in the agenda.

Joint Statutory Meeting

The University statute requires that a joint meeting of six representatives each from the Board and Senate be held in October. Dr. Clark noted the joint committee was presently meeting to discuss rationalization. Board members were invited to submit items for the statutory meeting in October.

Report of Nominating Committee

On behalf of the Committee, Mrs. Weld presented three recommendations on Board membership, that:

- On the nomination of the Dalhousie Alumni Association, Mrs. Evelyn Lukan be appointed a member of the Board of Governors for a one-year term to June 30, 1992.
- On the nomination of Senate, the following faculty members be appointed Members of the Board of Governors, effective 1 July 1991, for the terms specified: Dr. John C. Fentress (3 years), Dr. Margaret Hansell (3 years), Dr. T.J. (Jock) Murray (one year).
- On the nomination of Mount Saint Vincent University, Mrs. Annemarie Macdonald be reappointed and that Dr. Jane Gordon be appointed to replace Sr. Patricia Mullins as members of the Dalhousie Board of Governors.

The Nominating Committee reported that the following individuals had agreed to serve on Board Committees:

Audit Committee	Dr. Margaret Hansell
Investment Committee	Mr. Ronald Smith (external)
Financial Strategy Committee	Mr. George MacDonald
	Dr. Judith Ritchie

Mrs. Weld further reported that Madame Justice Bertha Wilson (Ottawa) had accepted appointment as Associate Member of the Board; that Mr. Robert MacNeill (New York) had declined appointment; and that Dr. Kathryn Sullivan (Houston) had indicated interest in being considered for Associate membership next year.

On motion (Weld/Fraser) the Board agreed to adopt the Nominating Committee's report and recommendations. Motion CARRIED.

(Updated lists of Board membership and of Board Committee membership for 1991-92 are enclosed with these minutes.)

Retirees Trust Fund

Dr. Clark explained that the Director of Financial Services is one of the Trustees of the Retirees Trust Fund. As Mr. Ian Nason had now been appointed to that position, the Board was asked to approve his appointment as Trustee. On motion (Crawford/A. Macdonald) the Board agreed.

**Staff
Matters**

In presenting the annual statistical report on Staff Matters for the period July 1990-91 (pre circulated), Dr. Stairs noted that the report showed the number of staff changes in the various Faculties throughout the year and the attached notes highlighted some of those changes. When asked about net changes in faculty numbers, Dr. Stairs said this was a difficult question to answer because there were so many different categories of appointments. He added that some progress was being made in reducing the faculty complement by 35 positions over the current three-year period.

**Reports of
Standing
Committees**

Buildings and Grounds Committee

A report from the Chair of this Committee was distributed at the meeting (enclosed for absent members). In Mr. Newman's absence, Mr. Bill Lord, Director of Physical Plant and Planning, briefly commented on a number of accessibility projects completed during the summer. These included installation of ramps to two buildings and automatic doors for wheelchair access in two other buildings. Plans were under way for a campus-wide signage system to identify wheelchair-accessible entrances to university buildings. Projects undertaken during the summer to address safety concerns included improvements to lighting in potentially hazardous areas, which had been identified on a "campus night walk" earlier in the year; paving the Dunn parking lot, and renewing several pathways around campus. Mr. Lord added that, with assistance from the Director of Environmental Health and Safety, all items of concern raised by the local Fire Department had been addressed during the summer. Mr. Lord further reported that a large number of classrooms across campus had been significantly upgraded during the summer. In closing Mr. Lord noted that while some projects undertaken this year would be completed in the fall, others would have to be deferred until funds became available.

Following Mr. Lord's report there was a brief discussion on the state of the campus and on the effects of deferred maintenance. Dr. Clark mentioned there had been some discussion at recent AAU meetings about a report which indicated that, given the present flow of funding available to Nova Scotia institutions, it would take 15 years for this province's universities to catch up with what they identified as essential deferred maintenance, while in N.B. and P.E.I. it would take seven years. One Member asked when deferred maintenance would become critical and Mr. Lord indicated the university could face real problems in a few years time.

A question was raised about the Tiger Patrol and the Board was informed a number of good applications had been received and the Patrol would become operational in mid October. It was hoped more women would apply for the Patrol.

Development Committee

Dr. Curry, Chair of the Committee, reported that the 1990 Annual Fund had now reached 28% of its goal, with contributions up by 71% and donor participation up 20% over this time last year. This year's Annual Fund would be officially launched on September 24. Its goal this year was \$1.5 million. Dr. Curry reported that efforts were continuing to inform alumni and friends about Planned Giving opportunities; that a national leadership committee was in place for the campaign to fund the James Robinson Johnston Chair in Black Canadian Studies; and that consultants had been engaged to undertake a feasibility study to determine the level of support available and the best timing for a campaign to fund a new playing field on the Studley Field. The consultants' final report was expected by the end of November and a decision would be made by the end of the year. The Development Committee, Dr. Curry stated, has agreed to support on-going planning for a Capital Campaign which is expected to be launched in the third quarter of 1993.

Following Dr. Curry's report, Mr. Zed presented a report on Alumni Association activities. He noted he had attended several events during Spring Convocation, the Parent's Lunch, and the Orientation Convocation. He outlined the receptions and luncheons which would be held for Chapter visits, and said the Alumni would be visiting London, Kingston, Charlottetown, St. John's, Ottawa and Fredericton this year. Mr. Zed highlighted "Homecoming" on October 18-20 which had been coordinated by the Alumni Office, and invited all Board members to participate. He then noted priorities the Alumni Association would be addressing this year, including Chapter development, the Ex-President's Council, participation in rationalization discussion, the Annual Dinner and the athletic field. In closing, Mr. Zed indicated he would report regularly to the Board on future Alumni activities.

Mr. Hill inquired whether student response had been taken into account in decisions about the playing field, and Dr. Curry noted that student representatives on the Athletics Council and on the Buildings and Grounds Committee had been involved in discussions. Mrs. Charlotte Sutherland, Director of Development, observed that as part of the feasibility study a focus group would involve student consultation.

Resolution
re Mortgage:
Fenwick
Place

Mr. Mason provided background information concerning a resolution (Appendix A) to borrow \$1.5 million by second mortgage from Canada Trust to finance major renovations to Fenwick Place. On motion (Hill/Kerr) the Board approved the Resolution.

Future of
Nova Scotia
Universities

For the benefit of new Members, Dr. Clark reviewed the history of events leading up to the current discussions on rationalization of the university system in Nova Scotia. About three years ago the Maritime Provinces Higher Education Commission (MPHEC) had undertaken a study of the funding formula for universities in the province. This study had resulted in the Adlington Report, which has been mostly implemented, and major changes in funding have been distributed since then. Also as a result of the Adlington Report, each Nova Scotia

university had been asked to provide a Role and Planned Capacity statement. These statements were provided to MPHEC about two years ago and subsequently, MPHEC, in consultation with the Nova Scotia Council on Higher Education (NSCHE), issued a report containing about 15 recommendations, which dealt mainly with the rationalization of programmes, including (among others) business schools, computing science and graduate studies. During the past year and a half, the Council of Nova Scotia University Presidents (CONSUP) has been addressing these issues, but has made little progress in dealing with all of the Minister's recommendations. In the spring of this year, Dr. Gregory MacKinnon was appointed facilitator to assist CONSUP in preparing its response to the Minister. CONSUP, in its response to the Minister, asked that external consultants be engaged to identify options for a structure for the province's university system, and undertook to make a recommendation about a university structure by September 30th. It also agreed to respond to the Minister's recommendations concerning programme rationalization by the end of December.

During the summer, Dr. Clark continued, three external consultants had been engaged to review the present university system in Nova Scotia and to recommend options to restructure the system. In late August each university had made its submission to the consultants and all universities, other than Dalhousie, had focussed on the role of NSCHE. Dalhousie's brief, he said, had been more concerned with the overall objective and had described a number of long-term structures which, with certain restraints, were acceptable to Dalhousie. While the consultants had recognized the need for change and the need for the universities themselves to develop a collective vision of the best university system for Nova Scotia, their report was cautious and gave no sense of long-term direction. Dr. Clark said the four options presented by the consultants were based on strengthening the role of NSCHE, providing some administrative assistance to CONSUP, and making Inter-University Services Inc. eligible for targeted funding.

Dr. Clark then explained each of the consultants' four options in detail. Option 1, he said, would maintain the status quo and do little other than change the Chair of NSCHE, while leaving the composition of Council unchanged. Advice given by Council to government would be a matter of public record. Also, MPHEC would continue to assess programmes, and Inter-University Services Inc. would become eligible for targeted funding from the rationalization envelope. Option 2 would go substantially further and give NSCHE the ability to conduct reviews and assess academic programs (e.g. peer reviews), to create joint committees involving university representatives to study particular areas (e.g. business schools), and to make decisions and recommendations on whether to reduce or increase funding of existing programs. CONSUP would also be strengthened through additional administrative support. Option 3, Dr. Clark noted, included all of the above elements, but recommended in addition that CONSUP have an executive director who would be a fairly senior person and would become a director of ISI. The consultants saw this as a way

for these two groups to develop a variety of common administrative operations, i.e. a common application centre or student employment centre. Option 4, Dr. Clark said, went much further by assuming the above three options and also proposing that NSCHE'S mandate be changed from a body which makes recommendations to government to one which would have legislative authority to distribute and determine the basic operating grant for each institution, including any other funds provided by government.

The situation at present, Dr. Clark continued, was that CONSUP had begun discussion on the consultants' report at a brief meeting, and the group would meet again tomorrow and on September 24th to continue discussions. CONSUP's intent was to arrive at a recommendation on a N.S. university structure to present to the Minister at the end of September. Dr. Clark noted that CONSUP's discussions seemed to be focussing on what was contained in the consultants' report and there did not seem to be any inclination to come up with any widely different proposals. There were many issues the Board and University needed to think about, such as the membership of Council and how that would be determined, and whether there were enough checks and balances in place should the power to determine operating grants be given to NSCHE.

A brief discussion followed during which Dr. Clark answered questions from Board members about how CONSUP might respond to the consultants' report and whether Dalhousie should file its own report. When asked what vehicle the Board was using to deal with this issue, Dr. Clark responded that the Six and Six Committee was meeting following today's Board meeting to discuss the options in the consultants' report. That committee, he told the Board, would welcome any comments and suggestions Members might have on this issue.

Campus
Plan

In introducing this item, Mr. Cowan said the campus plan, which had been developed over the past year by a consulting team headed by Mr. Brian MacKay-Lyons, would provide a set of guidelines for Dalhousie's evolution over the next 30-40 years. The plan, based on three campuses (Studley, Middle and Carleton) along the spine of University Avenue and pulled together with a "garden" theme, shows how the university might look and how it might relate to the city and neighborhood as it evolves. Mr. Cowan thought the participatory process and wide consultation used by the consultants in developing the campus plan had enabled them to capture the essence of what Dalhousie means to a large number of people. The campus plan had been publicly launched last Friday, and the process of review and comment would now begin, and Mr. Cowan suggested the Board might wish to refer the campus plan to the Buildings and Grounds Committee for further discussion.

Mr. Brian MacKay-Lyons was introduced to the meeting. He showed a series of diagrammatic slides and gave a running summary of the most important concepts behind the plan as it had been developed. The campus plan, he said, showed how Dalhousie could begin a process of

consolidation, focussing its buildings and economic investment inwardly along University Avenue and expanding on lands it already owns, without interfering with the neighborhood.

Dr. Gordon expressed her puzzlement over why the University, while saying it will maintain constant enrolment, was planning for growth. Dr. Clark explained that at some future time more residential space might be needed, and the University was trying to develop some conception of how to guide its development campus over a long period. Mr. MacKay-Lyons was thanked by the Board for his presentation on the campus plan.

Morale

Dr. Clark, noting that a number of concerns had been expressed lately about morale and human relations on campus, observed that there was a considerable difference between morale, which was affected by a number of factors over which the University had no control (i.e. reduced funding) and human relations, which the University could do something about. He assured Members that he and senior officers were doing what they could to ensure the quality of human relations on campus and that some of the steps being contemplated would be introduced over the next period of time. Hopefully, he said, morale could be maintained despite adverse external factors.

Mrs. Weld, who had asked at the last meeting to have this item put on today's agenda, told the Board about a series of interviews she had conducted over the summer with faculty, staff, students and alumni. She had prepared a report of her findings and given it to the President, and she had been assured this issue would be a priority item this year. Mrs. Weld said she looked forward to improving human relations on campus, and thus improving morale, and she suggested that this issue should be reviewed in six months' time to see if concerns were being seriously addressed.

Professor Bankier, President of the Dalhousie Faculty Association, said she was pleased to observe the Board's interest and involvement in matters of concern to staff. She suggested there should be more opportunity for the Board to meet with the various employee groups on campus and listen to their concerns as human beings, rather than just making contact through the formal committee and collective bargaining approaches. Mr. Pottier, President of DSU, supported this suggestion as it related to students and their concerns.

President's
Report

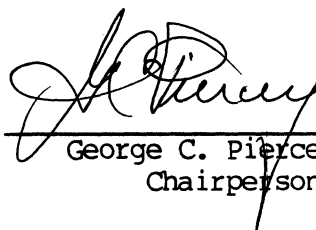
Dr. Clark presented his report (Appendix B) which contained items on Role and Capacity, Targeted Funding, Commission of Inquiry on University Education, Enrolment, Shinerama, Physical Plant, and news about two prestigious awards. In commenting on the first item, Dr. Clark drew attention to a Motion (appended) which had been passed yesterday by Senate during its discussion on the consultants' report. When commenting on the Smith Commission Report, he noted that considerable media attention was expected when the Report was released in early October. Dr. Clark said MacLean's Magazine would be

publishing a 15-20 page edition on Canadian universities and university education in mid October. Arrangements were being made for Dr. Smith to be at Dalhousie on October 21 to discuss his report. Dr. Clark urged Board members to read the Commission's Research Report #5 (enclosed for absent members) which describes some very critical views held by government officials about universities. In closing, Dr. Clark announced that the Chancellor would address Senate on September 23rd at 4 p.m. in the Board Room. Board Members were welcome to attend.

Adjournment The meeting adjourned at 6:30 p.m.



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey, Q.C.
Chairperson

THE BOARD OF GOVERNORS OF DALHOUSIE COLLEGE AND UNIVERSITY

RESOLUTION

Be it resolved that:

1. The Governors of Dalhousie College and University (hereinafter called the "University") borrow from Canada Trust a maximum amount of \$1,500,000.00 for the purpose of assisting in the financing of renovations to Fenwick Place, 5599 Fenwick Street, Halifax, Nova Scotia; and
2. The University enter into a Second Mortgage in favour of Canada Trust in a principal amount not to exceed \$1,500,000.00 amortized over a period of 20 years and maturing in four years from the date thereof for the repayment of the said principal sum together with interest thereon at the rate of 11.25% per annum compounded semi-annually and not in advance; and
3. As security for the said Second Mortgage and the obligations of the University thereunder, the University mortgage, pledge, and charge to and in favour of Canada Trust (1) that portion of the lands and premises of the University on the site of Fenwick Place, and (2) all rentals now or becoming due under leases or rental agreements for the lands and premises of the University on the site of Fenwick Place, and (3) by way of a first fixed charge, all the personal property of the University on the site of Fenwick Place; and
4. Any two of the Chairman, Vice-Chairman, President, Vice-President (Finance and Administration) and the Secretary be and they are hereby authorized to fix and determine the form and content of the said Second Mortgage 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.