

Item: Board of Governors Minutes, December 1992
Call Number: Board of Governors Fonds UA-1, 58.6

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* PLEASE NOTE CHANGE IN LOCATION OF THE DECEMBER BOARD MEETING *

BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
AGENDA

Tuesday, December 15, 1992 - 4:00 p.m.

University Hall

(located in the Macdonald Building)

1. Approval of Agenda (A. Shaw)
2. Minutes of Board Meeting of November 17, 1992 (enclosed) (A. Shaw)
3. Items for Decision
 - (a) Certificate in Health Services Administration (D. Stairs)
(enclosed)
4. Items for Discussion
 - (a) Budget Advisory Committee - Second Report (D.Stairs/B.Mason)
(enclosed)
5. Items for Information
 - (a) Reports of Standing Committees:
 - (i) Buildings and Grounds Committee (D. Kerr)
 - (ii) Staff Relations Committee (enclosed) (P. Roscoe)
 - (b) Capital Campaign Update (A. Shaw)
 - (c) Report on Class Sizes (enclosed) (D. Stairs)
 - (d) Financial Background for Tuition Fee Determination
(enclosed for information only)
6. Other Business
7. Adjournment

Minutes of a Meeting of the
Board of Governors held on Tuesday,
December 15, 1992 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw
 Chairperson
 Ms. Hermie Abraham
 Ms. Jean Addison
 Mr. David J. Almon
 Dr. D. Wayne Bell
 Mr. Robin N. Calder
 Mr. Daniel M. Campbell
 Dr. Fay Cohen
 Mr. James S. Cowan
 Vice Chairperson
 Mr. H. Lawrence Doane
 Honorary Treasurer
 Mr. Peter R. Doig
 Dr. Kenneth Dunn
 Mr. Fred S. Fountain
 Mrs. Linda Fraser
 Mrs. Cynthia Gorman

Mr. Donald A. Kerr
Ms. Lale Kesebi
Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald
Hon. Jacqueline Matheson
Dr. Carmen F. Moir
Dr. Sharon Oliver
Mrs. Ann Petley-Jones
 Honorary Secretary
Mr. George C. Piercey
Mr. Peter Pottier
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe
Mr. Byron G. Sarson
Dr. Maxine N. Tynes
Miss Barbara Walker
 Vice Chairperson

Also present were: Dr. Denis Stairs (Vice-President, Academic and Research, and Acting President); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services), Mr. Henry E. Eberhardt (Vice-President, External); Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Mr. Michael Roughneen (Director, Personnel Services); Mr. Ian Nason (Director, Financial Services); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Mary Somers (Editor, "Dalhousie News") and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. Howard C. Clark, Dr. Margaret Hansell, Chief Justice Alex Hickman, Mr. George W. MacDonald and Mr. Fraser Matte.

The Chairperson called the meeting to order at 4:05 p.m. and welcomed everyone to the first meeting of the Board of Governors in University Hall. Mr. Shaw then noted that he had met with the President twice in the last week and that he was recovering slowly but steadily from his recent surgery.

Approval of Agenda

The Chairperson then asked Dr. Stairs to comment on the Agenda and arrangements associated with the new location for Board Meetings. Dr. Stairs noted that in the absence of Dr. Clark there would not be a President's Report. He then observed that

University Hall essentially had been set up for the meeting today in the way it was expected to be for all future meetings of the Board. He noted that we were now able to accommodate all Board Members at the table and provide seating for a maximum of eighty visitors, which was a substantial increase over what we had been able to provide in the former Board and Senate Room. He noted that, in arriving at this configuration, the size of the room, its upper level location and limited access, as well as fire regulations, had all been taken into consideration. He commented that most of the chairs and tables had been kindly loaned to us from Henson College and that at this point we were uncertain when we might have permanent furnishings for the room.

Dr. Stairs then explained that, coincident with the relocation to University Hall, a pass system was being introduced for non-Board Members who wished to attend Board Meetings. He noted that for all future meetings non-Board Members who wished to attend would be able, on a first-come first-served basis, to pick up a pass to attend a particular meeting from the Receptionist in the President's Office at any time during regular office hours in the week preceding that meeting. Should any passes still be available immediately prior to a meeting, they could be picked up at the entrance to University Hall.

Minutes of Board Meeting of November 17, 1992

Mrs. Gorman moved and Dr. Oliver seconded a motion THAT the Minutes of the Meeting of the Board of Governors held on November 17, 1992 be approved as circulated. The motion carried.

Items for Decision

(a) Certificate in Health Services Administration

Dr. Stairs noted that information had been pre-circulated regarding the proposed Certificate Program in Health Services Administration and observed that there was a strong demand for the program. He indicated that the Faculty of Health Professions would assume financial responsibility for the program and he noted that it met the criteria for the approval of new programs approved by the Board of Governors on April 21, 1992 in connection with the partial relaxation of the moratorium on new program development in that revenues from tuition fees would exceed costs. If the program proved not to be financially self-sustaining, it would be closed down. In response to an inquiry from Dr. Moir, Mr. Mason observed that during the course of planning for this certificate program the School of Health Services Administration had worked with representatives from many health care facilities in addition to hospitals.

Dr. Dunn moved and Miss Walker seconded a motion THAT, upon the recommendation of Senate, the proposed Certificate Program in Health Services Administration be approved. The motion carried.

Items for Discussion

Budget Advisory Committee - Second Report

Dr. Stairs commented that the Budget Advisory Committee Second Report had been distributed in advance of the meeting and that Board Members were also familiar with the President's Response to the Report. He noted that the Report indicated clearly the problems with which we are confronted, and that the Budget Advisory Committee was now engaged in discussions with Deans and Administrative Directors about how we should approach the resolution of these difficulties.

Mr. Mason then noted that this item was on the agenda largely in response to a suggestion made by Mr. Doane at the November Board Meeting that a full briefing and discussion of future budgetary directions be planned for Board Members. Mr. Mason began with an explanation of the fund accounting system used at Dalhousie and at other Universities across the country. He noted that we have six types of funds: Operating, Ancillary, Plant, Endowment, Trust, and Research. He also explained the audit requirements and provided background information regarding the accumulated operating deficit. He reviewed in some detail budget measures over the last decade, including the progress that had been made on debt reduction, and explained the 5-Year revenue and expenditure model. Information on all of the above is contained in a document entitled "Dalhousie University : Presentation to the Dalhousie Student Union, November 1992" which was pre-circulated.

Mr. Mason commented on the terms of reference for the Budget Advisory Committee and noted that the First Report of the Budget Advisory Committee had been submitted to and approved by the President in September. That report made four recommendations which could be summarized as follows:

1. Non-Space Equipment Grant : allocate \$1 million out of an expected \$1.5 million from the 1993-94 non-space equipment grant to support eligible expenditures already in the University's expenditure base.
2. Delay Implementation of FSC (Financial Strategy Committee) Recommendations : In order to address the urgent financial dilemma facing the University, further implementation of the FSC recommendations in all expenditure areas except student services

and student assistance should be held in abeyance for 1993-94.

3. Non-Salary Inflation Adjustments : No provision for non-salary inflation should be built into the calculation of budget allocations in the coming year except for energy, water, tax and insurance.

4. Tuition Fee Revenue : While consideration should be given to a range of factors in setting tuition fees, the current model assumed an increase of 10%.

Mr. Mason reported that the BAC (Budget Advisory Committee) then concentrated on a more detailed study of the University's current operating expenditures with the objective of making further recommendations in 1993-94 to close the gap of \$1,850,000 that remained. The results of the Committee's efforts are contained in the Second Report of the Budget Advisory Committee which had been pre-circulated to Board Members along with the President's response.

Mr. Mason noted that the Budget Advisory Committee was now engaged in discussions with Deans and Administrative Directors regarding the implications of the Second Report and the Committee will be making further recommendations to the President in March.

A discussion ensued at the conclusion of Mr. Mason's presentation, as follows:

In response to Ms. Abraham's comment that student leaders were concerned about the number of Nova Scotia students declining because of cost pressures while the number of students from Ontario was increasing, Mr. Mason noted that the percentage of Nova Scotia and Maritime students had declined slightly but the absolute numbers had increased. It was also observed that we had actively recruited students in Ontario in recent years as enrolment growth was a strategy for coping with declining government assistance. With respect to concerns expressed by Ms. Abraham about quality, it was suggested that the issue needed to be considered in the context of what was happening throughout the province and the country and that the current reality required all of us to confront difficult changes.

Dr. Tynes stated that she was overwhelmed by the information contained in Mr. Mason's presentation but suggested we needed to think in human terms. She expressed considerable concern that only the "elite" and the firmly "established" would be able to access university education, and she found this unacceptable.

Dr. Stairs noted that the core issue raised thus far in the discussion was accessibility. While Dalhousie had to face the

possibility that some people might be excluded, we had done more than any other University Board in Canada to provide assistance as a result of the Board's decision that 25% of all tuition fee increases would be directed towards Student Aid. He observed that, as Government withdrew its support, we were being directly affected, and what we were experiencing was a transfer of funding obligations from the public to the private sector.

Dr. Tynes commented that the University was charged with the responsibility for offering quality education and that it should be available for everyone. She suggested that we should state to the Government that they were abdicating their responsibility.

Mr. Rowe suggested that Mr. Mason's presentation did not indicate that we were doing less with less and he also commented that the projected support from Government was not a realistic assumption. He suggested that the expenditure columns in salaries for 1993-98 were out of step with everyone else, including other universities, and that the increases should be cut in half.

Mr. Mason observed that he had presented a model, not a budget, and that we would have no choice but to accommodate 3% for pay equity. He noted that the Board had a policy on salaries and that the model showed what would happen if that policy was followed. He agreed that many people had questioned whether the projected 3% increase in Government support was realistic.

Dr. Cohen inquired about the University's contractual obligations under various Collective Agreements, and it was observed that when the wage freeze was lifted we would discover whether the various Unions were prepared to live with the existing contracts, and that in 1995-96 we would be re-negotiating all of our Collective Agreements.

Mrs. Petley-Jones wanted to know what action had been taken with respect to new revenue generation other than the capital campaign. Dr. Stairs commented that we did a lot of revenue generation already in various Faculties. For example, clinical earnings in the Faculty of Medicine were a major source of financial support for the Faculty's academic operations. Overheads, moreover, were earned from a variety of different contracts. Some of these were substantial, such as the one we had with CIDA (Canadian International Development Agency) in relation to Indonesia. He noted that we were also actively exploring the possibility of providing places in some of our professional programs for overseas students. However, while the demand for these places existed, particularly in medicine, dentistry and pharmacy, there were some practical difficulties. He also noted we had earnings from scientific research that accrued to the University. We also had a Technology Transfer

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Office, but the history of such offices throughout the country was such that they served well as facilitators but did not generate enormous funds for their host universities.

Mrs. Gorman suggested that we needed to re-define the purpose of the University in this time of change and recommended that we should be prepared to look at all possible options for funding.

Mr. Doane indicated that we should take a serious look at salaries and benefits expenses, which represented 80% of the total budget. He acknowledged that this would be difficult to do because of collective agreements and other considerations but he suggested the time had come when we must do that.

In response to an inquiry from Mr. Pottier about the relationship between the Financial Strategy Committee and the Budget Advisory Committee, Mr. Shaw explained that the Budget Advisory Committee made a presentation to the Financial Strategy Committee a short while ago at which time they made it clear that their recommendations were for a one year postponement of the Financial Strategy Committee's recommendations. He also noted that it was understood that the salaries and benefits issue would be considered and that recommendations regarding this would be contained in the Third Report of the Budget Advisory Committee.

Ms. Kesebi suggested the tuition factor could not be considered in a vacuum and that she was concerned about accessibility and quality. She suggested that a ten percent increase should not just maintain quality but improve it. She felt, however, that this was not happening. She remarked that Dalhousie must play a role regionally and that academically qualified students from the area should not be excluded for financial reasons.

Dr. Stairs agreed that if we continued to increase fees without government relief, accessibility for some would be placed in jeopardy. This was the hard reality with which we are confronted after ten years of declining revenues, and we had no alternative but to make some very difficult choices.

Mr. Rowe suggested that we needed to pay competitive salaries but we might need to have fewer people and that we needed to ensure we had the right people rather than trying to keep everybody.

Items for Information

(a) Reports of Standing Committees

(i) Buildings and Grounds Committee

Dr. Kerr noted that the Buildings and Grounds Committee

had not met this past month, and therefore there would be no report to the Board.

(ii) Staff Relations Committee

Mrs. Roscoe noted that the Grievance Review Report that had been pre-circulated was for 1991 and that the Staff Relations Committee had reviewed the Report carefully. She observed that the grievances were within reason and well documented and that the number of academic grievances had declined.

Dr. Sinclair-Faulkner suggested that complaints about unreasonable delays in dealing with grievances had not been addressed and he expressed concern that the Staff Relations Committee had not consulted with Union Staff about the Report. He then distributed to all Board Members a copy of an article entitled "Grief over Grievances" which had been included in the July 1992 issue of the DFA Dialogue.

(b) Capital Campaign Update

Mr. Shaw noted that the Capital Campaign priorities were being revised as a result of the discussion that had taken place at the last meeting of the Campaign Planning Committee and that the revised statement would shortly be distributed to all members of the Planning Committee for their review and comment.

At this point Mr. Eberhardt introduced Mr. John Leslie of Snelling and Kolb who will be working on the Feasibility Study. He noted that we were in the process of searching for a Campaign Director and also were identifying volunteer leadership. He noted that two items had been distributed at the meeting for Board Members, one being "Fundamentals : A Progress Report on the 1992 Dalhousie Annual Fund" and the other a "Summary of Comprehensive Campaigns" as reported by the AUCC.

(c) Report on Class Sizes

Mr. Christie noted that the information which had been pre-circulated about class sizes was in response to a request for same made at the November Board Meeting and he particularly drew Board Members' attention to the figures contained in the last two pages of the Report.

(d) Financial Background for Tuition Fee Determination

Information had been pre-circulated on the financial background for tuition fee determination and Dr. Stairs noted that a meeting had been held with students some time ago to

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discuss tuition fees. Mr. Mason, Mr. McKee, Mr. Doane, Miss Walker, Mr. Nason and Mr. Christie had been in attendance. He indicated that if students wanted more discussion about tuition fees in advance of the January Board Meeting, Members of the Board and Senior Administrators would be pleased to respond to an invitation from students to meet again.


Other Business

Mr. Doane observed that thus far there was 65% participation from Board Members in this year's Annual Fund, and he remained hopeful that once again participation would be 100%.


Ms. Abraham informed Board Members that the 10th Annual Dalhousie Business Seminar will be held from January 21 to 23, 1993. She encouraged Board Members to purchase tickets or make a donation to the seminar and noted that the theme for this year's seminar was the Future of Canadian Business.

Adjournment

There being no further business, the meeting adjourned at 6:00 p.m.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson



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PROGRAMME PROPOSAL

CERTIFICATE IN HEALTH SERVICES ADMINISTRATION

When it met on November 23, 1992, Senate approved the establishment of a Certificate programme in Health Services Administration.

The proposed programme - to be offered by the School of Health Services Administration within the Faculty of Health Professions, beginning in January 1993 - is designed for middle-level managers in the region's health care delivery system. It would be offered at the undergraduate level and would consist of 10 half credit classes - five in Health Services Administration and five offered by other units at Dalhousie or by other universities in the region.

There is strong demand for the programme and enrolment is projected to reach 25 full-time and 35 part-time students by the fifth year of its existence.

The Faculty of Health Professions has assumed financial responsibility for the programme, in the context of the mechanism for funding new programmes, introduced this fall.

The proposed programme meets the criteria for the approval of new programmes approved by the Board of Governors on April 21, 1992 in connection with the partial relaxation of the moratorium on new programme development, in that revenues from tuition fees will exceed costs.

BE IT RESOLVED, UPON THE RECOMMENDATION OF SENATE THAT:

The proposed Certificate Programme in Health Services Administration be approved.