

Item: Board of Governors Minutes, January 1992

Call Number: Board of Governors Fonds UA-1, 57.15, 57.16 and 57.17

Additional Notes:

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Minutes of a Meeting of the  
Executive Committee of the  
Board of Governors held on  
Thursday, January 9, 1992  
at 8:00 a.m. in the Board and  
Senate Room

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. George Piercey  
          Chairman  
          Dr. Howard C. Clark  
          President  
          Mr. J. Dickson Crawford  
          Dr. Donna Curry  
          Honorary Secretary

Mr. H. Larry Doane  
          Honorary Treasurer  
          Mr. Norman H. Newman  
          Miss Barbara Walker  
          Mrs. Peggy Weld  
          Vice-Chairperson  
          Mr. Robert Zed

By invitation Mr. James S. Cowan, Mr. George T. H. Cooper, and Mr. Thomas E. Lynch were present. Also present were Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Mr. Brian C. Crocker (University Secretary and Legal Counsel); and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. Allan C. Shaw.

#### Introductory Remarks

Following brief words of welcome and thanks to all in attendance the Chairman called upon Dr. Clark to give the introductory remarks. Dr. Clark then expressed his interest in hearing the viewpoints of everyone with regard to the matter of the proposed tuition fee increase which is to be the major issue before the Board of Governors on January 21 and January 23, 1992.

#### Agenda

The Agenda was approved with the following changes:

- Approval of Staff Matters was referred to the Officers of the Board for consideration at their meeting scheduled to take place immediately after the adjournment of the Executive Committee Meeting.
- While the review of the Agendas for Board Meetings scheduled for January 21 and 23 were to be considered at the Executive Committee meeting, it was noted that they would be reviewed as well by the Officers of the Board with whom responsibility rests for the setting of such Agendas.
- The Agenda was amended to include a discussion regarding the schedule and contents of the Finance and Budget Committee meetings that have been proposed prior to the upcoming meetings of the Board of Governors.

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Proposed Policy and Procedure Statement for Purchase and Sale of Real Property

At the request of the Chairman, Mr. Mason reviewed the proposed policy and procedure statement for purchase and sale of real property which had been circulated with the Agenda. He noted that during the process of purchasing one property and selling two others during the last year and a half, it was realized no policy was in place to establish how to deal with a variety of issues that could occur. Mr. Mason commented that the need for a policy and procedure is of even greater importance now that we have a campus plan in place. He explained that the proposed policy and procedure statement would be considered by the Buildings and Grounds Committee and the Finance and Budget Committee before going to the Board of Governors. It was observed in the subsequent discussion that the statement was sensible and that a policy should be put in place. Under item 7. of the general procedures, where reference is made to a "qualified appraiser", it was recommended that the phrase should be changed to read "independent appraiser".

Review of Agenda for Board Meeting on January 21, 1992

It was agreed that the Agenda before the Executive Committee should not be approved by the Officers of the Board without prior consultation with the Dalhousie Student Union. The concept of collaboration with the students was considered to be of paramount importance and the value of planning the format and detailed Agenda for this meeting in cooperation with the Dalhousie Student Union was strongly endorsed by the Executive Committee. It was agreed that Mr. Piercey, Dr. Clark, Mr. McKee and Miss Walker would endeavour to meet with the Dalhousie Student Union at the earliest possible moment to develop the Agenda for the meeting.

Review of Agenda for Board Meeting on January 23, 1992

Under Board Matters it was requested that the following be added to the Agenda: "Appointment of a Board Representative to the Board of Directors of ~~218572~~ Nova Scotia Limited".

Dr. Clark will consult with the President of the Dalhousie Student Union, and assuming he is in agreement, discussion of the "Student Petition for Responsible Administration" will be deferred until a subsequent meeting.

*Amended  
Feb 18/92  
by Essex Clee*

*218572  
2118572*

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Audio Taping of Board Meetings on January 21 and January 23, 1992

Attention was directed to item 6.13.3 of the General By-Laws of the Board of Governors of Dalhousie College and University which state: "Members of the public attending the meeting shall not be permitted to address the meeting unless authorized to do so by a majority vote of the Board. Such persons will not be permitted to use cameras or electronic equipment during the Board meeting unless permission is granted by a majority vote of the Board provided that exemptions may be granted from time to time by resolution of the Board and subject to such conditions as the Board may impose."

It was agreed that it would be desirable to arrange audio taping of the two Board meetings scheduled for January and to also allow the media and television cameras at the meeting. It was recommended that the Director of Public Relations should communicate with the media to insure that appropriate arrangements are put in place.

Procedural Rules for Board Meetings

Mr. Crocker indicated that while the bylaws contain certain specific procedures that must be followed in certain cases (e.g., 6.14.1) there are no specific rules of procedure that govern the conduct of the meeting other than 6.7.1., which states: "The Chairperson shall chair the meeting and shall determine the procedures for the conduct of such meeting consistent with these by-laws and subject to such direction or procedures as may be adopted from time to time by the Board."

As difficulties can result from time to time if people are unclear about procedures, it was agreed that the current rule 6.7.1 would be retained. Any Member of the Board may, however, request the establishment of formal procedures at the start of or during any meeting and, if approved by a majority of the Board, such formal procedures shall be Robert's Rules of Order for the balance of that meeting unless otherwise determined by the Board. It was recommended that Mr. Crocker, as required, act as adviser to the Chairman on procedural matters.

Information to be provided to Board Members

A preliminary information package with a draft letter to all Board Members was distributed at the meeting and Dr. Clark requested that comments and suggestions for any changes be conveyed to him once members of the Executive Committee had an opportunity to review the material. The need for comprehensive and well organized background material for the upcoming meetings

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of the Board of Governors was stressed.

Restructuring of the Board

During the discussion it was suggested that in addition to the merits of considering the structure of the Board and seeking to improve the effective functioning of the Board in a manner which produces more satisfaction for Board members and a greater contribution to the University, the governance of the University could well benefit from a thorough review. Such review, it was noted, would require an enormous amount of time. It was agreed that Dr. Clark and Mr. Piercey would meet with an ad hoc committee to discuss the matter of restructuring and university governance and that they would, in due course, report to the Officers of the Board. During the course of their deliberations they will, among other things, consider the feasibility of having fewer meetings of the Board, the composition of the Board, and the possibility of increasing the responsibility of, and frequency of, meetings of the Executive Committee.

Other business

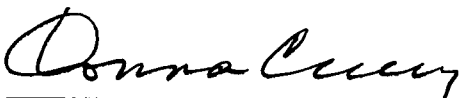
Finance and Budget Committee Meetings

Concern was expressed with regard to the fact that reference to "inflation" by the Finance and Budget Committee had been intended to refer to inflation of tuition fees, but had been interpreted by some constituencies to be inflation related to the consumer price index.

*Amended*  
It was noted that meetings of the Finance and Budget Committee are to be held on January 17th from 4:00 to 6:00 p.m. and on January 22 from 8:00 to 10:00 a.m.

Adjournment

There being no further business, the meeting adjourned at 10:30 a.m.



Donna M. Curry, M.D.  
Honorary Secretary



George C. Piercey, Q.C.  
Chairman

Summary Record of a Special  
Meeting of the Board of  
Governors held on Tuesday,  
January 21, 1992 at 3:00 p.m.  
in the McInnes Room

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey      Mrs. Cynthia Robertson Gorman  
          Chairperson                    Dr. Margaret Hansell  
Mr. David J. Almon                    Mr. Brian Hill  
Ms. Beth Beattie                     Mr. Donald A. Kerr  
Dr. D. Wayne Bell                    Mrs. Evelyn Lukan  
Dr. Daniel M. Campbell               Mr. Thomas E. G. Lynch  
Dr. Howard C. Clark                  Mrs. Annemarie MacDonald  
          President                      Ms. Bernadette MacDonald  
Dr. Fay Cohen                         Mr. George W. MacDonald  
Mr. James S. Cowan                    The Hon. Jacqueline Matheson  
Mr. J. Dickson Crawford             Dr. T. John Murray  
Dr. Donna M. Curry                   Mr. Norman H. Newman  
          Honorary Secretary           Mr. Peter Pottier  
Mr. Fred J. Dickson                   Mrs. Ruth Pulsifer  
Mr. Tom Digby                         Ms. Patricia Roscoe  
Mr. H. Larry Doane                    Mr. Allan C. Shaw  
          Honorary Treasurer            Vice Chairperson  
Mr. Peter R. Doig                     Ms. Maxine N. Tynes  
Mr. Fred S. Fountain                 Miss Barbara Walker  
Mrs. Linda Fraser                     Mr. Robert Zed  
Dr. Jane Gordon                        Mr. Sherman Zwicker

Also present were Dr. Denis W. Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Brian D. Christie (Executive Director, Institutional Affairs and Assistant to the President for Planning); Mr. Ian Nason (Director of Financial Services); Dr. Rowland Smith (Dean, Faculty of Arts and Social Sciences); Dr. Warwick Kimmins (Dean, Faculty of Science); Ms. Jane Spurr (Research and Policy Analyst) and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. Marie Battiste, Mr. Aubrey Browne, Dr. Mona L. Campbell, Mr. George T. H. Cooper, Dr. John C. Fentress, The Hon. T. Alex Hickman, Dr. Albro D. MacKeen, Mrs. Ann Petley-Jones, and Mrs. Peggy Weld (Vice Chairperson).

Prior to the commencement of the meeting an information package entitled "Dalhousie Student Union Tuition Fee Increase Supplement - Board of Governor's Meeting - January 21, 1992" was distributed by students to Members of the Board.

Introductory Remarks

Mr. Piercey, on behalf of the President and the Board of Governors, extended a sincere welcome to all students, to other members of the Dalhousie community, and to members of the public who were present. He noted that, to his recollection, during the nine or ten years he had been a member of the Board of Governors there had not been a meeting of the Board and students akin to this one, where so much openness and frankness had been fostered and encouraged in seeking understanding of an issue of vital importance to the well being of the university. He explained that the meeting was intended to provide participants with an opportunity to discuss with Board Members a proposed increase in tuition fees for the 1992-1993 academic year, together with associated matters that had been referred by the Board Meeting held on November 19, 1991 to committees for further consideration.

Mr. Piercey noted that the meeting was scheduled to terminate at 5:00 p.m. and every reasonable effort would be made to adhere to that but if necessary the meeting could be extended for a half hour. He explained that the meeting would be conducted along the lines of an informal hearing and that no motions or resolutions would be recognized by the Chair. Speeches and presentations were to be limited to those matters concerning tuition fees referred to above.

Mr. Piercey then reviewed the Agenda, which had been made available to all in attendance upon their arrival. He observed that Dr. Clark would be the first speaker. His comments would be followed by questions from Board Members and then a general discussion. All speakers were asked to state their name and university connection and were advised that, in view of the time constraints, their remarks should be confined to three minutes. He requested that questions be asked immediately at the conclusion of a speaker's remarks and noted that the Chair or the President would direct them to the appropriate Officer or Board Member for response. He advised that no rebuttal or supplementary question would be possible following the response to a question. Finally, all present were asked to exercise restraint throughout the meeting and refrain from interruption of speakers in order that all who wished to address the meeting would be accorded due courtesy and respect.

Presentation of Tuition Fee Proposal

Dr. Clark prefaced his remarks by noting that he planned to give briefly some background to the recommendation of the Finance and Budget Committee and to clarify its recommendation. In doing so

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he noted that the recommendation was not simply a recommendation to increase tuition fees by 10%. It stemmed from an integrated policy that recommended that tuition fees increase by 10% and that the Student Assistance Program be increased from \$925,000 to approximately \$1.2 million for 1992-93. He stressed that our ability to increase the student assistance program next year depended very much on there being a fee increase.

A copy of Dr. Clark's presentation is attached to this summary record. In summarizing his remarks, Dr. Clark stated that the recommendation needed to be seen in perspective and in relation to fees at other Canadian universities; that it should be recognized that increased revenues from tuition fees and other sources were essential if reductions in faculty members are to be minimized; that the intellectual quality of the courses Dalhousie students receive had not declined; and that Dalhousie's commitment to accessibility was indisputable in that, while increasing fees, we had made very substantial provisions for assisting students who were genuinely needy.

#### Questions from Board Members

Mr. Piercey called upon Board Members to raise any questions they might have with respect to Dr. Clark's presentation on the Tuition Fee Proposal.

Ms. Tynes observed that the tuition fee proposal was a difficult and sensitive issue, with everyone present being a stakeholder. She suggested that the answer to the need for increased revenue did not lie in the proposed tuition fee proposal, but rather in increased support from government. Dr. Clark responded that there had been and continued to be very substantial and aggressive lobbying by Dalhousie, and all Canadian Universities, as well as the Association of Universities and Colleges of Canada, the Canadian Association of University Teachers, and the national student organizations at the Federal level with respect to the whole matter of the transfer payment policy. He noted that the Council of Ministers of Education had pressed for changes to the Canada Student Loan Program, and that at the provincial level as well, Dalhousie had been lobbying actively, and would continue to do so.

Ms. Beattie suggested that seventy percent of students were financially strapped, and that the proposed policy ignored the recession and the decline in summer employment opportunities for students. She expressed concern in particular with respect to accessibility. Dr. Clark suggested that the proposed policy, by virtue of charging higher fees to those who could afford it and providing direct support to those who needed it, was equitable. Mr. McKee then offered background information on the Student



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Assistance Program which he noted was still relatively new. He reported that 700-800 students had received assistance in the first term and that he anticipated that the program would provide assistance to as many, or more, students in the second term.

Mr. Digby suggested that 2,000-2,500 students had severe need, but he calculated that only 1,600 would be assisted by the Bursary Program, and this would have an impact on accessibility. Dr. Clark stated that he was proud of the fact that Dalhousie has done more in recent years to insure a diverse student body, to increase participation from minority groups and to provide special assistance for needy students. This record in addressing accessibility was one that he was very proud of, and it placed Dalhousie well ahead of any university in Canada.

Mr. Brian Hill suggested that real common sense was missing from the proposal and that great hardship would be imposed on some students as a result of the twenty-five percent increase last year and the proposed ten percent increase. Dr. Clark responded that the proposal was deliberately designed to allow for greater assistance to students in need, and that without the twenty-five percent increase last year, there would have been no assistance to students.

Ms. Beth Beattie observed that during the course of Dr. Clark's presentation he had stated that the quality of education had not declined, yet she had before her a letter written by the Chair of the Biology Department stating that the department is a "disaster area". Dr. Clark explained that his comments on quality were general for the institution and called upon Dean Kimmins to comment with respect to the Biology Department. Dean Kimmins noted that the budget in the Faculty of Science was as fair as the budget received by any Faculty this year, but, despite that, there had been a net reduction of eleven science faculty available to teach classes. He went on to point out that without the twenty-five percent increase in tuition fees last year, the Faculty of Science would have had to reduce the number of faculty available by thirty in addition to those who were lost, had that been possible in light of the Collective Agreement between the University and the Dalhousie Faculty Association.

Mr. Peter Pottier indicated that he preferred not to raise any questions, but rather would like to insure that the maximum amount of time was made available to students to present their views and concerns.

Mr. Crawford commented that he would prefer to make his remarks after hearing from as many students as possible, and the Chairperson indicated that he was hopeful that the opportunity to do so could be made available.

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General Discussion

Thirty-four individuals presented their views and concerns during the general discussion that ensued. They included students from first year to the graduate level, and they represented the diversity of the student body. Board Members had an opportunity to hear from members of most faculties as well as the International, Black, Graduate and Mature Student groups, together with representatives of the Dalhousie Student Union, a representative from King's College, the President of the Dalhousie Staff Association, and the Chairman of the Student Union of Nova Scotia.

A commonly expressed view throughout the general discussion was that the University should "freeze the fees", that students want education to be available and accessible, that other solutions must be found and that the Board Members, along with the Administration, should work with students to achieve that objective. It was questioned whether or not the Bursary Program is meeting the current need, whether there would be another increase next year, and how, and why, the policy of adjusting undergraduate arts and science fees to the level of 105% to 110% of the average of other Nova Scotia Universities was developed. It was suggested by some that the level of funding from the provincial government is a matter that should be challenged.

Adjournment

Mr. Piercey commented that the messages conveyed by the different speakers would be carefully considered, and that Board Members would have an opportunity to speak to the issue at the meeting scheduled for January 23, 1992. The meeting adjourned at 5:45 p.m.



Donna M. Curry, M.D.  
Honorary Secretary



George C. Piercey, Q.C.  
Chairperson

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PLEASE NOTE DATE, TIME AND LOCATION OF MEETING

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BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY

AGENDA

Thursday, January 23, 1992 - 4:00 p.m.  
McInnes Room, Student Union Building

1. Minutes of Board Meeting of December 10, 1991 (enclosed)  
Minutes of Executive Committee Meeting of January 9, 1992  
(enclosed for information)
2. Approval of Agenda
3. Board Matters
  - (a) Board Membership
  - (b) Report on January 21, 1992 Board Meeting
  - (c) Appointment of a Board Representative to the  
Board of Directors of 2118572 Nova Scotia Limited
4. Reports of Standing Committees
  - (a) Buildings and Grounds Committee (enclosure) (N. Newman)
5. Restructuring of Nova Scotia University System
6. Tuition Fees:
  - (a) Reports and Recommendations:-
    - (i) Financial Strategy Committee
    - (ii) Student Relations & Residence Committee
    - (iii) Finance & Budget Committee
  - (b) Fee Schedule for 1992-93
7. President's Report
8. Other Business
9. Adjournment

Enclosed for Board Members' Information

- Dalhousie University - Annual Report 1990-91
- University Affairs (AUCC) - January 1992

Minutes of a Meeting of the  
Board of Governors held on Thursday,  
January 23, 1992 at 4:00 p.m.  
in the McInnes Room

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. George C. Piercey      Mrs. Cynthia Gorman  
          Chairperson                    Mr. Brian Hill  
Mr. David J. Almon                    Mr. Donald A. Kerr  
Ms. Beth Beattie                      Mrs. Evelyn Lukan  
Dr. D. Wayne Bell                    Mr. Thomas E. G. Lynch  
Dr. Howard C. Clark                  Mrs. Annemarie Macdonald  
          President                      Ms. Bernadette Macdonald  
Dr. Fay Cohen                        The Hon. Jacqueline Matheson  
Mr. George T. H. Cooper              Dr. T. John Murray  
Mr. James S. Cowan                   Mr. Norman H. Newman  
Mr. J. Dickson Crawford              Mrs. Ann Petley-Jones  
Dr. Donna M. Curry                   Mr. Peter Pottier  
          Honorary Secretary           Mrs. Ruth Pulsifer  
Mr. Tom Digby                        Ms. Patricia Roscoe  
Mr. H. Larry Doane                   Mr. Allan C. Shaw  
          Honorary Treasurer           Vice-Chairperson  
Mr. Peter R. Doig                    Ms. Maxine Tynes  
Mr. Fred S. Fountain                  Miss Barbara Walker  
Mrs. Linda Fraser                    Mr. Robert Zed  
Dr. Jane Gordon                      Mr. Sherman Zwicker  
  *Dr. Albro MacKeen*

*amended By  
BOG, Feb 18/92*

Also present were Dr. Denis W. Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Brian D. Christie (Executive Director, Institutional Affairs and Assistant to the President for Planning); Mr. Ian Nason (Director of Financial Services); Dr. Rowland Smith (Dean, Faculty of Arts and Social Sciences); Dr. Warwick Kimmins (Dean, Faculty of Science); Ms. Jane Spurr (Research and Policy Analyst); and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. Marie Battiste, Mr. Aubrey Browne, Mr. Daniel M. Campbell, Dr. Mona L. Campbell, Mr. Fred J. Dickson, Dr. John C. Fentress, Dr. Margaret Hansell, The Hon. T. Alex Hickman, Dr. Patricia Lane, Mr. Cedric E. Ritchie, and Mrs. Peggy Weld (Vice-Chairperson).

The Chair called the meeting to order at 4:07 p.m. and, with the consent of Board Members, then delayed opening the meeting until appropriate space was found for additional students within the meeting room.

It was moved by Mr. Crawford and seconded by Mr. Digby that the current edition of Robert's Rules of Order be adopted as the parliamentary authority for the purpose of the meeting. The

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Chair advised that the motion was not debatable. The vote was then called for and the motion carried.

#### Minutes

It was moved by Mrs. Gorman and seconded by Mr. Digby that the Minutes of the Board of Governors meeting held on December 10, 1991 be approved as circulated. The motion carried.

#### Approval of Agenda

It was moved by Mr. Doane and seconded by Mr. Digby that item 6 (Tuition Fees) be moved up on the agenda to replace item 3 (Board Matters) and that all other agenda items be moved down sequentially.

Mr. Crawford then moved and Miss Walker seconded an amendment to the above motion. The amendment stated that immediately after item 2 (Approval of the Agenda) and before the item, Tuition Fees, there be a period when Board Members who wished to do so could respond to some of the issues brought forward at the Special Meeting of the Board of Governors held on Tuesday, January 21, 1992. The amendment carried.

The Chair then called for a vote on the main motion as amended. The motion carried.

The Chair then remarked that it had been Board practice in the past to allow faculty members who are "observers" at Board Meetings to sit at or near the table; and that, with the permission of the Board, Professor Jennifer Bankier would speak at some time during the meeting.

#### Board Members' Response to a Special Meeting of the Board of Governors held on January 21, 1992

Mr. Crawford commented that he had been extremely impressed by the articulate vigour with which students made their presentations at the Special Meeting of the Board of Governors held on Tuesday, January 21, 1992 and said he wanted to speak to the content of a couple of the issues that they had raised. The first issue related to the Quality Audit, which he considered to be a very responsible compilation of issues that revealed some of the concerns about the quality of education at the University. He suggested that the audit should be extended and continued, and that it should include examples of instances of "caring" and "understanding" at the University. From that, he suggested we could build a set of measures to tell us what "quality of education" means at Dalhousie.

He expressed the view that the only acceptable use of statistics for these kinds of issues are those that have been agreed upon as measures by all of the constituents before the process begins. Mr. Crawford also observed that the Minister of Finance was having a series of public meetings on the finances of this province and that would be an opportunity for students, faculty and administration to join together in an approach to government. He concluded his remarks by expressing his deep concern in response not only to individual stories of distress but also to what he perceived to be the very beleaguered and battle-fatigued leaderships of the faculty, the administration and the student body.

Mr. Zed suggested we must be careful not to use the tuition discussions to debate and judge the issue of quality. Students should know that the Alumni Association cared about their education, and they were to be complimented for bringing Board Members to the table today so that all of the issues could be heard. He suggested it was time for Board Members to listen to students; that the university needed to look at ways of improving operating efficiencies, that we needed to improve the relationships on campus, and that we needed to develop a framework for cooperation.

Professor Bankier noted her complete agreement with the remarks made by Mr. Crawford and then stated that, in her opinion, we had a community at Dalhousie that was suffering under outside pressures that were nobody's fault within Dalhousie. She expressed the view that regardless of what decisions were taken during this meeting we must continue to work together to address the root of the problem which she suggested was the failure of the Federal Government to provide adequate established program funding and the fact that the funding that was provided was calculated on a per capita basis instead of a per student basis. This seriously disadvantaged Nova Scotia. She mentioned that DFA efforts to determine the views of faculty members on the proposed tuition fee increase had met largely with silence. On the one hand, she did not think faculty knew how they could survive any more cuts, and yet on the other hand faculty could hear the students' pain. While she indicated that she did not have any DFA instructions with regard to the proposed tuition fee increase, she suggested that if it was approved, a highly logical compromise would be to put more of the increase into support for the students.

#### Tuition Fees

#### Reports and Recommendations:

Financial Strategy Committee

Mr. Shaw observed that the task of the Financial Strategy Committee began in January, 1989 and that more than a hundred meetings of the committee had been held since that time.

He noted that the terms of reference were:

- (a) Review in detail all aspects of Dalhousie's financial situation including operating, capital, endowment funds, ancillary operations and all other assets
- (b) Consider all reasonable options that might have potential over the long term to increase revenues or reduce expenditures. Alternative uses of university assets should be considered as well as approaches to revenue raising
- (c) Develop or have developed projections of revenues on a rolling five year basis, and
- (d) Based on (a) to (c) recommend to the Board an appropriate financial strategy that can guide academic planning as well as annual budget development. In doing so the committee is to seek whatever advice, internal or external to the University, that may be necessary for its work.

Mr. Shaw then referred to the conclusions contained in the Committee's final report, entitled No Single Solution, which report was made widely available. Among other things, he noted that the conclusion stated that all stakeholders in Dalhousie University were being asked to make a specific contribution, that we could not ask the professors and staff to take on bigger workloads and at the same time freeze fees for students. He noted that frozen fees cause even bigger cutbacks elsewhere. He then observed that numerous opportunities to consult were made available and were utilized; that the Board had voted to accept and implement No Single Solution, and that in the last several months efforts had been made to involve many people, including three committees and the Board itself, in a further review.

He informed the meeting that the Financial Strategy Committee had confirmed the tuition fee policy as originally written. He noted that the Board instructed the Financial Strategy Committee to (1) reconsider the policy of arts fees being 105 to 110% of the Nova Scotia average, and (2) look at where the fee revenue increase was used and how quality of education was improved. He reported that the committee had done so at recent open meetings where much evidence was heard from students and administrators that the quality of education was under considerable stress. The committee had concluded that if the funds had not been available from the fee increase, the level of stress would have been even more substantial. The fee increase in effect improved the quality of education relatively to what it would otherwise have

been, particularly given the constrained government funding.

He advised that the committee had reconsidered the tuition fee policy in the light of factors such as university quality, the opportunities offered to students, and operating costs, as well as the financial need of the university and the policy's place in the overall financial strategy. He observed that much progress had been made in implementing the financial strategy, but more remained to be done, and the committee had highlighted the urgency of improved enrollment and faculty complement planning.

He commented that abandonment or suspension of the fee policy would exacerbate the financial difficulties that face the university in 1992-93 and these will escalate sharply in 1993-94. He noted that the committee had reaffirmed that the fee policy should be continued, but pointed out that students had voted against that. In conclusion, he stated that it was crucial to the future of Dalhousie University that tuition fees be raised 10% next year.

On a point of order Mr. Hill then inquired if there was going to be discussion of each of the Reports as presented. The Chair explained that he would leave that to the Members of the Board to decide, but that the plan was that there would be discussion when a motion was made, and no motion had been made. Mr. Hill then noted that the minority group on the Financial Strategy Committee had not endorsed, as Mr. Shaw had mentioned, the recommendations put forward by the Committee on the two points that the Board had directed the Committee to consider, and he requested that the Report be considered separately and discussed as reported. The Chair ruled that this was not a point of order, and not a point of privilege, and called for the next Report.

#### Student Relations & Residence Committee

Miss Walker noted that the Student Relations & Residence Committee had been asked to look at three aspects of the program: (1) to explore how the Bursary Program was meeting the needs of the students; (2) to discover the anticipated impact on students' finances of an additional 10% increase; and (3) to investigate the ability of the student aid program to accommodate the proposed increase in tuition. The Committee had met three times and had received information and submissions on the issues referred to it by the Board. An open meeting on January 14, 1992 had been attended by about forty students.

With regard to the Bursary Program, the Committee had noted the growing shortfall between the financial needs of the students and the level of assistance available to them. The Committee



believed that the government had the major responsibility for ensuring that financial assistance for students in need was available. The University would continue to press for improvements to both the Canada Student Loan Program and the Provincial Student Aid Program. With regard to the Dalhousie Student Assistance Program the committee had concluded that the program was functioning well, and that in any case it should not be judged too harshly or too quickly in this its first year of operation. Improvements, especially those that would help to ensure that funds were allocated to those students who were most in need, should be identified and implemented, and the committee endorsed the concept of a review of the program in consultation with student representatives later this year. The objective of assisting students to cope with higher tuition fees, thereby helping them to maintain access to Dalhousie, had been fulfilled in the sense that awards to students had, on average, covered a substantial portion of the increases in tuition fees between this year and last. However, the Committee had also identified substantial student financial need, which it had not been able to fund.

The Committee had concluded that although the funds allocated to student support showed a commitment to assisting students financially that compared very favourably with the records of other institutions, it was very difficult to assess the capacity of students to pay the tuition fees proposed for 1992-93. It was the belief of the Committee that the proposed 10% increase in tuition fees will cause greater financial strain on Dalhousie's students and that the student assistance program could not fully accommodate this increased need. In spite of its sympathy with those students who faced hardship, and its concern that "ability to pay" not be an important consideration in determining who can attend Dalhousie, the Committee had voted against a motion to rescind its earlier recommendation for the approval of the proposed tuition fee increase.

In closing, Miss Walker noted that the Committee had also voted unanimously in favour of a motion to work together with the students, the faculty, the Board of Governors and others to find solutions to any adverse consequences of a tuition increase.

#### Finance and Budget Committee

Mr. Doane commented that Mr. Crawford and others had already made remarks about the process, which he endorsed, but that he would like to add a few of his impressions and to state clearly that he did not take any great pleasure or satisfaction in the motion that he would be making later regarding tuition fees. He noted his enjoyment of some of the more reasoned presentations made by students, which were impressive, and he expressed his hope for

greater cooperation between the Board and students in the future. He then expressed his objection to the manner in which both the President and the Chair had, from time to time, been attacked during the course of recent public meetings. In summarizing the Report of the Finance and Budget Committee he noted that they had been mandated to discover what is generally considered to be the estimated rate of inflation for next year. In practice, they had gone far beyond that mandate, and at an open meeting on January 17, in addition to discussing general inflation, they considered accessibility, quality of education, student aid, and the need to identify long term solutions to underlying financial problems. He observed it was clear to the Committee that there was considerable confusion about the meaning and intent of the words "general inflation"

At this point in the meeting, wide-ranging commentaries, as summarized below, were offered by several Board Members.

Ms. Beattie, as a member of the Student Relations & Residence Committee, said she was disappointed by the action of that Committee. In her view, the decision of the Committee was a definition of hypocrisy.

Mrs. Gorman, who was also a member of the Student Relations and Residence Committee, took issue with Ms. Beattie's remarks, noting that the Committee looked at a number of issues for which there was no single solution.

Mr. Hill commented that Enrolment Management and Faculty Complement Planning were very important in terms of quality of education at Dalhousie and that he was pleased to see these two items were to be given priority. He requested that, in fairness to students, the Board should reconsider a 10% increase simply because of the serious impact the 25% increase had already had on students, which he suggested had been greater than anticipated. He then referred to human relations at Dalhousie and in particular stressed the importance of fostering an improved relationship with students.

Mr. Cowan suggested that we had had a very healthy debate at the University about tuition fees which he thought had raised the awareness level among members of the Board and among members of the student body and faculty as to the University's financial situation. He commented that he had been concerned throughout the debate that there was a great danger in focusing too narrowly on the level of tuition fees and in so doing missing an opportunity to address the larger issue of access to higher education. Related to the area of access was that of the financing of higher education. He noted there were only three sources of funding available to a university - the

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government, the university's private benefactors and the students, and he suggested that the task was for the Board to balance fairly the responsibilities of those three groups in the financing of higher education. Accessibility could best be addressed by maximizing the contribution that we make to student bursary and aid funds. He considered that the revised recommendation of the Finance and Budget Committee represented a fair compromise, which he intended to support.

Ms. Tynes, in referring back to the Special Board of Governors meeting held on January 21, 1992, spoke about being overwhelmed and having to struggle with her emotions during and after all the presentations. She reflected on her time as a student at Dalhousie and the stress she had experienced because of financial hardship, and how she would feel were she a student at Dalhousie now. She suggested that we were extrapolating from prepared documents about sharing the burden of payment and asked that we instead consider sharing the burden of a freeze. She recommended more aggressive lobbying of government, suggesting that the University say very plainly in the public arena what the University's financial situation is, what we can no longer do, and what must be relinquished.

Mr. Pottier quoted from the Financial Strategy Report the observation that "students who should expect and demand from Dalhousie a quality of education unsurpassed in the country will have to pay higher fees so that such quality can be achieved". Having challenged that proposition for the past month and a half, he suggested the verdict had become quite clear that students were not receiving a quality of education unsurpassed in the country. He commented that the problem with the 105 to 110% tuition fee was that, as we set our fees earlier than any other university in the province, we had to estimate what those other fees were going to be. He expressed concern about the issue of what was meant by the terms "rate of inflation", "general inflation" or "increase in inflation" and commented that the rate of the increase did not reflect or directly go back into any of the quality issues that students had raised. He concluded by saying that one way of guaranteeing to the students that the Board wanted to talk seriously about closeness, and openness, and getting things done would be to support a freeze.

Mr. Kerr commented that while he considered the policy of setting Dalhousie's fees at 105-110% of the provincial average was an admirable objective, he disagreed with the policy in that every increase we made in trying to achieve it would be matched by the other universities and the result would be that we would never get to 105%. He expressed sympathy for the students' position

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but stated that, in the end, the absolute necessity of facing facts and facing reality had to prevail. He urged consideration of what would happen without the 10% increase, suggesting that the resulting shortfall would start the University on the road to mediocrity. We could not improve quality while we were constantly getting the same number of dollars and all around us prices were going up. He noted there was much that remains to be accomplished in terms of student aid and bursaries and suggested that every Member of the Board should be prepared to work towards improving that situation.

Dr. Murray expressed his concern about the suggested freeze on tuition fees, noting that the situation was not stable and that even with a 10% increase in fees there would still be a budget cut. He acknowledged with concern the students' problems and the need for the Board to try to assist, but he suggested that some terrible things would occur at Dalhousie if everyone, including the students, did not play a role in solving the financial difficulties.

Mr. MacDonald stressed that it was important for people to realize what the tuition fees were at other Nova Scotia universities, relatively to fees at Dalhousie. He then expressed concern that the quality of education at Dalhousie was deteriorating, and even with a 10% increase it would continue to deteriorate. You cannot improve quality, he observed, when you are decreasing the funds available. He noted that Dalhousie required an additional \$2,750,000 next year to meet the legislated and contractual obligations we had to satisfy for wage increases, and that if we did not receive additional funds, then we must cut staff and faculty. He remarked that he could not conceive how we could reduce the number of people and improve the quality of education. He mentioned recently becoming aware of a crisis in the Department of Biology and indicated his determination to see that crisis addressed and resolved. With respect to accessibility, he suggested it was a bit illusory to say on the one hand that we encourage students to come to Dalhousie and then on the other make it financially inaccessible. He stated that we must find more student aid and bursary funds and suggested there might be some innovative ways, such as a different tuition rate for minority group students, to help resolve the problem. While acknowledging the importance of accessibility, he concluded that he could see no alternative, at this stage, but to support the recommended 10% tuition fee increase.

Mr. Crawford noted that after reading the Financial Strategy Committee Report he had concluded that the problem of getting the financial health of Dalhousie under control went far beyond strictly financial matters. He thought the 105-110% policy

was mostly a technical issue and it should not become the turning point of the debate. He remarked that Dalhousie was going to have a permanent future and some of the University's policies were related to a situation where the sustaining of research and learning at Dalhousie had to go beyond the short term financial crisis and political upheavals, however great they might be. He expressed disappointment regarding what he perceived to be the limitations of the management tools available within the University to respond to financial crises. He stated, that with respect to the tuition fee issue, he had tried to evaluate the situation and considered it to be an almost impossible task. He commented that the policies of the Financial Strategy Committee must be implemented and must not be undermined, that some of the anecdotal evidence was about systems and people that have stopped functioning as they would like to, and that a freeze would further exacerbate that situation. He suggested that if the Board confirmed the increase and that was all it did, the students would feel powerless and further demoralized, so it was with difficulty that he had determined that the 10% increase must be supported. He suggested that one of the areas where, in the short term, value could be added was through improving the bursary program. He recommended that the Board be challenged, in this one year, to raise an additional \$250,000 beyond what would result from the budget recommendation.

Dr. Gordon expressed concern over the impact on the quality of what students would be able to do as students because of their financial difficulties and said she worried that the tuition fee issue was dividing students' attention and hurting the process of education. She also indicated that she was uncomfortable with the notion that somehow responsibility for the financial needs of the university should be removed from students entirely, but what she found most distressing was that the sense of being in this together had been lost. She believed we all needed to be participants and active members of the Dalhousie community. She expressed concern that students might come away from this debate feeling anger, bitterness and frustration, when they were the very people that the University needed in the future to ensure that the institution continued to exist, to be funded, and to have a loyal and strong alumni body who would work for its perpetuation. She noted that post-secondary education was critical to the economic well-being of any country and stated that our governments, both federal and provincial, had not been addressing the question of economic development from the perspective of creating a knowledge-based economy with resources devoted to education. She mentioned her uncertainty about how she would vote on the recommended tuition fee increase but stated that one of the things she would like to see come out of this, no matter how the vote went, was a commitment in words that Members

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of the Board, Faculty, administration and others at the University would do their utmost to ensure that the priorities of government were reopened, and that universities were adequately funded in the future.

Dr. Curry recalled that in 1977 there was \$20,000 in the Annual Fund, that last year there was over \$1,000,000, and that this year it was hoped the Annual Fund would receive \$1,500,000. That money, she noted, is all used in the year that it is earned to benefit the University. She suggested the other area that attention should be given to was lobbying the government to help make the bursary and student summer employment situation more advantageous to students. It was important for students, faculty, the alumni and the administration all to work together to achieve that objective. She concluded by stating that unfortunately she believed we required an increase of more than 10% even to hold our "head above water".

Mr. Doane explained that the reason for the timing of the tuition fee recommendation was two-fold - firstly to allow the students to know well in advance what next year's costs would be, and secondly to allow the Board, and in particular the Finance and Budget Committee, to have some idea about tuition fee revenue when preparing the budget. He stressed the importance of that so we are able to give advance warning to departments that had to cut back on some of their expenditures and let people go or not replace some people. He then noted that, in light of comments made earlier in the meeting he wished to have it known, last year 100% of the Members of the Board had contributed to the Annual Fund.

Mr. Doane then read the recommendations of the Finance and Budget Committee. The first recommendation dealt with student assistance and read as follows:

"That <sup>2.5</sup>20% of any increase in tuition fee revenue over and above that amount attributable to the year over year increase in CPI as at 30 September, 1991 (Halifax, all items) be applied to bursaries, scholarships and student assistance."

The second recommendation read as follows:

"Whereas the current tuition fee policy was developed in response to the University's financial pressures and those pressures remain severe, the Finance and Budget Committee reaffirms its recommendation to the Board of Governors that tuition fees increase by 10% for 1992/93."

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Mr. Doane moved, seconded by Mr. Kerr, that the Board of Governors accept the report of the Finance and Budget Committee as presented including the specific clarification of the term "general inflation" as set out in the Financial Strategy Committee recommendation 4.3:(a) pertaining to student assistance funding.

Mr. Pottier then moved, and Mr. Hill seconded, an amendment to the motion, which was to "strike the ten and insert zero".

Dr. Cohen then stated she would like to move another amendment, if that was possible, to the first part of the main motion with respect to the recommendation regarding 25% of any increase. The Chair declared that this was not possible at this time, and that only the amendment could be amended.

Mr. Digby then spoke to the amendment proposed by Mr. Potter and seconded by Mr. Hill, suggesting that it was a highly principled position.

Ms. Beattie then commented that voting for a zero percent increase in tuition fees would reaffirm commitments contained within the Dalhousie University Mission Statement.

Dr. Clark responded that he could not support the amended motion primarily because it only addressed student concerns thereby neglecting the very, very difficult priority decisions that had to be made.

Mr. Newman noted that the University had recognized its financial problems in a responsible way and had spent eighteen months studying them in order to come up with policies that could guide us in the future. After much thought he had concluded that without the increase of 10% there would be a negative impact on the University of profound and far reaching effect. He would therefore vote against the amendment for zero increase and would vote for the motion for a 10% increase.

The Chair then called for the question on the amendment. Mr. Digby, on a point of order, requested a roll call vote. Mr. Crocker then advised Board Members that from the point of view of the parliamentary authority, By-Laws take precedence over Robert's Rules of Order. Specifically he referred to Section 6.6.1 of the By-Laws dealing with voting at meetings which reads as follows: "Unless otherwise provided herein, matters arising at any meeting of the Board shall be decided by a majority of votes. Only Members present may vote and no Member may be represented by proxy. In the case of an equality of votes, the Chairperson shall have a casting vote. All votes at any meeting shall be

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taken by ballot if so demanded by any Member present, but if no demand is made the vote shall be taken in the usual way by a voice vote or a show of hands. A declaration by the Chairperson that a resolution has been carried and an entry to that effect in the minutes shall be prima facie evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution."

The Chair then called for the vote on the amendment. The amendment was defeated.

The Chair then advised that he was calling for the question on the main motion [THAT the Board of Governors accept the report of the Finance and Budget Committee as presented, including the specific clarification of the term "general inflation" as set out in the Financial Strategy Committee Recommendation 4.3:(a) pertaining to student assistance funding].

At this point, Mr. Pottier moved and Ms. Beattie seconded a motion requesting a three minute recess. The vote was called for and the motion carried.

Following the recess, the Chair stated that the question was being called for the main motion. Mr. Pottier declared an objection, advising that an amendment was forthcoming.

Dr. Cohen then moved, and Dr. Gordon seconded, an amendment to revise the recommendation "That 25% of any increase in tuition fee revenue over and above that amount attributable to the year-over-year increase in CPI as at 30 September, 1991 (Halifax, all items), be applied to bursaries, scholarships and student assistance" to read "That 25% of any increase in tuition fee revenue (\$1,750,000) for the fiscal year 1992-93 be applied to bursaries, scholarships and student assistance".

In speaking to the amendment, Dr. Cohen stated that the reason she had proposed this amendment was because there continued to be a need to have bursaries targetted towards those who would be adversely affected by a tuition increase should one be passed, and she could not see any logic in separating out the bursaries and subtracting CPI on that amount. She expressed the view that it was more logical to make 25% of the increase in tuition fees go directly to the bursaries. She also noted that she thought the suggestion that the Board try to be personally responsible for assisting the university in raising an additional \$250,000 was excellent, and she suggested that the Board should also work with the Student Relations & Residence Committee to develop some non-financial means of assisting students as well.



Mr. Doane, who had been asked to speak to what the amendment meant in terms of increasing student assistance and decreasing funds available for other purposes, noted that, on a quick calculation, it looked like \$440,000. That \$440,000, along with \$53,000 to be carried forward from this year's increased tuition revenue, would bring in about \$493,000. He noted that the total adjustment to the Student Assistance Program previously suggested had been \$305,000 so what was being proposed represented a \$200,000 increase in the amount of the Student Assistance Program. He did point out that this would be another \$200,000 that would not be available for other purposes. He suggested this was not inconsistent with what Mr. Crawford had proposed earlier with the exception that he had proposed that we raise \$250,000 additional revenue from other sources.

In response to an inquiry about the \$1,750,000 referred to in Dr. Cohen's amendment, Mr. Doane noted that the \$2,100,000 additional fee revenue due to a 10% increase was for the academic year. The fiscal year ends in March, so the full \$2,100,000 would not come in during the fiscal year ending March 1993. The point of Dr. Cohen's amendment was that we should adjust the 25% proposed for student assistance to the actual amount of money we would have in that fiscal year.

Mr. Crawford expressed his strong support for the intent of the amendment, but noted the reason he wanted to keep it separate from the main motion was to avoid the effect that, in the absence of doing something specifically to raise the extra \$200-250,000 it would still go into the budget. He noted that he would not vote against the amendment, but he would certainly intend, if the amendment passed, to strive to get the Board to raise the \$200,000 separately.

Mr. Shaw commented that he had absolutely no trouble with the concept, and would help to see that we raised an extra \$250,000 for student aid, but he stated that he was adamantly opposed to doing it in this fashion, and would not vote in favour of the amendment.

Dr. Murray indicated that he also believed that the appropriate way to do this would be to challenge the Board and the Alumni to raise additional funds. If it was done as proposed in Dr. Cohen's amendment, he noted that the money would be taken directly out of the faculties and they would not replace faculty positions and they would have to let staff go to pay this amount. He stressed that this would not be a proper way to deal with the issue of providing support for students, and it would damage the faculties and schools further.

Mr. Digby commented that if there was an extra \$200,000 in the Bursary Program, that would result in approximately 400 students getting the average of \$500 each, which he would view as a substantial move by the Board in the students' favour.

Mr. Pottier suggested the problem was that even if the increase was approved the dollars were not going directly back to faculties and he suggested that there were other areas where the cuts could be made. He then suggested that the burden of the cost be shared, and the challenge to Board Members to raise money should be issued as well.

Dr. Curry stated that as Chair of the Development Committee she would endeavour to get that Committee to work very hard to obtain the extra money from the Annual Fund.

Mr. Hill noted that the Financial Strategy Committee's projected five year plan included an increase in funding of \$550,000 for physical plant maintenance, and he suggested that would be one budget line that could be cut without a loss of faculty members. He then spoke in favour of the amendment, expressing the view that it would send a good message to the students and everyone who had participated in the debate.

Mr. Cooper commented that the accessibility problem was obviously the one that remained the most important one to deal with on the amendment. He observed that he had had the opportunity of working on the Annual Fund and was convinced that we could raise the extra money. In his view, it would be entirely wrong to vote in favour of the amendment because there would be budgetary implications that lay far beyond the accessibility problem that we were trying to address. Consequently he would vote against the amendment. He noted that he would work very strongly with all of the Board Members to do the very best they could to address the accessibility problem by finding another \$200-250,000 for student assistance.

Dr. Gordon observed that the figures used by Dr. Cohen were somewhat approximate because we did not know in fact exactly how many students we would have. She then suggested that \$200,000 could in fact be found and that it would be an important part of the rebuilding process to show the students that the Board had heard their concern. The Board's agony, too, would be reflected in concrete action to show that we wanted to support accessibility.

Mr. Fountain noted that he agreed with Mr. Shaw and Dr. Murray, but thought that the Board should be able to show the students that it could and would respond favourably to them. He acknowledged that this would put additional pressures on the

budgeting process and the management process but thought that this was perhaps part of the message the students wanted the university to have. He suggested that no matter how hard it was, we had to manage a little better, and we all had to share the burden.

Mr. Newman advanced the suggestion that Dalhousie was not a "cash cow", that we were talking about \$250,000 on the spur of the moment, and while he was in favour of the principle of trying to work out with the students some manner in which to raise the funds, he would vote against the amendment if it pointed in the direction of taking the money out of the operating budget.

Mr. Crawford said the difficulty he had was that it had not been clarified for him whether there was, with the amendment, any possibility of accomplishing this without letting the budgeting process go forward with \$200,000 less, That would be very distressing to him, because he really wanted to hold to the integrity of the budget process.

Dr. Cohen, at the request of the Chair, again read her proposed amendment noting that she wished to delete the earlier reference to \$1,750,000 because the amount was not actually known. The amendment read "That 25% of any increase in tuition fee revenue for fiscal year 1992-93 be applied to bursaries, scholarships and student assistance." Dr. Gordon, who had seconded the original amendment, indicated her agreement with the changed amendment.

An amendment to the amendment was then moved by Mr. Doane and seconded by Mr. Crawford. The amendment to the amendment read "That 25% of any increase in tuition fee revenue for fiscal year 1992-93 be applied to bursaries, scholarships and student assistance, and that \$250,000 of this amount be raised, insofar as possible, outside the budget of the University".

On a point of order, Mr. Cooper stated that he believed the amendment moved by Mr. Doane was out of order as it addressed a completely separate issue. The Chair then ruled that Mr. Cooper was correct and that Mr. Doane's amendment would have to be in the form of a separate motion. Mr. Digby then suggested that if the amendment proposed by Mr. Doane was considered to be a friendly amendment to the mover, then it was a fair amendment.

Dr. Cohen then stated she accepted the spirit of Mr. Doane's amendment in that he was endeavouring to place as much responsibility as possible for raising the money on external fundraising, and if she understood it correctly then only the amount that was not raised externally would come out of the normal budgetary process. On that assumption she indicated she would consider the amendment to be friendly.

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Mr. Piercey stated that we had Dr. Cohen's original amendment to consider and that Mr. Cooper had brought up the point that the amendment to that was not in order, which was correct. He then called for the vote on Dr. Cohen's amendment. The amendment was defeated.

The Chair then called for the vote on the original motion.

Mr. Cowan then moved and Dr. Curry seconded the following amendment: THAT the Board of Governors commit itself to raising the difference between 25% of the tuition fee increase and the amount which is proposed to be allocated for that purpose in the report of the Finance and Budget Committee, said money to be raised and made available as needed for student assistance purposes in 1992-93.

Mr. Cowan explained that he was trying to pick up the intent of the amendment which had just been defeated without interfering with the budget process.

Mr. Digby suggested that this amendment, if passed, would interfere with \$250,000 of fundraising for the university and that money would come directly out of funding for the university.

Dr. Curry explained that, with the Annual Fund, money can go anywhere in the university one chooses to put it, and that unrestricted donations can be placed where, at the discretion of the Board, it is deemed desirable to place them.

Mr. Newman returned to his earlier point, suggesting that this was not a reasonable way to deal with \$250,000. He was not prepared, on the spur of the moment, to vote on an amount that would come either out of fundraising, over which we did not have total control, or out of a line budget.

Mr. Hill expressed the view that the Board's earlier commitment to monitor fees carefully, and to keep them at a reasonable level, had not been adhered to, and that the spirit of trust that had been intended to emerge from the Board listening to students, and doing things for students, had not materialized.

In response to an inquiry about whether the money would be available by September 1, 1992, Dr. Clark noted that the fact of the matter was that all of the money did not have to be available in September because within the present program a significant portion was being allocated in January. The use of the money is spread out over at least the eight months of the academic year.

Mrs. Petley-Jones observed that it seemed reasonable to want to protect the operating budget while at the same time making a

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commitment to the students that the Board would raise those same monies. She questioned why it mattered to the students where the money came from so long as there were 400 students that received \$500 bursaries.

The Chair called for the vote on Mr. Cowan's amendment. The amendment carried. The Chair then called for the question on the main motion that had been moved by Mr. Doane.

Mr. Pottier moved and Ms. Beattie seconded an amendment to the motion which amendment consisted of striking 10% from the motion and inserting in its place "CPI", as well as adding the following: THAT the Board work together with students over the next year to develop a policy of accessibility consistent with the long term prospects of the University. This policy will involve:

- a) A task force on tuition fees that will develop a tuition fee policy based on, but not limited to, student ability to pay, and university cost pressures
- b) Jointly press the provincial government for improvements to the Nova Scotia Student Aid Program, and
- c) Establish a Quality Task Force that will identify and act on students' concerns about the quality of their education. The Task Force will also evaluate the educational value obtained for money spent under specific budgetary line items.

Mr. Newman, in speaking to the amendment, stated that the University could not afford to ride along on the rate of inflation, that it had to have the 10% and that he would not vote in favour of the amendment.

Mr. Shaw then moved and Miss Walker seconded THAT we limit the debate and vote on Mr. Pottier's amendment immediately and then vote on the original motion. The Chair ruled that this motion was not debatable and required a two-thirds vote. The vote was then called for and the motion carried.

The Chair then called for the vote on Mr. Pottier's amendment.

Mr. Pottier then requested, in light of the fact that the debate had closed, that the CPI portion of his amendment be withdrawn.

Mr. Pottier then moved, and Mr. Zed seconded, the following amendment: THAT the Board work together with students over the

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next year to develop a policy of accessibility consistent with the long term prospects of the University. This policy will involve:

- a) A task force on tuition fees that will develop a tuition fee policy based on, but not limited to, student ability to pay, and university cost pressures
- b) Jointly press the provincial government for improvements to the Nova Scotia Student Aid Program, and
- c) Establish a Quality Task Force that will identify and act on students' concerns about the quality of their education. The Task Force will also evaluate the educational value obtained for money spent under specific budgetary line items.

The Chair then called for the vote on Mr. Pottier's amendment. The amendment carried.

The Chair then called for the vote on the main motion that had been moved by Mr. Doane, seconded by Mr. Kerr, and then amended by Mr. Pottier, seconded by Mr. Zed.

The main motion stated: THAT the Board of Governors accept the report of the Finance and Budget Committee as presented, including the specific clarification of the term "general inflation" as set out in FSC Recommendation 4.3:(a) pertaining to student assistance funding.

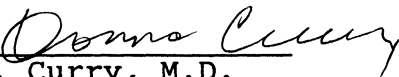
The amendment stated: and that the Board work together with students over the next year to develop a policy of accessibility consistent with the long term prospects of the University. This policy will involve:


- a) A task force on tuition fees that will develop a tuition fee policy based on, but not limited to, student ability to pay, and university cost pressures;
- b) Jointly press the provincial government for improvements to the Nova Scotia Student Aid program, and
- c) Establish a Quality Task Force that will identify and act on students' concerns about the quality of their education. The Task Force will also evaluate the educational value obtained for money spent under specific budgetary line items.

The motion, as amended, carried.

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It was then agreed that all other matters on the Agenda could be dealt with at a subsequent meeting. Mr. Shaw moved, seconded by Mrs. Lukan, a motion THAT the meeting adjourn. The motion carried, and the meeting adjourned at 7:45 p.m.

  
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Donna M. Curry, M.D.  
Honorary Secretary

  
\_\_\_\_\_  
George C. Piercey, Q.C.  
Chairperson