

Item: Board of Governors Minutes, June 1992
Call Number: Board of Governors Fonds UA-1, 58.2

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BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
AGENDA

Tuesday, June 23, 1992 - 4:00 p.m.
Board and Senate Room

1. Minutes of Board Meeting of May 26, 1992 (enclosure)
2. Approval of Agenda
3. Board Matters
 - (a) Report of Nominating Committee
 - (i) Board Membership
 - (ii) Board Committee Membership for 1992-93 (enclosure)
 - (b) Proposed Schedule of Meetings for 1992-93 (enclosure)
4. Reports of Standing Committees
 - (a) Audit Committee (A. Shaw)
 - (i) Audited Financial Statements for 1991-92 (enclosure)
 - (ii) Appointment of Auditors for 1992-93
 - (b) Buildings and Grounds Committee (enclosures) (N. Newman)
 - (i) Alterations & Renovations - 1992-93
5. Property and Liability Insurance Coverage (enclosure) (B. Mason)
6. 1992-93 Operating Budget (enclosure) (L. Doane)
7. Motion regarding Accountability (enclosure) (H. Clark)
8. Residence Rates - revised (enclosure) (E. McKee)
9. Appointment of Ombud and Assistant Ombud (enclosure) (E. McKee)
10. Rationalization of Nova Scotia Universities (H. Clark)
11. Annual Reports of Standing and Other Committees (enclosure)
 - (a) Audit Committee (A. Shaw)
 - (b) Buildings and Grounds Committee (N. Newman)
 - (c) Development Committee (D. Curry)
 - (d) Finance & Budget Committee (L. Doane)
 - (e) Investment Committee (D. Crawford)
 - (f) Nominating Committee (H. Clark)
 - (g) Staff Relations Committee (R. Zed)
 - (h) Student Relations & Residence Committee (B. Walker)
 - (i) Pension Advisory Committee (G. Cooper)
 - (j) Pension Trust Fund
 - (k) Retirees' Trust Fund
12. President's Report (to be distributed at meeting)
13. Other Business
14. Adjournment
15. Reception for Retiring Board Members - University Club

BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
Tuesday, June 23, 1992 - Board and Senate Room
MOTIONS TO BE PROPOSED

Item No.

BE IT RESOLVED:

- 3.(a)&(b) The Nominating Committee's recommendations relating to Board and Board Committee membership for 1992-93 will be presented at the meeting for Board approval.
- 3.(c) THAT, the proposed schedule of Board meetings for 1992-93 be approved, subject to any changes which may occur during the year.
- 4.(a) THAT, on the recommendation of the Audit Committee, the Board of Governors approve:
 - (i) the audited financial statements of the University for the year ended March 31, 1992; and
 - (ii) the reappointment of Peat Marwick Thorne as auditors of the University for the 1992-93 year.
- 4.(b) THAT, on the recommendation of the Buildings and Grounds Committee, the Board of Governors approve the proposed allocation of the Alterations and Renovations Funds for 1992-93 as presented.
5. THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve the University's participation in the Canadian Universities Reciprocal Insurance Exchange for the five-year period commencing 1 January 1993, and further that the President and/or the Vice-President (Finance and Administration) be authorized to execute such documents and do such other things on behalf of the Board as might be considered by them necessary or appropriate for the carrying out of this resolution.
6. THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve a balanced operating budget for 1992-93 with total revenues of \$117,358,000 as set out in the schedule circulated.
7. THAT, the President be instructed by the Board to undertake a study of
 1. actual teaching loads across the University, on an individual and departmental basis, with measures of student:faculty ratios;
 2. some comparison, to the extent that this is possible, with comparable data from other major Canadian universities;
 3. the effectiveness of timetabling at Dalhousie in terms of its utilization of faculty resources and of availability of classes to students;
 4. an examination of other studies of accountability in Canada (e.g. Ontario) and to advise the Board on the extent to which these studies contain proposals that might be applicable to Dalhousie;
 5. that the Chair of Senate be consulted in the design and conduct of such a study, and that the President report to the Board on this study no later than February 1993.
8. THAT, the revised Residence and Room rates for 1992-93, as circulated, be approved.
9. THAT, subject to Senate approval on June 25, 1992, the appointment of Mr. Brian Beck as Ombud, and Mr. John LeBlanc as Assistant Ombud, for the period June 1, 1992 to May 31, 1993, be approved.

Minutes of a Meeting of the
Board of Governors held on Tuesday,
June 23, 1992 at 4:00 p.m. in the
Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT; Mr. George C. Piercey Chairperson	Mr. Fred S. Fountain
Ms. Hermie Abraham	Mrs. Linda Fraser
Mr. David J. Almon	Dr. Jane Gordon
Mr. Daniel M. Campbell	Mrs. Cynthia Gorman
Dr. Howard C. Clark President	Dr. Margaret Hansell
Mr. James S. Cowan	Ms. Lale Kesebi
Mr. J. Dickson Crawford	Mr. Thomas E. G. Lynch
Mr. Scott Crawford	Dr. Albro D. MacKeen
Dr. Donna Curry Honorary Secretary	Dr. T. John Murray
Mr. H. Larry Doane Honorary Treasurer	Mr. Norman H. Newman
	Mrs. Ann Petley-Jones
	Mr. Allan C. Shaw Vice-Chairperson

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); Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association); Dr. Ray Carlson (Senate Office); Mr. Alan Barkhouse (Peat Marwick Thorne); Mr. W. H. Lord (Director, Physical Plant and Planning); Ms. Marilyn MacDonald (Director, Public Relations); Mr. Ian Nason (Director of Financial Services); Ms. Jane Spurr (Research and Policy Analyst); and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. Marie Battiste, Dr. Wayne Bell, Mr. Fred Dickson, Dr. Ken Dunn, Mr. Peter Doig, Mrs. Annemarie Macdonald, Ms. Bernadette Macdonald, Mr. George MacDonald, The Honourable Jacqueline Matheson, Dr. Maxine Tynes, Mr. Sherman Zwicker and Mr. Robert Zed.

The Chairperson called the meeting to order at 4:10 p.m.

Agenda

Upon motion (Mr. S. Crawford/Dr. Murray) the agenda for the Meeting was approved as circulated.

Minutes of Board Meeting of May 26, 1992

Following the deletion of Mr. Shaw's name from the list of those present for the Board Meeting on May 26, 1992, it was moved by Dr. Murray and seconded by Mr. Campbell THAT the Minutes of the Meeting of the Board of Governors held on May 26, 1992 be approved. The motion carried.

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Board Matters

Report of Nominating Committee

Dr. Murray presented the report and recommendations of the Nominating Committee during which he noted with regret that Mr. George Cooper, Dr. Donna Curry, Mr. Fred Dickson, Dr. John Fentress, Mrs. Evelyn Lukan, Dr. Albro MacKeen, Dr. T. J. Murray and Mrs. Ruth Pulsifer would be leaving the Board at the end of June on completion of their terms of appointment. He said that, on behalf of the Board, the Committee wished to thank these Members for the valuable contribution they had made to Dalhousie and to the work of the Board and its committees during their service as Board Members.

He noted that the Committee was pleased to report that the Governor in Council had approved the Board's recommendations to appoint Mr. John C. Risley and Miss Barbara Walker as Members of the Board of Governors, each for a three year term commencing July 1, 1992. He further noted the Committee's recommendation that, on the nomination of the Dalhousie Alumni Association, Dr. Carmen F. Moir and Dr. William Skerrett be appointed Members of the Board of Governors, and that Mr. Robert Zed be reappointed a Member of the Board, each for a term of one year effective July 1, 1992. He also noted that, on the nomination of the University of King's College, it was recommended that Mr. Robin N. Calder be appointed a Member of the Board of Governors for a term of one year effective July 1, 1992.

With respect to Chairpersons of Standing Committees, he noted that the Nominating Committee was pleased to recommend that Mr. Sherman Zwicker be appointed Chairperson of the Pension Advisory Committee and that Mr. Norman H. Newman be appointed Chairperson of the Board's Development Committee, both appointments to become effective July 1, 1992.

With respect to Committee Membership for 1992-1993 the Nominating Committee had reviewed Committee Membership for 1992-1993 and recommended THAT the Board of Governors approve the list of Proposed Membership on Standing and Other Committees for 1992-1993 (dated June 12, 1992) with the addition of Dr. Carmen F. Moir serving on the Staff Relations Committee, Mr. John C. Risley on the Finance and Budget Committee and Mr. Kenneth C. Rowe on the Audit Committee; and on the understanding that further changes might occur during the year.

It was noted that the table summarizing committee memberships should be revised to indicate that Mr. S. Crawford will serve on the Buildings and Grounds Committee, not the Development Committee.

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Dr. Murray moved and Mrs. Petley-Jones seconded a motion **THAT** the Nominating Committee's recommendations relating to Board and Board Committee Membership for 1992-1993 be approved as presented. The motion carried.

Mr. Piercey observed that the Board was indebted to the Nominating Committee for the work they had done and he expressed his thanks to those who were retiring from the Board.

Schedule of Meetings

With respect to the proposed schedule of meetings for 1992-1993, Dr. Clark noted that there were one or two conflicts with the meeting proposed for Tuesday, September 22, 1992 and he said it had been suggested that, since the Board will not have met for some while, the meeting be moved ahead to September 15, 1992. With respect to the May Meeting it was noted that the alternate date of May 25, 1993 conflicted with Convocation so it should be deleted from the schedule and the Board should plan to meet on Tuesday, May 18, 1993.

Board Members approved the schedule of meetings with the changes as noted above.

Dr. MacKeen inquired whether the matter of alternating meetings of the Board with Executive Committee meetings had been resolved. Dr. Clark responded that since the matter had been discussed at the Board, it had also been under consideration by the Officers of the Board, and it was expected a recommendation would probably come forward to the Board in September.

Reports of Standing Committees

Audit Committee

Mr. Shaw referred to the Audit Report, which had been distributed to Board Members in advance of the meeting, a highlight of which was that the 1991-1992 operating surplus of \$994,000 had been appropriated to respond to the major budgetary shortfall which had been identified for 1993-1994 and beyond, and the fact that the accumulated operating deficit remained unchanged from 1990-1991 at \$7.8 million. He observed that the Audit Committee had received satisfactory responses to all questions, and that based on a zero percent increase in audit fees for the year ahead, Mr. Shaw moved and Mrs. Petley-Jones seconded a motion **THAT**, on the recommendation of the Audit Committee, the Board of Governors approve: (i) the audited financial statements of the University for the year ended March 31, 1992; and (ii) the reappointment of Peat Marwick Thorne as auditors of the University for the 1992-1993 year. The motion carried.

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Buildings and Grounds Committee

Mr. Newman commented that the Buildings and Grounds Committee Report was pre-circulated. During a brief review of the Report he referred to the recycling program that had been launched recently. It had already recycled 110 tonnes of paper. He also noted that the Architects' Division of the Department of Physical Plant and Planning, who had designed the 8th floor addition to the Biology Wing of the Life Sciences Centre, had received a Lieutenant Governor's award for design excellence.

Mr. Newman moved and Dr. Curry seconded a motion **THAT**, on the recommendation of the Buildings and Grounds Committee, the Board of Governors approve the proposed allocation of funds for Alterations and Renovations for 1992-1993 in the amount of \$1,491,400. The motion carried.

In response to an inquiry from Mr. S. Crawford, Mr. Newman advised that most of the \$50,000 allocation for security on campus will be used for more lighting.

Property and Liability Insurance Coverage

Mr. Mason noted that the CURIE (Canadian Universities Reciprocal Insurance Exchange) Report, which had been distributed in advance of the meeting, clearly indicated that the Program had been successful. He observed that CURIE had provided Dalhousie with better property, general liability, and errors and omissions insurance in addition to premium stability over the past five years and improved coverage limits at significantly lower costs. He also noted that it was likely that we would receive a significant rebate (perhaps 40%) on our total premiums for 1988 to 1992 should we continue as a CURIE subscriber. It was noted that we must notify CURIE by the end of June if we are not going to continue to participate in the exchange. The renewal date is effective January 1, 1993.

During the general discussion that ensued, Mrs. Ann Petley-Jones, in response to concerns expressed by Messrs. Newman and Doane that the amount of public liability coverage was insufficient, suggested that following an assessment regarding that, we could, if necessary, take out an additional policy elsewhere. Mr. Mason said he would inform the CURIE Board about our concerns regarding the amount of public liability coverage and request a response from them as quickly as possible.

Mr. Doane moved and Mr. Campbell seconded a motion **THAT**, on the recommendation of the Finance and Budget Committee, the Board of Governors approve the University's participation in the Canadian Universities Reciprocal Insurance Exchange for the five year

period commencing January 1, 1993, and further that the President and/or Vice-President (Finance and Administration) be authorized to execute such documents and do such other things on behalf of the Board as might be considered by them necessary or appropriate for the carrying out of this resolution. The motion carried.

1992-1993 Operating Budget

Mr. Doane commented that the Report on the 1992-1993 Recommended Operating Budget had been circulated in advance of the meeting. In his brief review of the Report, he noted that the preparation of a budget for 1992-1993 had been discussed at meetings of the Finance and Budget Committee held in December, February and May, and more recently on June 12, 1992. He observed that the increase in the contingency fund of \$100,000 was in recognition of the potential shortfall in targeted funding in light of a reduction from \$1.5 to \$1.1 million in Targeted Funds available for the entire university system.

Mr. Doane moved and Dr. Murray seconded a motion **THAT**, on the recommendation of the Finance and Budget Committee, the Board of Governors approve a balanced operating budget for 1992-1993 with total revenues of \$117,358,000 as set out in the schedule circulated. The motion carried.

Motion regarding Accountability

Mr. Shaw briefly described the background leading up to a presentation at the April Meeting of the Board of Governors by Dr. Stairs on Quality of Education. He commented that discussion of that matter had continued with the Officers of the Board who had developed recommendations for follow-up action.

Mr. Shaw moved and Mrs. Fraser seconded a motion **THAT**, the President be instructed by the Board to undertake a study of:

1. actual teaching loads across the University, on an individual and departmental basis, with measures of student:faculty ratios;
2. some comparison, to the extent that this is possible, with comparable data from other major Canadian universities;
3. the effectiveness of timetabling at Dalhousie in terms of its utilization of faculty resources and of availability of classes to students;
4. an examination of other studies of accountability in Canada (e.g. Ontario) and to advise the Board

on the extent to which these studies contain proposals that might be applicable to Dalhousie;

5. that the Chair of Senate be consulted in the design and conduct of such a study, and that the President report to the Board on this study no later than February, 1993.

Mr. S. Crawford then moved and Ms. Abraham seconded an amendment **THAT** the President of the Dalhousie Student Union should be included in item 5. above. The motion carried.

Mrs. Gorman then recommended that the study include consideration of student evaluations of courses as well. Dr. Clark observed that the manner in which evaluations were done was extremely complex and the extent to which they were done varied enormously from one academic unit to another. Additionally, the use of the data was constrained by the Collective Agreement and it would be difficult to complete the study by February, 1993 if student evaluations were to be included. He also commented that, while student evaluations were very important, we should not ignore other forms of evaluation such as evaluation by peers.

Mrs. Petley-Jones recommended that the study also include external measures of success such as feedback from graduates regarding the applicability of what they had learned and employers' feedback.

Mr. Shaw suggested that it was important that we do what we could by February, 1993 and then, at a later date, undertake to assess the areas recommended by Mrs. Gorman and Mrs. Petley-Jones.

Mrs. Gorman indicated that, on the understanding that the proposed study was a starting point, and that student evaluations would be considered in a subsequent phase, she accepted that the study should proceed as stated in the motion.

Dr. Sinclair-Faulkner noted that faculty found this proposed study disturbing. While they regard studying the effectiveness of timetabling as good and examination of other studies of accountability in Canada to be of real importance, they considered the proposed study of actual teaching loads across the University and the gathering of comparable data from other major Canadian universities to be crude quantitative assessments and measures.

Dr. Stairs concurred with comments Dr. Sinclair-Faulkner made regarding the complexity of evaluating teaching but observed that we do have to start somewhere, although the information would be both methodologically difficult and expensive to obtain.

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The motion, as amended, carried.

Residence Rates - revised

Mr. McKee explained that there was an error in the residence rates approved by the Board on March 17, 1992. Miss Walker moved and Dr. MacKeen seconded a motion **THAT**, the revised Residence and Room rates for 1992-1993, as circulated, be approved. The motion carried.

Appointment of Ombud and Assistant Ombud

Upon motion, it was agreed **THAT**, subject to Senate approval on June 25, 1992, the appointment of Mr. Brian Beck as Ombud, and Mr. John LeBlanc as Assistant Ombud, for the period June 1, 1992 to May 31, 1993 be approved.

Rationalization of Nova Scotia Universities

Dr. Clark noted that, following a day-long meeting of CONSUP on June 2, a letter had gone to the Minister of Education advising that CONSUP could not resolve the programme questions they had been addressing and would require the assistance of the newly-constituted Nova Scotia Council on Higher Education. He commented that CONSUP had identified its long term role as follows: First, realizing that role and capacity discussions must continue, CONSUP was ready and willing to cooperate fully with the NSCHE in dealing with programme issues. Secondly, CONSUP was ready to continue its role in planning and coordination, again in close cooperation with the NSCHE. Thirdly CONSUP would also continue the policy discussions it had initiated on such matters as enrolment levels, student mix and student aid, etc. Finally, CONSUP envisaged for itself an important continuing role in encouraging and developing various service activities.

Dr. Clark noted that there had not been a response, as yet, to the letter to the Minister. He also observed that it was understood that the selection process for a Chair of NSCHE was nearing completion.

Annual Reports of Standing and Other Committees

Mrs. Gorman moved and Dr. Murray seconded a motion, **THAT** the following Annual Reports of Standing and Other Committees be reviewed in block format: Audit Committee, Buildings and Grounds Committee, Development Committee, Finance and Budget Committee, Investment Committee, Nominating Committee, Staff Relations Committee, Student Relations and Residence Committee, Pension Advisory Committee, Pension Trust Fund and Retirees' Trust Fund.

The motion carried.

With respect to Grievance Reports as noted in the Staff Relations Committee Report, Dr. Sinclair-Faulkner stated that he disagreed with the statement that the level of grievances was satisfactory given the size of the bargaining unit when compared with other institutions. He also disagreed with the view that grievances were dealt with expeditiously. He commented that the Dalhousie Faculty Association was seriously concerned about the level of grievances and the time and resources spent to resolve them. He asked the Board to consider making available to the Dalhousie Faculty Association more details on how the Staff Relations Committee came to their conclusions. Ms. Abraham observed that the matter was also important to students as well and requested that the Chair of the Staff Relations Committee report to the Board at its next meeting. In the absence of the Chair, Mr. Newman, who was a member of the Committee, recalled having been pleasantly surprised by how few grievances there were and suggested that further details should be available through the Minutes of the Staff Relations Committee meetings.

With respect to the Pension Trust Fund report a typographical error was noted. The second figure in the far right-hand column should read \$28,304 not \$928,304. Following that revision, the Board agreed to approve the Annual Reports as circulated.

President's Report

In addition to the items contained in the President's Report, a copy of which is attached to these Minutes as Appendix "A", Dr. Clark also reported on recent meetings of the Atlantic Association of Universities. Dr. Lajeunesse of the Association of Universities and Colleges of Canada was in attendance at the meetings to talk about Maclean's plans for their next survey of universities. Material is expected to be sent to all universities from Maclean's in the near future. Dr. Clark noted that we would need to consider seriously whether or not we participated in the survey and that clearly considerable resources would be required for us to respond in the format Maclean's was requesting.

Also at the AAU Meeting, Dr. Clark noted that unanimous agreement to proceed to the next phase followed upon the review of the consultants' report on a feasibility study for a Central Student Application Centre. The consultants will be asked to develop a detailed implementation plan by September and to seek a clear statement from each institution regarding whether or not they were prepared to be involved.

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Dr. Clark observed there had been some slow progress on copyright legislation, but that the AUCC felt there was little remaining support for educational exemptions for multiple copies for educational use. This could have an enormous impact on all universities.

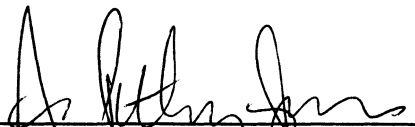
Other Business

At Dr. Clark's request, Dr. Stairs briefly spoke about his recent trip to the People's Republic of China and to Indonesia. He noted that he attended an academic conference in China, was able to make contact with a number of institutions and individuals including alumni of Dalhousie and visited the sites of various projects.


Mrs. Petley-Jones reported on the phenomenal success in the Bachelor of Commerce Co-Op Program this year noting that we had 100% work placement of students from the program. She acknowledged the major effort on the part of Messrs. MacLean, McNiven, Parker and Vallee in order to accomplish that, and spoke about the challenge they now faced to continue to find term placements for all the students. In addition to the work of the Advisory Board and assistance from Faculty in building a list of placement possibilities, Mrs. Petley-Jones asked Board Members for further input, encouraging them to provide introductions for three to five companies.

Adjournment

There being no further business, the meeting adjourned at 6:10 p.m.



Donna M. Curry, M.D.
Honorary Secretary



George C. Piercey
Chairperson