

Item: Board of Governors Minutes, November 1992  
Call Number: Board of Governors Fonds UA-1, 58.5

Additional Notes:

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BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY  
AGENDA

Tuesday, November 17, 1992 - 4:00 p.m.  
Board and Senate Room

1. Approval of Agenda (J. Cowan)
2. Minutes of Board Meeting of October 20, 1992 (enclosed) (J. Cowan)
3. President's Report (to be distributed at meeting) (H. Clark)
4. Rationalization of Nova Scotia Universities (H. Clark)
5. Items for Decision
  - (a) Recommendations of Nominating Committee re: (G. Piercey)
    - (i) Board Membership
    - (ii) Committee Membership
  - (b) Establishment of Killam Chair in Ocean Studies (H. Clark)  
(enclosed)
  - (c) Amendments to Board By-Laws re  
Confidentiality of Committee Meetings (enclosed) (H. Clark)
6. Items for Discussion
  - (a) Employment Equity Report and Work Plan (Mayann Francis)
7. Items for Information
  - (a) Report on Joint Statutory Committee Meeting (H. Clark)
  - (b) Preliminary Enrolment Statistics for 1992-93 (D. Stairs)  
(enclosed)
  - (c) Reports of Standing Committees:
    - (i) Development Committee (G. Piercey )
    - (ii) Finance and Budget Committee (L. Doane)
8. Other Business
9. Adjournment

In Camera\*

10. Henson College Collective Agreement (B. Crocker)  
(enclosed for Board Members only)
11. Legal Aspects of Board Membership (B. Crocker)
12. Challenges Facing the Board (H. Clark)

\*Documents relating to items 10-11 previously distributed at the **in camera** portion of the October 20, 1992 Board meeting are enclosed for those Members who were unable to attend that meeting.

Minutes of a Meeting of the  
Board of Governors held on Tuesday,  
November 17, 1992 at 4:00 p.m. in  
the Board and Senate Room

Dalhousie University  
Halifax, Nova Scotia

PRESENT:	Mr. James S. Cowan	The Hon. Jacqueline Matheson
	Chairperson	Mr. Fraser Matte
	Ms. Hermie Abraham	Dr. Carmen F. Moir
	Mr. Robin N. Calder	Dr. Sharon Oliver
	Dr. Fay Cohen	Dr. Norman G. O. Pereira
	Mr. J. Dickson Crawford	Mr. George C. Piercey
	Mr. H. Lawrence Doane	Mr. Peter Pottier
	Honorary Treasurer	Mr. John C. Risley
	Mr. Peter R. Doig	Mrs. Patricia Roscoe
	Dr. Kenneth Dunn	Mr. Kenneth C. Rowe
	Mr. Fred S. Fountain	Mr. Byron G. Sarson
	Mr. Donald A. Kerr	Dr. William M. Skerrett
	Mr. Thomas E. G. Lynch	Miss Barbara Walker
	Ms. Bernadette Macdonald	Vice Chairperson
	Mr. George W. MacDonald	

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); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Mayann Francis (Employment Equity Officer); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Mr. Ian Nason (Director, Financial Services); Ms. Charlotte Sutherland (Director, Development Office); Ms. Jane Spurr (Research and Policy Analyst); Ms. Mary MacGillivray (Associate Registrar); Ms. Mary Somers (Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mrs. Jean Addison, Mr. David J. Almon, Dr. Marie Battiste, Dr. Howard C. Clark, Mrs. Cynthia Gorman, Chief Justice A. Hickman, Dr. Patricia Lane, Mrs. Ann Petley-Jones, Mr. Allan C. Shaw, Mr. Robert Zed and Mr. Sherman Zwicker.

Mr. Cowan, called the meeting to order at 4:05 p.m. and noted that, in Mr. Shaw's absence, he would be chairing the meeting today and that Dr. Denis Stairs would be acting on behalf of the President, who regretfully was not able to be with us, having been admitted to hospital for minor surgery. Board Members' concern for the President and their best wishes for his speedy recovery were then expressed.

#### Approval of Agenda

The Chairperson noted that the President's Report would not be available. He himself would address agenda item 7 (a) "Report on the Joint Statutory Committee Meeting." Dr. Stairs would speak to agenda item 4, "Rationalization

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of Nova Scotia Universities". He then recommended, and Board Members agreed, that agenda item 12, "Challenges Facing the Board", would be deferred.

#### Minutes of Board Meeting of October 20, 1992

Mr. Doane moved and Ms. Roscoe seconded a motion **THAT** the Minutes of the Meeting of the Board of Governors held on October 20, 1992 be approved as circulated. The motion carried.

#### Rationalization of Nova Scotia Universities

Dr. Stairs noted that there was not a great deal to report on rationalization, since we had not yet received the framework paper being prepared by Dr. Janet Halliwell, Chair, Nova Scotia Council on Higher Education. He observed that the maintenance and enhancement of the University system was being stressed by Janet Halliwell and that she seemed to want to consult widely.

Dr. Stairs commented that Dr. Halliwell was actively pressing for action with respect to transfer credits, and that the metro Vice-Presidents would be meeting on December 2, 1992 to consider this matter. Dr. Stairs then advised that the Dalhousie Deans think that we are in a position to cooperate with the thrust of Dr. Halliwell's position, but this would require Faculty and Senate endorsement as well, and we must preserve our own program and admission requirements and ensure that particular loop-holes were not exploited.

Dr. Stairs noted that discussions involving Dr. Clark and Mr. Shaw had been continuing, on an informal basis, with TUNS, but that there was nothing of substance to report at this time.

#### Items for Decision

##### (a) Recommendation of Nominating Committee

Mr. Piercey noted he was pleased to make the following recommendations for approval in the form of two motions that Board Members agreed could be dealt with together. Mr. Piercey then moved and Miss Walker seconded a motion **THAT**, on the nomination of the Dalhousie Student Union, Mr. Peter Pottier be appointed a Member of the Board of Governors, replacing Mr. Scott Crawford, who had resigned from his position with the Student Union. It was further recommended that Mr. Pottier be appointed as Mr. Crawford's replacement on the Buildings and Grounds Committee, the Student Relations Committee, and the Financial Strategy Committee for the balance of the 1992-1993 year. It was also moved with respect to Board Committee Membership **THAT**, Dr. William M. Skerrett be appointed to the University Public Relations Committee (replacing Mr. Robert Zed) and that Dr. Maxine Tynes be reappointed a member of the committee for a further term to June 30, 1993; **THAT**, Dr. Paul

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Huber be appointed a member of the Investment Committee; **THAT**, Dr. Paul Huber, effective August 1, 1992, be appointed as the DFA nominee as a Trustee of the Retirees' Trust Fund (replacing Dr. Joan Conrad); and **THAT**, Dr. Paul Huber, effective August 1, 1992, be appointed as the DFA nominee as a Trustee of the Pension Trust Fund (replacing Dr. Joan Conrad). The motions carried.

(b) Establishment of Killam Chair in Ocean Studies

Dr. Stairs noted that a motion with respect to the establishment of a Killam Chair in Ocean Studies had been pre-circulated to Board Members. He also commented that funds were available through the Killam bequest.

Dr. Stairs observed that we already had a Killam Chair in Biology and that the present incumbent, Dr. Brian Hall, had just recently been reappointed to that Chair for a further period of two years, effective July 1, 1993. Dr. Stairs noted that Dr. Hall's performance in its range, scope and quality had been superb and Mr. Mason noted that the Killam Trustees had been very impressed by his research accomplishments.

Dr. Cohen inquired whether the establishment of a Killam Chair in Ocean Studies would preclude the funding of another Killam Chair. Dr. Stairs advised the answer was no as there were sufficient funds for a period of time for as many as three Killam Chairs, and that at the moment we were also searching for someone to fill a Killam Chair in Neuroscience.

Dr. Dunn inquired about how diverse the Killam Chair in Ocean Studies would be and whether or not it was strictly a scientific chair. Dr. Stairs responded that the Chair would not necessarily have to be a scientist, given that this was a multidisciplinary field, but that in practice we were hoping to find a scientist to fill the position.

In response to an inquiry from Dr. Moir, Dr. Stairs noted that, depending on how long the search process took, we hoped to make this appointment for the next academic year.

Mrs. Roscoe moved and Mr. Kerr seconded a motion **THAT** the Board of Governors approve the recommendation for the establishment of a Chair in Ocean Studies funded from the Killam bequest and that such a proposal be presented to the Killam Trustees for consideration. The motion carried.

(c) Amendment to Board By-Laws re Confidentiality of Committee Meetings

Dr. Stairs noted that two motions had been pre-circulated with respect to Amendments to Board By-Laws regarding the confidentiality of Committee Meetings. Mr. Peter Pottier then requested, and it was agreed, that the two motions be treated separately.

It was moved by Mr. Kerr and seconded by Mrs. Roscoe **THAT** the following shall be added as a new sentence at the end of By-Law 6.13.1: "Unless otherwise determined by the Board, all Members and any other person entitled by the Board to attend an in camera part of a meeting of the Board shall respect the privacy of matters discussed in confidence and shall not disclose such matters without the prior approval of the Board." The motion carried.

It was moved by Mr. Kerr and seconded by Mrs. Roscoe **THAT** the following shall be added as By-Law 7.5.13 of the By-Laws of the Board: "Unless otherwise determined by the Board, all committee members and other persons entitled by the committee or the Board to attend a committee meeting shall respect the privacy of matters discussed in confidence at committee meetings and shall not disclose such matters without the prior approval of the committee or the Board."

Mr. Pottier then inquired whether, if the motion passed, it would then preclude a student representative on the Board of Governors from discussing the matter with another student representative who was not a member of the committee. It was then explained that the intent of the motion was that if something was stated as confidential during a meeting, then it could not be discussed with anyone who was not a member of the committee. The motion then carried, with Mr. Pottier and Ms. Abraham requesting that their opposition be noted.

Items for Discussion

(a) Employment Equity Report and Work Plan

Ms. Mayann Francis, Employment Equity Officer, began her remarks by noting that Dalhousie had been involved for more than a decade with employment equity. She then noted that in June of this year, an official from the Canada Employment and Immigration Commission visited the university to conduct an on-site compliance review to measure the university's progress in implementing employment equity. Subsequently, in August, a letter had been sent to Dr. Clark confirming Dalhousie's compliance with the Federal

Contractors Program. Ms. Francis then reviewed the current status of employment equity at Dalhousie and briefly reviewed the steps which had led to the compliance review. She noted that the criteria for compliance had required the university to develop a five-year work plan, the objectives of which were outlined in Ms. Francis' memorandum to the Board of Governors that had been distributed in advance of the meeting. She noted that Canada Employment and Immigration Officials would return in three or four years, at which time we would have to demonstrate that there had been definite change and a commitment to foster employment equity. She stressed that we must make every effort to meet the goals we have established and we can influence attitudes through workshops and other means in order to create a more caring and less hostile work environment that allowed for the successful integration of designated group members within the University. There were no questions raised at the conclusion of Ms. Francis' presentation.

#### Items for Information

(a) Report on Joint Statutory Committee Meeting

Mr. Cowan explained that the Joint Statutory Committee, which was commonly referred to as the "6 & 6 Committee", was required, under the statutory provisions relating to the Board, to meet each year during the month of October. He noted the committee was comprised of six members of the Board and six representatives elected by Senate who meet to discuss any matters pertaining to the welfare of the University. Any recommendations resulting from such meetings were communicated to the Board and to the Senate. Mr. Cowan noted that at the meeting on October 22, 1992, the Committee had discussed rationalization, inter-university co-operation, capital campaign planning activities, university governance, deficit reduction and the report on the Inter-University Committee on Access for Underrepresented Populations. Mr. Cowan noted that Dr. Clark chaired the meeting and the Board was represented by Mr. Shaw, Mr. Cowan, Mr. Doane, Ms. Macdonald, Mrs. Roscoe and Miss Walker. Dr. Dunn noted that the Senate was represented at the meeting by the members of the Senate Steering Committee.

(b) Enrolment Statistics

Dr. Stairs noted that information had been pre-circulated regarding preliminary enrolment statistics and that overall we were quite pleased with the figures, which were slightly in excess of target. He also noted that the registration process this fall had gone extremely well. He commented that the enrolment increase reflected an increased retention rate rather than an influx of new students, and that first year registrations may have declined because of higher entrance requirements. In response to an inquiry from Dr. Moir, it was noted that these figures represented total enrolment, not full-time equivalents. In response to a further inquiry about

whether or not we had any statistics to indicate whether part-time enrolments had increased, Ms. MacGillivray observed that it was the full-time enrolments that had increased.

Dr. Pereira then suggested that statistics on class sizes ought to be of more concern to Board Members than enrolment statistics since how students were being taught was important, and the information would also convey some sense of the direction in which the University was going. It was noted we did have the capability of delivering accurate information on class sizes and had recently provided such information to Maclean's. Following some discussion about the format of the response, Mr. Christie agreed that his office would provide to Board Members, for the December Meeting, information on class sizes similar to what had been developed for Maclean's.

(c) Reports of Standing Committees

Development Committee

In the absence of Mr. Newman, Mr. Piercey presented the Development Committee Report, a copy of which had been pre-circulated to Board Members. During the course of his report, Mr. Piercey reviewed the contents of the Development Committee Report, noting that the 1992 Annual Fund total as of November 13 had risen from \$757,000 to \$832,500 since the report was prepared on November 6. He also noted that, as of November 13, 1818 Society Membership stood at 184, which represented a seventeen percent increase in membership from a year ago. He observed that a mailing to approximately 25,000 alumni was scheduled to go out on December 4. He also drew Board Members' attention to various other items contained in the report.

Mr. Eberhardt then noted that there had been two additional meetings of the Capital Campaign Planning Committee and three meetings of the Steering Committee since the last Board of Governors meeting. He noted that there would be another meeting of the Planning Committee on December 4 to reconsider campaign priorities which would be discussed with Senate and then the Board at its December meeting. He indicated that the campaign feasibility study, which was designed to review the campaign needs with potential donors, would occur between January and April.

Mr. Eberhardt noted that five Alumni Receptions had been held this fall in St. John's, Sydney, Boston, New York and Bermuda with excellent turn-outs each time.



Finance and Budget Committee

Mr. Doane expressed his appreciation to the Development Committee and noted that at the moment 48% of Board Members had contributed to the Annual Fund and it was expected that this number would increase quickly. Hopefully we would, as in the past few years, have 100% participation of Board Members.

A copy of the Report from the Finance and Budget Committee, with a copy of the Budget Advisory Committee's First Report to the President attached, was distributed at the meeting. Mr. Doane noted that at the most recent meeting of the Finance and Budget Committee discussion of the First Report of the Budget Advisory Committee dominated the meeting. He observed there was important information in that Report, and recommended that Board Members consider it carefully.

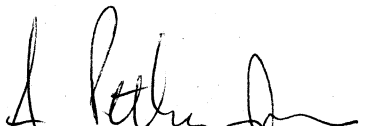
The Finance and Budget Committee recommendation that the Board should, at an upcoming meeting, devote some time to a briefing on, and discussion of, future budgetary directions was noted.

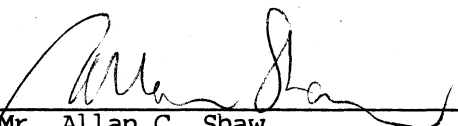
Other Business

No matters were raised under this agenda item.

Adjournment

At 5:05 p.m. all observers with the exception of the four Vice-Presidents, the University Secretary and Legal Counsel, and the Dalhousie Faculty Association observer left the meeting prior to the In Camera session. It had been agreed to re-order the In-Camera agenda items and to allow Dr. Sinclair-Faulkner to remain for the first item only, namely "Legal Aspects of Board Membership".

  
Mrs. Ann Petley-Jones  
Honorary Secretary

  
Mr. Allan C. Shaw  
Chairperson

BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY

NOTICE OF MOTION TO ESTABLISH A KILLAM CHAIR IN OCEAN STUDIES

Dalhousie University wishes to proceed with the establishment of a Killam Chair in Ocean Studies. Section 6 (10) (a) of the Killam Will states that the designation of a Killam Chair must be "determined by the Board of Governors subject to the approval of the Trustees" Accordingly, the Board of Governors is asked to approve a resolution that:

The Board of Governors approve the recommendation for the establishment of a Chair in Ocean Studies funded from the Killam bequest and that such a proposal be presented to the Killam Trustees for consideration.

## NOTICE OF MOTION TO AMEND BYLAWS

NOTICE is hereby given that the following motions to amend the By-Laws of the Board shall be made at the November 17, 1992 meeting of the Board of Governors:

The following shall be added as a new sentence at the end of By-Law 6.13.1:

"Unless otherwise determined by the Board, all Members and any other person entitled by the Board to attend an *in camera* part of a meeting of the Board shall respect the privacy of matters discussed in confidence and shall not disclose such matters without the prior approval of the Board."

The following shall be added as By-Law 7.5.13 of the By-Laws of the Board:

"7.5.13 Unless otherwise determined by the Board, all committee members and other persons entitled by the committee or the Board to attend a committee meeting shall respect the privacy of matters discussed in confidence at committee meetings and shall not disclose such matters without the prior approval of the committee or the Board."