

Item: Board of Governors Minutes, January 1994  
Call Number: Board of Governors Fonds UA-1, 60.1

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AGENDA

**BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY**

**Wednesday, January 19, 1994**  
University Hall, Macdonald Building

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- 4:00p.m. 1. Approval of Agenda
2. Minutes of Board Meeting of December 14, 1993 (enclosure)
3. President's Report (to be distributed at the meeting)
- 4:10 **Items for decision**
4. Board representatives to Presidential Search Committee (Shaw)
5. Tuition Fees for 1994-1995 (enclosure) (Risley)
- 5:30 **Items for information**
6. Mid-year Operating Budget Results (enclosure) (Risley)
7. Adjournment

Minutes of a Meeting of the  
Board of Governors held on Wednesday,  
January 19, 1994 at 4:00 p.m. in  
University Hall

Dalhousie University  
Halifax, Nova Scotia

**PRESENT:**

Mr. Allan C. Shaw  
    Chairperson  
Mr. David J. Almon  
Dr. D. Wayne Bell  
Mr. Dov Bercovici  
Mr. Peter Bryson  
Mr. Robin N. Calder  
Dr. Howard C. Clark  
    President  
Mrs. Charlotte Cochran  
Mr. James S. Cowan  
    Vice-Chairperson  
Mr. J. Dickson Crawford  
Dr. Kenneth Dunn  
Dr. Brian Flemming  
Mr. Fred S. Fountain  
Mrs. Cynthia Gorman  
Dr. Margaret Hansell  
Dr. William Hare  
Mr. Lewis Jacobson  
Mr. Donald A. Kerr

Dr. Patricia Lane  
Mr. Thomas E. G. Lynch  
Mr. George W. MacDonald  
Ms. Suzan MacLean  
Hon. Jacqueline Matheson  
Dr. Carmen F. Moir  
Dr. Sharon Oliver  
Dr. Norman G. O. Pereira  
Mrs. Ann Petley-Jones  
    Honorary Secretary  
Mr. Jefferson Rappell  
Mrs. Josie Richard  
Mrs. Patricia Roscoe  
Mr. Kenneth C. Rowe  
Mr. Byron G. Sarson  
Dr. Donald Sobey  
Ms. Tina Sweeney  
Dr. Maxine N. Tynes  
Miss Barbara Walker  
    Vice-Chairperson

Also present were Mr. George C. Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (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. Colin Stuttard (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Ian Nason (Director, Financial Services); Mr. W. L. Lord (Director, Physical Plant and Planning); Mrs. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Mary Somers (Editor "Dal News") and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. Daniel M. Campbell, Honorable T. Alex Hickman, Ms. Carolyn Johnson, Ms. Bernadette Macdonald, Mr. John C. Risley and Mrs. Carol Young.

The Chairperson called the meeting to order at 4:05 p.m.

**Approval of Agenda**

Board Members agreed to move item 6. "Mid-year Operating Budget Results" up on the agenda to be addressed under Items for Decision as there was to be a motion presented in connection with the report. No other changes were made to the agenda.

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**Minutes of Board Meeting of December 14, 1993**

Miss Walker moved and Ms. Sweeney seconded a motion to approve the Minutes of the December 14, 1993 Board of Governors meeting as circulated. The motion carried.

**President's Report**

Dr. Clark noted that the Report of the President had been distributed to all Board Members and he briefly reviewed the contents of the report, a copy of which is attached to these Minutes. He particularly noted that unofficial indications with respect to government funding are that -3%, -3%, -2%, -2% over the next four years will apply to universities. He noted the importance of the Nova Scotia Council on Higher Education's "Green Paper" on the future structure of the Nova Scotia education system which is expected to be released February 7-14.

Dr. Clark then drew Board Members' attention to the pre-publication draft report "Teacher Education in Nova Scotia : An Honourable Past, An Alternative Future" which had been distributed to Board Members. He noted that Universities and others may offer comment on the draft report to the Nova Scotia Council on Higher Education up until February 7 and that after that the Council will issue the publication version of the report with some general conclusions that they have made. Following that he observed Universities will have until late March to provide an institutional response to the report and then the Council will make its final recommendations to government who will make decisions shortly thereafter. He noted that Dr. Hobson, Dr. Dunn and Dr. Keith Sullivan, Director, School of Education, will prepare the institutional response which will be brought to the Board in March. Dr. Clark briefly highlighted many of the recommendations contained in the draft report and he observed that whether or not implementation follows as easily as suggested remains to be seen.

Dr. Hare asked what the University's advice was with regard to the recommendation that they should not admit students. Dr. Clark noted that there had been some discussion with Dr. Halliwell and the University Presidents regarding this, and that, at the moment, there is some disagreement about whether the proposed changes could proceed at the pace currently being suggested. He indicated that he expected the Council would express its view on this in the published paper.

Dr. Pereira then asked what the rationale was for the proposed differential fee for the Faculty of Science in comparison to the Faculty of Arts and Social Sciences and inquired why a differential fee that would put Dalhousie out of step with all

other universities was being proposed. He also asked if the Finance and Budget Committee had considered the alternate proposal made by the Faculty of Arts and Social Sciences and the Faculty of Management and, if so, what is their judgement of them. Dr. Clark explained that each Faculty had been asked to develop a budget plan to deal with the budget framework developed by the Budget Advisory Committee and approved by the Board. He noted that the plans were received at the end of December and are still being considered and that he had just concluded, along with Vice-Presidents Hobson and Mason, meeting with the individual Deans who could now expect to receive within the next few days an indication about the acceptability of their proposals. He noted that the various Faculty proposals had not gone to the Finance and Budget Committee. With respect to the rationale for a differential fee for the Faculty of Science, he noted that it has been recognized in many jurisdictions across the country that science programs are more costly than courses offered in the arts and social sciences, and that the differential fee, if implemented, would place Dalhousie in a unique position but he would not expect that to last very long.

Dr. Flemming noted that as a representative of the University of King's College he was concerned about the differential fee issue and would like to have it studied further. Mr. Shaw explained that the proposal before the Board today was not to deal with the differential fee in the Faculty of Arts and Social Sciences but that, should there be recommendations to that effect, after their Faculty proposal has gone through the appropriate committees, it would come back to the Board.

#### **Items for decision**

##### **Board representatives to the Presidential Search Committee**

Mr. Shaw briefly reviewed the criteria which he had outlined at the December Board meeting for selecting representatives to the Presidential Search Committee. He noted that the Senate and the Dalhousie Student Union are expected to name their representatives to the Committee shortly and that the work of the Committee will involve a lot of consultation with the Dalhousie community and regular progress reports will be made to the Board. He commented that the Officers of the Board, in developing the list of individuals to be nominated to serve on the Committee, had felt that it was very important for the Committee to have the benefit of an administrative perspective and experience and therefore Mr. Michael Roughneen, Director of Personnel Services, was being recommended.

Mr. Shaw moved and Miss Walker seconded a motion THAT, on the recommendation of the Officers of the Board, the following

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individuals be named as the Board of Governors' six representatives on the Presidential Search Committee: Mr. James S. Cowan, Mrs. Cynthia Gorman, Mr. John C. Risley, Mrs. Patricia Roscoe, Mr. Michael Roughneen and Mr. Allan C. Shaw.

Dr. Tynes expressed the view that the list of nominees was fundamentally flawed with no gender balance and was much too establishment and eurocentric. She indicated that she would like to put her own name forward to add to the list even though she recognized this would compromise the intended totality of the list. Mr. Jacobson then seconded Dr. Tynes motion THAT Dr. Tynes name be added to the list of nominees to serve as the Board's representatives on the Presidential Search Committee. The motion carried.

Mr. Shaw observed that, as we only had the authority to name six people to the Committee, with seven names now proposed he recommended that Board Members convey in writing the six names of their choice to Mr. Crocker who, with the assistance of Miss Walker, would count the ballots.

Dr. Tynes suggested that, with an eye to creating the kind of balance she believed was necessary to reflect more inclusion in the striking of the Committee, one of the six other individuals proposed should, in the spirit of political correctness, step down. She also recommended the the Officers be asked to reconsider the list they had developed.

Mr. Shaw acknowledged Dr. Tynes' unhappiness with the situation but noted the Officers were satisfied with the list presented and that the Board would now vote on the revised list of seven names which would afford Board Members the opportunity to indicate their support for Dr. Tynes' suggestion if that was their preference.

Dr. Stuttard suggested that the alternative of the Officers reconsidering the list, as suggested by Dr. Tynes, was being overlooked. Mr. Shaw acknowledged that was the case because the Officers, over some considerable period of time, had carefully considered, and were satisfied that the proposed list of nominees is an appropriate group who meet the criteria required for this search.

Dr. Pereira asked if it would be appropriate to include Dr. Tynes as a member of the committee and have Mr. Roughneen be an ex-officio member of the committee as an administrator in this university. Mr. Shaw suggested that was not what we were looking for; that Officers had considered the possibility of there being observers to the committee, but determined that was not a desirable approach.

Dr. Oliver inquired if it was tradition for the Senate to appoint a member of the administration to the Search Committee and Mr. Shaw responded that he did not think it was a tradition but nonetheless hoped it would happen but that was not within our say.

Dr. Flemming, while the ballots were being gathered, gave notice of motion THAT the Presidential Search Committee consider as they proceed with the Presidential search, the rules and procedures under which presidents of Dalhousie are selected and to report back to this Board following the search with recommendations on the method of selecting Presidents and any changes which they might recommend for future searches. (see page 10)

Mrs. Richard expressed concern that with the addition of one other name to the proposed list that we might now not have the one official Alumni representative that was expected to serve on the committee. Mr. Shaw agreed that this was a legitimate concern.

Ms. Sweeney commented that she accepted the ruling of the Chair but wished to record her dissatisfaction with the process and indicate her complete agreement with Dr. Tynes.

At this point Mr. Shaw suggested, and Board Members agreed, that the discussion about tuition fees commence while we awaited the results of the vote on the representation to the Presidential Search Committee. He noted that it might be necessary to restrict Board Members to speaking once only about tuition fees.

#### **Tuition Fees for 1994-1995**

Mr. Rappell noted he would not support the motion to increase tuition fees. He then noted the frustration he has experienced with the administration with respect to the students' communication initiatives that they had commenced some months ago starting with a proactive approach to the Board. He stressed the importance of listening to what students have to say and noted the significant concern they have that the Budget Advisory Committee has not benefitted from student representation. He noted that students want quality education, accountability from administration, and an active voice. He suggested that the students are Dalhousie's future and must be consulted; and that he cannot blindly accept the work of the Budget Advisory Committee no matter how respected its members might be. He noted that as students they cared too much about Dalhousie to bring their efforts to a halt and therefore at the next Board meeting wanted to bring forward a list of low cost or no cost alternatives to provide education services developed by the Dalhousie Student Union. He commented that these strategic

initiatives, if implemented, could make the proposed increases in the cost of education a little easier to bear. He noted that among the suggestions they would present next month would be that there be active student representation wherever decisions are taken and that included the Budget Advisory Committee.

Mr. Bercovici began by inquiring about what the students would receive in exchange if they are going to have to pay higher tuition fees. He suggested that, in trying to create accessible education, we had created mediocrity and have become more interested in marks than the actual value of education. He suggested that universities have lost touch with qualities such as creativity, strength of character and entrepreneurial spirit and that we tend to react to rather than create trends. He commented that he did not think there was a coherent plan to counter government cut backs and expressed concern that students are not being prepared for life itself, let alone a career.

Mr. Jacobson expressed concern that the students are not listened to and he suggested that the proposed tuition fee increase, if implemented, would impact negatively on Dalhousie's mission to be a national/international university as he expects that international student enrolment would drop. He commented that the fee increases would affect accessibility and suggested we may lose some of the better students. He stated that the students had not heard any reasonable excuse for their not being given a voice on the Budget Advisory Committee, and he encouraged Board Members to vote against the motion to increase tuition fees.

Mrs. Gorman acknowledged that she was sympathetic to some of the concerns expressed by students and that while she did not like fee increases she trusted the integrity of the Budget Advisory Committee and having reviewed their report, and the financial statements of the university for the past couple of years, and revenue and expenditure proposals for the next few years, she would vote in favour of the increase. She noted that as a member of the Student Relations and Residence Committee she has seen improvements in the quality of information received pertaining to the benefits that some of the students are receiving. She referred to Dalhousie's leadership role by virtue of 25% of the fee increases each year being directed to students who are most in need; noted that, with the decrease in funding from government, tuition fees will have to be relied on more and more; and acknowledged the importance of gains made by the Development Office in recent years in terms of fundraising.

**Board representatives to the Presidential Search Committee**  
(continued)

At this point the results of the vote to name the Board's



representatives to the Presidential Search Committee were announced by Mr. Crocker. The following individuals were declared elected to serve as the Board's representatives on the Presidential Search Committee: Mr. James S. Cowan, Mrs. Cynthia Gorman, Mr. John C. Risley, Mrs. Patricia Roscoe, Mr. Michael Roughneen, and Mr. Allan C. Shaw.

**Tuition Fees for 1994-1995 (continued)**

Mr. Cowan noted that he was pleased, in Mr. Risley's absence, to present the motion and Report of the Finance and Budget Committee of the Board of Governors with respect to the 1994-1995 Tuition Fee Recommendation. He observed that the Report, along with the 1993 Undergraduate Survey of student finances, had been circulated with the notice of this meeting and that it was largely self-explanatory. He reviewed the chronology of events leading up to the fee recommendation and acknowledged that the question of what is the proper balance between tuition fees and other sources of revenues remains contentious and ultimately is a question of judgement that we consider each year. He noted that following a difficult session in 1992 when tuition fees were discussed a Task Force on Tuition Fee Policy was established. He commented that the Board had approved the recommendations of the Task Force regarding criteria for establishing tuition fees and the timing of the setting of tuition fees which were followed last year and again this year. He noted that the proposed tuition fee increases had been considered, and were now being recommended to the Board, by both the Finance and Budget Committee and the Student Relations and Residence Committee. He commented that he was satisfied that the recommendations meet the test of balance and fairness and observed that they had been subject to close scrutiny by the entire university community over an extended period of time.

Mr. Cowan moved and Miss Walker seconded a motion THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve the tuition fee schedule as shown in the final column of Appendix "B" (attached) of the Dalhousie University Report to the Finance and Budget Committee of the Board of Governors 1994-95 Tuition Fee Recommendation dated December, 1993, ( and THAT twenty-five percent of the amount of the year-over-year fee increase be used to support student assistance. In seconding the motion Miss Walker noted that she too was satisfied that the conditions of the Tuition Fee Policy had been met and was pleased to second the motion bearing in mind that twenty-five percent of the increase would be directed to the student assistance fund.

Dr. Hare said that he has observed a decline in the number of visa students which he suggested changes the character of

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education for all of our students and that he was not prepared to support a motion that would impose a differential fee on foreign students.

Dr. Pereira suggested that it was a combination of circumstances, and that the administration was not responsible for the dilemma in which we find ourselves. However, he observed that, with all due respect, he could not support the motion on the procedural ground that no sound reason has been presented to explain why the students cannot have membership on the Budget Advisory Committee and he was concerned about the lack of clarity in the arguments given on behalf of differential fees. He noted his preference would be to have a tax increase or a faculty salary freeze.

Dr. Tynes noted she had no qualms about voting against the tuition fee motion, that philosophically and politically she was totally opposed to the motion and that she was "wondering more and more what she was doing on this Board". She commented that there was very little here that reflected the reality she confronted every day and she suggested that the fiscal problem solving that was taking place at Dalhousie, and other like institutions, was a borrowed response from the corporate community. She indicated she was categorically opposed to that approach and commented that adding to the cost burden of students is an old and tired paradigm and stated "don't look to me for the solution" as she considered that also to be an old paradigm. She suggested there are other solutions, that we should consult much more broadly than we have, and we should go back to the "drawing board". She concluded by noting that the proposed fee increase would remove access for people like herself who have struggled to attain it.

Mr. Calder inquired if the tuition fee motion was passed if that would set the tuition fee for the Faculty of Arts and Social Sciences or would there be a further discussion regarding a proposed differential fee for that Faculty.

Mr. Shaw indicated that if the motion before the Board was passed the tuition fee for the Faculty of Arts and Social Sciences would go up ten percent with no additional fee beyond that. He noted that there are discussions at the moment among those who think that a differential fee should be considered for the Faculty of Arts and Social Sciences and he reminded Board Members that Dr. Clark was reviewing the Faculty budgets and would be bringing recommendations forward. Should there be a recommendation for a differential fee for the Faculty of Arts and Social Sciences it would go to the appropriate Board committees and he noted it would come to the Board for consideration.

Mr. Calder then asked if the Board would have a chance to review

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the results of the current consultations regarding a differential fee for the Faculty of Arts and Social Sciences. Mr. Shaw commented that Dr. Clark will advise the Board and there will be an opportunity for the Board to review any recommendations that may be presented.

Dr. Stuttard inquired, and Mr. Shaw confirmed that the differential fee for the Faculty of Science which was included in the tuition fee schedule shown in Appendix "B" of the Tuition Fee Recommendation report would be set if the motion before the Board was passed.

Dr. Moir noted that he had listened to the arguments, attended many meetings, read all the available material, and while he had some concern about differential fees and would like clarification about what the Dean of the Faculty of Arts and Social Sciences was seeking, he suggested that increasing tuition fees is necessary. He suggested that a major re-structuring is needed to avoid having this fee increase continue to happen year after year.

Ms. Sweeney noted that her opposition to the motion was not just as a student as she believed that the proposed tuition fee increase was not a solution to the apparent financial situation. She suggested that the fee increase would not have the needed impact and that it was not a good long-term financial strategy. She questioned if the Board intended to continue to increase fees each year by ten percent and expected that in doing so the financial problem would take care of itself. She noted her appreciation for the financial situation at Dalhousie but indicated she could not see the logic in the current strategy and wondered how long the Board thought it could continue to increase fees before we would see a negative impact on enrolment. She suggested that we were not finding solutions to the financial problems and she urged all Board Members to consider the motion carefully.

Mr. MacDonald expressed his concern about differential fees and Mr. Shaw noted we would have an opportunity after reviews of the Faculty proposals are completed by the administration and the Senate but before the budget is approved by the Board in the late spring to have such a discussion.

Mr. MacDonald noted that he had great difficulty voting today without having differential fees explained and discussed and therefore could not support the motion. Dr. Clark observed that the argument developed in the Budget Advisory Committee Report regarding differential fees was based on the view that there should be a more direct relationship between both program costs and level of fees and secondly the likely earning power of

graduates in different fields. Mr. Mason then reminded the Board that Dalhousie already has differential fees, that they are not now being introduced for the first time. He noted that the Board approved in 1990 a general policy on fees that said we should move over a period of years to a set of tuition fees that more accurately reflected the actual cost of offering programs and that the Budget Advisory Committee recommendations are a continuation of that process.

Dr. Lane said her preference would be to have a salary freeze and she expressed support for the students wanting to have representation on the Budget Advisory Committee. She observed however that tuition fees at Dalhousie represent 14-17 percent of the cost of education which she considers much fairer than what it is in many other places especially with the funneling back of 25% of the increase to student assistance. She noted that as she saw no other solution she would support the motion.

Mr. Kerr suggested there were no villains and that the Board took no joy in raising tuition fees but we needed to be honest and face the reality that in a few years we would have an enormous increase in the deficit which we must now begin to cope with and he could see no other way to begin than to approve the increase in tuition fees.

Mr. Shaw noted that we had had a good discussion and called for the vote on the motion THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve the tuition fee schedule as shown in the final column of Appendix "B" (attached) of the Dalhousie University Report to the Finance and Budget Committee of the Board of Governors 1994-95 Tuition Fee Recommendation dated December, 1993, and that twenty-five percent of the amount of the year-over-year fee increase be used to support student assistance. The motion carried.

**Board representatives to the Presidential Search Committee**  
(continued)

Mr. Shaw noted that he had made a commitment earlier in the meeting that we would return to the notice of motion presented by Dr. Flemming. Dr. Flemming moved and Mr. Cowan seconded a motion THAT the Presidential Search Committee consider, as they proceed with the Presidential Search, the rules and procedures under which Presidents of Dalhousie are selected and to report back to this Board following the search with recommendations on the method of selecting Presidents and any changes which they might recommend for future searches. The motion carried.

### Mid-Year Operating Budget Results

Mr. Mason, in Mr. Risley's absence, briefly reviewed the "Report to the Finance and Budget Committee 1993-94 Mid-Year Operating Budget Review" dated December 17, 1993, which had been pre-circulated to all Board Members. He observed that the Report endeavoured to look at where we were at mid-year, but that things will continue to change and that it could not be predicted at this point whether the change would be for better or worse. He noted two very significant changes that would improve on the year-end results one being that \$1,000,000 of the monies that had been included in the 1993-94 budget for pay equity was not needed and \$240,000 less than what was estimated as being required for salary increases for all employees was not required. He noted that those two items and a few other smaller adjustments meant that a surplus of a little more than \$1.3 million was now anticipated at year end. He noted that the administration recommended, for consideration by the Finance and Budget Committee, that this be reported on to this Board and that the Finance and Budget Committee further present a motion that the operating fund surplus be appropriated at year end for use by the University in responding to the major budgetary shortfall which has been identified for 1994-95 and beyond. He commented that what the committee had in mind was that all of the planning that went into the third report of the Budget Advisory Committee was based on the previous government's indication that our funding would increase by three percent in the coming year whereas the new government has basically indicated that our funding from government will decrease by three percent. Therefore, he noted, we have a very large problem to address and very little time in which to do so, and as a result of this change the committee has recommended the use of this year's surplus to respond to the major budgetary shortfall expected in 1994-95. He observed that the Board had made a similar decision two or three years ago and that had helped immensely during this current year.

Mr. Cowan moved and Mrs. Petley-Jones seconded a motion THAT, on the recommendation of the Finance and Budget Committee, the 1993-94 operating fund surplus be appropriated at year end for use by the University in responding to the major budgetary shortfall which has been identified for 1994-95 and beyond. The motion carried.


*June 21, 1994 Motion approved by the Board to rescind this motion and that the 1993-94 operating surplus of \$1,554,000 be applied to reduce the accumulated operating deficit from \$7,167,000 to \$5,613,000.*

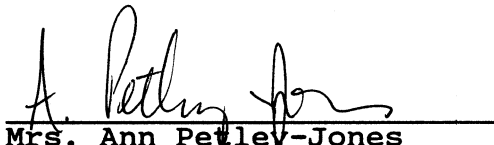
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**Adjournment**

Ms. Sweeney moved and Mrs. Petley-Jones seconded a motion THAT the meeting adjourn. The motion carried, and the meeting adjourned at 6:05 p.m.

  
Mr. Allan C. Shaw  
Chairperson

  
Mrs. Ann Petley-Jones  
Honorary Secretary

- Attachments: 1) Report of the President  
2) Appendix "B", Dalhousie University Report to the Finance and Budget Committee of the Board of Governors, 1994-95 Tuition Fee Recommendation