

Item: Board of Governors Minutes, September 1994
Call Number: Board of Governors Fonds UA-1, 57.22

Additional Notes:

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Approved by BOG
15 February 1994

DALHOUSIE UNIVERSITY
BOARD OF GOVERNORS

Schedule of Meetings for 1994-95

Note: Meetings of the Board of Governors will ordinarily commence at 4:00 p.m. and will be held in University Hall, Macdonald Building, unless otherwise advised.* All meetings are open except for "in camera" portions of the meeting. Board members will receive agenda and documents in advance of all scheduled meetings.

Tuesday, September 20, 1994

Tuesday, October 18, 1994

Tuesday, November 15, 1994

Tuesday, December 13, 1994

Wednesday, January 18, 1995

Tuesday, February 21, 1995

Tuesday, March 21, 1995

Tuesday, April 18, 1995

Tuesday, May 16, 1995

Tuesday, June 20, 1995

* Admission to persons who are not Board members or resource persons will be subject to the availability of passes issued on a first-come first-served basis. Passes may be obtained from the Receptionist in the President's Office at any time during regular office hours in the week preceding each meeting.

Minutes of a meeting of the
Board of Governors held on Tuesday,
September 20, 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
Dr. Howard C. Clark
President
Mr. James Connor
Mr. James S. Cowan
Vice-Chairperson
Dr. Kenneth Dunn
Mr. Fred S. Fountain
Dr. William Hare
Ms. Lisa Lachance

Dr. Patricia Lane
Ms. Margaret Langley
Mr. Thomas E. G. Lynch
Miss Bernadette Macdonald
Ms. Suzan MacLean
Mr. Rod MacLeod
Hon. Jacqueline Matheson
Mr. Douglas W. Reid
Mrs. Josie Richard
Mr. John C. Risley
Honorary Treasurer
Mr. Kenneth C. Rowe
Mrs. Carol Young

Also present were: Mr. George C. Piercey (immediate past Chairperson of the 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); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Dr. Alasdair Sinclair (Chair, Budget Advisory Committee); Ms. Julia Eastman (Coordinator of Policy Development); Mr. Jefferson Rappell (immediate past President, Dalhousie Student Union); Mr. B. D. Christie (Executive Director, Office of Institutional Affairs); Mr. W. L. Lord (Director, Physical Plant and Planning); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Mr. William A. Straitton (Director, Capital Campaign); Ms. Mern O'Brien (Director, Dalhousie Art Gallery); Mr. Stuart Watson (Assistant Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Also
Jennifer
Bankier
Pres, DFA

Regrets were received from Mr. Peter Bryson, Mr. J. Dickson Crawford, Mr. George W. MacDonald, Mrs. Patricia Roscoe and Miss Barbara Walker. *Mrs. Ann Petry-Jones*

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

Welcome to new Board Members

Mr. Shaw welcomed two new Alumni representatives to the Board, namely Ms. Margaret Langley and Mr. Douglas Reid. He noted that Ms. Langley has been a member of the Alumni Board of Directors for the past six years along with being involved with the Black and Gold Club for ten years including three years as President; and that Mr. Reid, who is currently the President of the Alumni Association has also been recently elected to partnership with KPMG Peat Marwick Thorne.

Mr. Shaw then briefly for the benefit of all Board Members noted the major issues that would challenge this Board over the next many months. He identified the following critical issues:

- 1) Governance: progress has been made with the recent downsizing of the Board and a reform of Senate will be proposed shortly;
- 2) Rationalization: which would be a topic for discussion during this meeting;
- 3) Effective Fundraising which will become increasingly important as we experience a decline in funding from government;
- 4) The Capital Campaign which we will be having a major presentation about later this fall;
- 5) Finances which are expected to continue to be a significant concern and challenge as we strive to main Dalhousie's stature as an innovative national university; and
- 6) Last, but not least, Human Resources. He noted that "Putting People First", the report of the Employee Morale Committee, and the President's Response to it will be considered by the Board this fall.

Approval of Agenda

Board Members agreed to approve the agenda as circulated.

Minutes of Board Meeting of June 21, 1994

Mr. Almon moved and Ms. Macdonald seconded a motion THAT the Minutes of the Board of Governors meeting held on June 21, 1994 be approved as circulated. The motion carried.

President's Report

Dr. Clark commented briefly on the President's Report (copy attached) which had been pre-circulated and he noted that rationalization would be dealt with in some detail later in the meeting.

Items for decision

Nominating Committee Recommendations : Standing Committee Memberships

Mr. Piercey recalled that Board Members had approved the tentative Proposed Membership on Standing and Other Committees for 1994-95 at the June 21, 1994 Board of Governors meeting. He noted that there were three additional appointments to committees as follows:

- 1) Ms. Cynthia Robertson and Mr. Don Keith, Treasurer, Nova Scotia Power Inc. as external members of the Investment Committee and as Trustees of the Pension Trust Fund;
- 2) Dr. Philip Welch as Chair of the Pension Advisory Committee; and

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3) Mr. Michael Roughneen will replace Dr. Clark as a Trustee of the Retirees' Trust Fund.

Mr. Lynch moved and Mrs. Richard seconded a motion THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Standing and Other Committee memberships as presented. The motion carried.

Disbandment of the Financial Strategy Committee

Mr. Shaw explained that the Officers agreed recently to recommend the disbandment of the Financial Strategy Committee which has not met for a long while and he noted that the committee's final report "No Single Solution" was delivered to the Board in June of 1990. He observed that now that the Financial Strategy Committee has monitored its report for a few years, it seems sensible to disband. It was noted that the Budget Advisory Committee will continue to meet and will advise the President. Professor Bankier commented that the Financial Strategy Committee played a constructive and helpful role and that we are indebted to the members of that committee.

Mr. Risley moved and Dr. Lane seconded a motion THAT, on the recommendation of the Officers of the Board, the Financial Strategy Committee which was established by the Board of Governors on December 6, 1988 and which committee delivered its final report "No Single Solution" to the Board of Governors on June 25, 1990 and has not met for many months, now be disbanded. The motion carried.

Academic Matters:

- a) Residency Programs, Faculty of Medicine
- b) Bridging curriculum leading to a Bachelor of Science in Pharmacy

Dr. Hobson briefly reviewed the material that had been pre-circulated with respect to the above-noted academic matters and offered to respond to any questions. There being no questions, Dr. Lane moved and Dr. Bell seconded a motion THAT, the Board of Governors approve the Faculty of Health Profession's Bridging Curriculum leading to the degree of Bachelor of Science in Pharmacy; and THAT the Board of Governors approve the Residency Program proposals in the Faculty of Medicine: Radiation Oncology, Gynecologic Oncology, Maternal-Fetal Medicine, Adult Training in Nephrology. The motion carried.

Appointment to Retiree's Trust Fund

Dr. Clark noted that the Board of Governors has the exclusive authority to appoint Trustees to the Retirees' Trust Fund and indicated that it was his pleasure to recommend that Mr. Thomas E. G. Lynch, who has been a member of the Board of Governors since

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September, 1989, be appointed a Trustee of the Retirees' Trust Fund. Dr. Clark moved and Mr. Fountain seconded a motion THAT Mr. Thomas E. G. Lynch be appointed a Trustee of the Retirees' Trust Fund. The motion carried.

Items for discussion

Rationalization Update

Dr. Clark referred to his written report that had been pre-circulated, a copy of which is attached to these Minutes, and he drew attention to the 1994-95 schedule of rationalization activities that has been developed by the Nova Scotia Council of Higher Education which had been appended to his report. He observed that for the past few months we have continued to press for clarification of the objectives of rationalization and for the Council to publicly present a plan for achieving those objectives. He noted that we continue to be concerned about the differences between the Government's and the Council's objectives. He noted that it does appear that the Green Paper will be released early in October and there will be full public consultation and that further work on individual program area reviews may be suspended until the consultations on the Green Paper are complete. He noted that over the summer we have been working on trying to come up with solutions to strengthen the system without increasing costs.

Dr. Clark noted that on August 10, 1994 a meeting was convened by the Premier and the Minister with all university Presidents and Board Chairs; and that, at that meeting, the Premier stressed the need for change in the university system and expressed concern at the slow progress of rationalization. He noted that the Premier also stressed that the government is hard-pressed financially and indicated that the prospects for EPF funding seem quite frightening. Dr. Clark then observed that following that meeting, despite what the newspaper said, he did not say that the solution was to fold all the other institutions into Dalhousie. He observed that what he said was that if the government must achieve savings of the magnitude indicated by the Premier, the only way of doing so, without closing institutions or mortally damaging the system, would appear to be by amalgamating institutions. He noted that in a subsequent letter to the Premier, he had reiterated that Dalhousie does not see amalgamation as involving take-over of other institutions by Dalhousie, but rather as requiring us all to join together under what was described by someone from another institution as a "new roof". He noted that he also reaffirmed in that letter that Dalhousie is prepared to come under a new, larger, roof if that is what is required to give Nova Scotia an affordable university system that continues to be a source of strength. He commented that Mr. Mason's estimates of achievable administrative savings with consolidation of metro universities are being refined.

Dr. Clark then distributed copies of the Corporate Research Associates Inc. Atlantic Omnibus Survey preliminary results for Dalhousie University, a copy of which is attached to these Minutes. He reviewed the questions that were asked by Corporate Research Associates during this survey and observed that the results indicate that there is strong public opinion in favour of some form of university amalgamation in the metro area and that both the government and the public appear to be impatient for solutions to the problem of reducing the cost of the system, while ensuring that it will continue to serve Nova Scotia well in the future.

Dr. Clark observed that we think the solution lies in part in amalgamation of universities in metro and in Truro; but rather than presenting a proposal to that effect to the Council, Government or the public, we would prefer to work with other universities toward it over the next few months. He noted that we hope to ascertain shortly the willingness of other universities to explore jointly the creation of a "new roof" in metro. He suggested that by jointly initiating such a process - perhaps with the assistance of a facilitator, which was offered at the meeting with the Premier in August - the universities would greatly simplify the task of the Council and would respond constructively to the expectations government and the public hold of them. He concluded by noting that if that does not prove to be possible - or does not prove to be successful - we will be prepared to make known the benefits achievable through amalgamation, at the time of the consultations surrounding the Green Paper.

Items for information

5th Report of the Budget Advisory Committee and the President's Response

Mr. Shaw observed that the 5th Report of the Budget Advisory Committee and the President's Response to same had been pre-circulated. Dr. Sinclair, Chair of the Budget Advisory Committee, was in attendance and noted that the 5th Report of the Budget Advisory Committee is quite different from earlier reports. He noted the report puts forward concerns that had been expressed to the Committee and that the Committee will shortly be meeting with the Finance and Budget Committee to discuss issues. Dr. Clark then briefly reviewed his written response to the 5th Report of the Budget Advisory Committee which he noted is quite straightforward.

Mr. Shaw suggested that this was an ideal opportunity to discuss and exchange view points about the future of the President's House. Mr. Reid observed that in the grand scheme of things the amount of money involved is not significant, and he reminded Board Members that the President's House had been purchased with money that had been donated for that specific purpose. Additionally he noted that

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* She also noted that The Dalhousie Student Union and The University Club were potential alternate locations for receptions and meetings.


the President's House is a wonderful place to pursue advancement and development initiatives. Mrs. Young noted her agreement with Mr. Reid's comments and suggested that, at a time when it is important for Dalhousie to become more a part of the city, the province and the region, the house is an excellent place to establish good relationships and she was therefore very much in favour of keeping the house. Mr. Almon, while agreeing with Mr. Reid and Mrs. Young, suggested that it was premature to discuss the future of the President's House before establishing what the needs and wishes of the new President might be. Ms. Lachance indicated that it would help with the image of the President if students were invited to the house. Professor Bankier noted that a bleak, bitter stream of comments have been encountered by the Employee Morale Committee over the President's House which should not be ignored.* Mr. Rowe said we should first know what effect selling the house might have on our ability to hire a competent successor to Dr. Clark. Mr. Fountain questioned whether or not it would save money to sell the President's House as he suggested a new President would probably expect some housing to be provided. He recommended that the matter be looked at very carefully and that we should review to what extent the house is used and to what extent it could be better used; and he suggested that while it is an attractive property, it might not be that easy to sell.

Annual Staff Matters Report

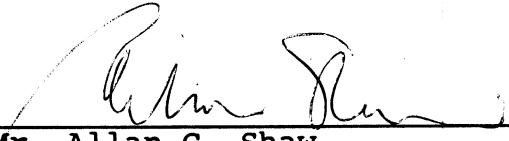
Mr. Shaw observed that the Annual Staff Matters Report which routinely come to the Board in September had been pre-circulated and that Dr. Hobson would be pleased to respond to any questions. No questions were raised.

Adjournment

At 5:20 p.m. the meeting adjourned with Board Members only being requested to remain for an In-Camera session.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson

Attachments: - President's Report
- CRA Atlantic Omnibus Survey Preliminary Results

**APPENDIX TO THE STAFF MATTERS ANNUAL STATISTICAL REPORT
FOR THE PERIOD JULY 1993 TO JUNE 1994**

FACULTY OF ARTS AND SOCIAL SCIENCES

Associate Dean	Thiessen, Victor	Associate Dean for a period of five years, effective July 1, 1994.
Assistant Dean (Student Affairs)	Byham, Ray D.	Assistant Dean (Student Affairs) for a further period of one year, effective July 1, 1994.
Assistant Dean (External)	Higgins, Anne T.	Assistant Dean (External) for the period October 1, 1993 to June 30, 1995.
Professor Emeritus	Fraser, John	Professor Emeritus in the Department of English, effective July 1, 1994.

FACULTY OF SCIENCE

Director	Hamilton, David C.	Director of the Division of Statistics in the Department of Mathematics, Statistics and Computing Science for a period of three years, effective July 1, 1994.
Director	Lewis, Marlon	Director of the Cooperative Education Program in the Faculty of Science for a further period of one year, effective January 1, 1994.
Acting Director	Nowakowski, Richard	Acting Director of the Division of Mathematics in the Department of Mathematics, Statistics and Computing Science for a period of one year, effective July 1, 1994.
Professor Emeritus	Betts, Donald	Professor Emeritus in the Department of Physics, effective July 1, 1994.
	Cornwall, John L.	Professor Emeritus in the Department of Economics, effective July 1, 1994.