

Item: Board of Governors Minutes, June 1995
Call Number: Board of Governors Fonds UA-1, 54.8

Additional Notes:

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AGENDA
Board of Governors - Dalhousie University
Tuesday, June 20, 1995
University Hall, Macdonald Building

- 4:00 1. Approval of Agenda
2. Minutes of Board Meeting of May 16, 1995 (enclosure)
3. President's Report (to be distributed at meeting)
4. Tribute to retiring Board Members (Shaw)
- 4:15 **Items for decision**
5. Financial Matters (Risley)
a) Financial Report (enclosure) (Risley)
b) Audited Financial Statement for year ended March 31, 1995 (enclosure) (Petley-Jones)
c) Appointment of Auditors for 95-96 fiscal year (Petley-Jones)
d) 1995-96 Operating Budget (enclosure) (Risley)
6. Nominating Committee Recommendations (Piercey)
a) Standing Committee Memberships (to be distributed at the meeting)
b) Appointment of Alumni Association representatives
c) Appointment of Governor in Council representatives
d) Re-appointment of Associate Board Members
7. Appointment of Ombudsperson and Assistant Ombudsperson (McKee)
8. Appointment to University Foundation Board (Clark)
- 5:10 **Item for discussion**
9. Rationalization (Shaw)
- 5:30 **Items for information**
10. Annual Reports of Standing and other Committees (enclosure)
11. Report on Early Retirements 1992-94 (enclosure) (Mason)
12. Capital Campaign (Risley)
13. Other business
- 5:55 **In-Camera**
14. Appointment of Dean of Graduate Studies (Clark)
- 6:00 **Adjournment**

Minutes of a meeting of the
Board of Governors held on Tuesday
June 20, 1995 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw
 Chairperson
Mr. David J. Almon
Dr. W. Carl Breckenridge
Dr. Howard C. Clark
 President
Mr. James S. Cowan
 Vice-Chair
Mr. David Cox
Dr. Kenneth A. Dunn
Ms. Heather Gibson
Ms. Margaret Langley
Mr. Thomas E. G. Lynch

Ms. Bernadette Macdonald
Hon. Jacqueline Matheson
Mrs. Ann Petley-Jones
 Honorary Secretary
Mr. Douglas W. Reid
Mrs. Josie Richard
Mr. John C. Risley
 Honorary Treasurer
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe
Miss Barbara Walker
 Vice-Chairperson

Also present were: Dr. George C. Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Mr. Alan Barkhouse (University Auditor); Mr. Ian Nason (Director, Financial Services); Mr. Darrell Cochrane (Controller); Mr. Stan Dalrymple (Manager, Budgets and Financial Analysis); Mr. W. H. Lord (Director, Physical Plant and Planning); Mr. Michael Roughneen (Director, Personnel Services); Mrs. Charlotte Sutherland (Director, Development Office); Mr. Bob Edgett (Associate Campaign Director); Dr. Philip Welch (Chair, Pension Advisory Committee); Mr. Brian D. Christie (Executive Director, Office of Institutional Affairs); Ms. Julia Eastman (Coordinator, Policy Development); Ms. Mary Somers (Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. D. Wayne Bell, Mr. Peter Bryson, Mr. J. Dickson Crawford, Mr. Fred S. Fountain, Dr. Patricia Lane, Mr. George W. MacDonald, and Mrs. Carol D. Young.

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

Approval of Agenda Board Members approved the agenda with the addition of agreeing to receive three more recommendations from the Nominating Committee regarding a new Associate Board Member, the extension of the terms of the current Senate representatives on the Board, and the re-appointment of Mr. MacDonald as a Director of BDI. Board Members also agreed that the discussion regarding

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Rationalization would be moved to the *In-Camera* session.

Mr. Shaw also noted that the revised Critical Issues for the Board had not been brought forward for this meeting as it was thought that it would be more appropriate to discuss them at the next meeting when Dr. Traves can be involved in the discussion. He also encouraged Board Members to give some thought to the Critical Issues and convey any suggestions and comments they might have to him.

Approval of Minutes

Miss Walker moved and Mr. Reid seconded a motion THAT the Minutes of the Board of Governors meeting held on May 16, 1995 be approved as circulated. The motion carried.

President's Report

Dr. Clark observed that his President's Report (copy attached) was self-explanatory. He drew attention to the grand prize for Canada this year for the CAUBO (Canadian Association of University Business Officers) Quality and Productivity Awards Program that had been awarded to Dalhousie's Office of Instructional Development and Technology and noted that it is a rare occasion for this award to be given to a unit serving the academic side of the University. He remarked that the three teaching guides developed by the Office of Instructional Development and Technology, which have been produced in print and computer disk form represent an outstanding innovation.

Dr. Clark moved and Dr. Dunn seconded a motion THAT the Board of Governors convey its congratulations to the Office of Instructional Development and Technology. The motion carried.

Beyond the comments contained in the President's Report regarding Dalhousie's involvement in the Halifax Summit, Dr. Clark acknowledged that the exhibits developed by Dalhousie for the Summit's Knowledge Place site as well as arrangements for events on campus were complex and had to be put in place on very short notice. He commended all who were involved and in particular noted Mr. Eberhardt, Physical Plant and Planning Staff, and those who worked at Knowledge Place.

Tribute to retiring Board Members

Mr. Shaw suggested that it was appropriate now to take a few moments for everyone to recognize and express our gratitude to those Board Members who would be retiring at

the end of June. He noted that the group of eight retirees from the Board were Dr. Wayne Bell, Dr. Carl Breckenridge, Dr. Howard Clark, Dr. Kenneth Dunn, Dr. Patricia Lane, Mr. Thomas Lynch, Mr. Douglas Reid and Miss Barbara Walker and that together this distinguished group represented at least thirty-seven years of service to the Board of Governors and Dalhousie University. Among other things, he noted the willingness of all of these individuals to serve in a host of different capacities which he suggested spoke volumes about their commitment to Dalhousie. He acknowledged that their contributions had been volunteered far in excess of what we might reasonable expect of a Board Member and he expressed the hope that we could count on their ongoing support as fine ambassadors who were concerned for the future well being of Dalhousie University.

Mr. Shaw then observed that Dr. Clark had been the longest serving Board Member among this year's group of retirees and he noted how extremely fortunate Dalhousie has been to have had Dr. Clark as President and that we will always be grateful for the leadership and service he gave. He commented that Dr. Clark's steadfast commitment to the betterment of Dalhousie had served as a fine example to all Board Members. He concluded by saying the President should take pride in a job well done under what often were very difficult circumstances and, on behalf of the Board of Governors, he wished Dr. Clark good health and happiness in his retirement.

A book entitled "Dalhousie University - A Time to Remember" was then presented to each of the retiring Board Members.

Items for decision

Financial matters

a) Financial Report

Mr. Shaw noted that the Annual Financial Report dated March 31, 1995 which contained a report of the Vice-President (Finance and Administration), a Report on the 1994-95 Budget versus Actual Operating Results, and the 1994-95 Audited Financial Statements was pre-distributed.

Mr. Risley then commented that the information which had been pre-circulated was very comprehensive. He drew attention to three matters, namely the significant reduction in the University debt of \$4.8 million during the fiscal year 1994-1995; the positive impact on our operating statement as a result of interest income; and the contribution made by all the budget units who have responded admirably and should be commended for making the required cuts.

In response to an inquiry from Professor Bankier, Mr. Risley commented that we would be delighted to have a Pension Plan Agreement, but in the absence of an Agreement it would be unwise for us to plan for one financially.

Mr. Shaw commented that he was very pleased with the improvements to our financial reporting over the past several years and in particular the quality of the current Financial Report.

b) Audited Financial Statement for year ended March 31, 1995

Mrs. Petley-Jones acknowledged and thanked the members of the Audit Committee for their efforts throughout the year. She then briefly reviewed the material that had been pre-circulated and noted the following: the endowment fund is up approximately \$9 million to nearly \$150 million; we have a surplus of \$849,000; equity is up approximately \$6 million; and the unfunded capital debt has been reduced to \$14 million. She concluded by noting we have an absolutely clean audit and she offered to respond to any questions. There being none, Mrs. Petley Jones moved, and Mr. Cox seconded a motion, THAT on the recommendation of the Audit Committee, the Board of Governors approve the audited financial statements of the University for the year ended March 31, 1995. The motion carried with one abstention, namely Mr. Reid in order to avoid any possible conflict of interest.

c) Appointment of Auditors for 1995-96

Mrs. Petley-Jones moved and Ms. Macdonald seconded a motion THAT KPMG Peat Marwick Thorne be reappointed as auditors of the University for the 1995-96 year with no increase in fee. The motion carried with one abstention, namely Mr. Reid in order to avoid any possible conflict of interest.

d) 1995-96 Operating Budget

Mr. Risley noted that comprehensive material on the 1995-96 Operating Budget had been pre-distributed. He then drew attention to the fact we still do not have confirmation of the basic government grant and that the \$80.7 million shown in the budget represents a reduction of 3.86% from where we were in the previous fiscal year. He noted the budget shows revenue of \$360,000 in funds due from the Province with respect to the Education Program closure and we do not yet have confirmation that we can expect to receive those funds as well as the approximately \$1 million in redundancy costs that the University is obligated to pay to Education Faculty whose jobs no longer exist as a consequence of the program closure. He then noted that enrolment is forecast to remain essentially unchanged with a decrease obviously in the

number of education students contemplated and a further decline of 50 to 100 students overall. He concluded by noting that the \$800,000 expenditure contemplated for deferred maintenance will not be spent until we get confirmation that we can expect to receive those funds from the province.

Professor Bankier noted that Senate has not yet exercised its power to discontinue the School of Education although efforts are ongoing between various Vice-Presidents and Faculty Associations to negotiate changes to collective agreements so mutually beneficial arrangements can be made to negotiate transfers. She observed that she was glad Board Members were aware of the costs associated with the Education Program closure.

In response to an inquiry from Dr. Dunn, it was noted that if there is a significant change in provincial government support the budget would be reconsidered first by the Finance and Budget Committee, and then it would come back to the Board.

Mr. Risley moved and Mrs. Petley-Jones seconded a motion THAT, on the recommendation of the Finance and Budget Committee, the Board of Governors approve a 1995-96 Operating Budget with revenues of \$118,938,000 and expenditures of \$118,761,000 resulting in a budget surplus of \$177,000. The motion carried.

Nominating Committee Recommendations

Dr. Piercey reviewed the various recommendations being put forward from the Nominating Committee, and then the following motions were presented:

a) Standing Committee Memberships

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the tentative Standing Committee and other Committee memberships as presented on the understanding that the list will be finalized at the September Board meeting. The motion carried.

b) Appointment of Alumni Association representatives

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Dalhousie Alumni Association, the Board of Governors appoint Dr. Elaine F. Gordon for a one year term and Ms. Bernadette Macdonald for a three year term as Alumni representatives to the Board of Governors effective July 1, 1995.

The motion carried.

c) Appointment of Governor in Council representatives

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Nominating Committee, the Board of Governors approve the Governor in Council re-appointment of The Hon. Jacqueline Matheson, Mr. John C. Risley and Mr. Kenneth Rowe for three year terms effective July 1, 1995. The motion carried.

d) Re-appointment of Associate Board Members

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Nominating Committee, and subject to their willingness to serve, the following Associate Members of the Board be re-appointed each for a five year term effective July 1, 1995: The Hon. Allan E. Blakeney, Dr. William A. Cochrane, Senator Charles Collis, Dr. Rowland Frazee, Dr. J. Donald Hill. Mr. E. Neil McKelvey, Q.C., Mr. William A. Rand, Mr. Clifford J. Shirley and The Rt. Hon. Robert L. Stanfield. The motion carried.

e) Appointment of Associate Board Member

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Nominating Committee, Mr. Peter Godsoe be appointed an Associate Member of the Board of Governors for a five year term effective July 1, 1995. The motion carried.

f) Extension of appointment for Senate representatives

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the recommendation of the Nominating Committee and with the concurrence of the Senate Steering Committee, Dr. Kenneth Dunn, Dr. Patricia Lane and Dr. W. Carl Breckenridge's appointments to the Board of Governors all be extended from July 1, 1995 until such time as the newly elected Senate is in place and subsequent recommendations approved regarding the appointment of Senate representatives to the Board. The motion carried.

g) Re-appointment of a Board representative to the Board of Directors of BDI (Business Development Information Incorporated)

Mrs. Roscoe moved and Mr. Almon seconded a motion THAT, on the

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recommendation of the Nominating Committee, Mr. George W. MacDonald be appointed for a further term of three years effective January, 1995 as a Board representative to the Board of Directors of BDI. The motion carried.

Appointment of Ombudsperson and Assistant Ombudsperson

Mr. Cox moved and Mrs. Roscoe seconded a motion THAT the appointment of Mr. Karl Bomhof as Ombudsperson and Ms. Kelly Shea as Assistant Ombudsperson for the period May 1, 1995 to April 30, 1996 be approved. The motion carried.

Appointment to University Foundation Board

Dr. Clark moved and Mr. Risley seconded a motion THAT Dr. Tom Traves be appointed as Dr. Howard Clark's replacement on the University Foundation Board effective July 1, 1995. The motion carried.

Resignation from the Board

At this point Mr. Shaw noted that he had received a letter of resignation from Dr. Cedric E. Ritchie who explained that he was embarrassed about not being able to attend meetings and accordingly felt that it was in the best interests of all concerned that the seat occupied by him be filled by an individual who could allocate more time to the Board of Governors. With regret, Board Members agreed to accept Dr. Ritchie's resignation from the Board.

Items for Information

Annual Reports of Standing and Other Committees

Mr. Shaw observed that the Annual Reports of Standing and Other Committees had been pre-circulated and he asked if there were any questions about any of the reports. Professor Bankier noted that the proposed demolition of some buildings continued to be controversial in light of space problems on campus and she also referred to a letter recently sent to Board Members from Dr. Elizabeth Pacey, on behalf of Heritage Canada, urging the Board not to demolish what they consider to be four historic cottages. She then asked if Dr. Pacey's letter had resulted in any changes to the current plans and she was advised that no changes are being contemplated at this time.

Report on Early Retirements 1992-94

It was noted that the Report on Early Retirements from 1992-94 had been pre-circulated. Mr. Mason noted that the Board had been made aware a long while ago of the early retirement program and it seemed appropriate to report to the Board on the number of retirements and the financial impact of the program. He then noted that the number of departures has had a major impact on some departments.

Professor Bankier asked if progress was being made towards structuring a new early retirement plan and to what extent was that dependent on the resolution of the pension surplus matter. Mr. Mason responded that without the agreement of the various employee groups and the Board there would not be another early retirement program.

Capital Campaign

Mr. Risley identified the five different target groups and the amounts they expect to raise from each group through the Capital Ideas Campaign. They are as follows: Alumni \$12.3 million, Corporations \$10 million, Estates \$5 million, Foundations \$4 million, and Other \$3.7 million. He explained they will focus over the summer on the alumni and corporations groups which are the nucleus area of the campaign and they want to have at least \$10 million raised before the public launching of the campaign which it is hoped will occur at the time of the Fall Convocation in October. He then reviewed the various needs areas of the Capital Ideas Campaign and noted the following goals have been established: \$12 million for academic excellence, \$5 million for student excellence, and \$18 million for campus renewal. He then reviewed the organizational structure of the campaign and noted that Dr. Don Sobey will Chair the Nucleus Fund, Sir Graham Day the National Alumni Committee, and Mr. Robbie Shaw the Atlantic Canada Committee.

He then stressed the extreme importance for the canvassers to be able to say to those people from whom they are seeking contributions that the campaign is supported internally by students, faculty, staff and the Board of Governors. He announced that he and Dr. Piercey would be canvassing Board Members over the next few weeks. He indicated that they would not be asking individuals to contribute a specific amount but he encouraged Board Members to support the campaign according to their personal financial circumstances and asked that all Board Members consider giving an amount that they consider to be an important amount for them to contribute.

In response to an inquiry from Mr. Cox, Mr. Risley indicated that they hope the campaign will last as short a time as possible and he noted that individuals will be able to designate their gift.

Professor Bankier asked, in the event we get a solution to the pension surplus issue which surplus has historically gone to reduce the capital debt, if the employee contributions could be treated as contributions to the capital campaign. Mr. Risley indicated that the committee would be prepared to consider that but he was inclined to think that debt reduction and capital campaigns should probably be kept separate.

Other business

1) Mrs. Petley-Jones noted that the official portraits of President Clark and Chancellor emeritus, Dr. Cohen were both now hanging in University Hall. She then said she wished to formally recognize and acknowledge the fine work of the two artists, Fred Ross who did the portrait of Dr. Cohen and Susanne MacKay who did Dr. Clark's portrait. She also paid tribute to Ms. Mern O'Brien, Director of the Dalhousie Art Gallery, for organizing the selection of, and making arrangements with the artists.

2) Board Members agreed to hear a brief presentation from Jackie Proulx on the Nova Scotia government's change in its policy on student loans for people who are on family assistance and the implication it has for many Dalhousie students. Ms. Proulx noted that there are approximately 800 students from across the province who will be effected by this change and that they have formed an association to address the issue and are seeking the support of the various University Boards to influence a change in the proposed policy. She noted among other things that it is an issue of access and that many current students will not be able to continue their education if this policy is put in place. She offered to provide more figures and facts to anyone who wished, and she observed that other University Boards have written letters of support.

Mr. Almon suggested that this issue could be referred to the Student Relations and Residence Committee for consideration. Mr. McKee noted that a meeting was being organized of the units on campus that are familiar with such issues and if we considered the policy unfair we would react quickly, as we have done in the past, and make a submission on behalf of the University.

Adjournment : The meeting adjourned at 5:25 p.m. with Board Members only being asked to remain for an *In Camera* session.

Mrs. Ann Petley-Jones
Honorary Secretary

Mr. Allan C. Shaw
Chairperson

Attachment: 1) President's Report



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Dalhousie University Board of Governors Report of the President

June 20, 1995

1. Rationalization

Dr. Traves is already participating very actively in these discussions, as my own involvement comes to an end. Cooperative discussions are under way among Metro institutions to determine whether by 30 June a business plan can be developed that can achieve significant financial savings. Many persons are participating from Vice-Presidents, to Deans, and Chairs, as well as administrative directors. Dr. Hobson and Mr. Mason, as well as several Deans can provide further details.

There has been no movement to date to resolve the situation in Education.

2. Convocation

Eight convocation ceremonies were held, very successfully, during May 23-26, although at several of these ceremonies the turnout of faculty members was much lower than it should have been.

3. Recognition

I previously reported to the Board that Professor A Bowen (Oceanography) and Professor P. McGrath (Psychology) have been elected Fellows of the Royal Society of Canada. I did not know, at that time, that Professor F. Gaede (German) had also been elected to the Fellowship. This is the first time, of which I am aware, when three Dalhousie faculty members have been elected Fellows in one year, and it is a considerable recognition of the reputation and stature of Dalhousie's faculty.

4. Awards

Congratulations are extended to Dr. Alan Wright, Office of Instructional Development and Technology, for winning the grand prize for Canada this year for the CAUBO Quality and Productivity Awards Program.

Congratulations are extended to the following Public Relations employees whose entries have been selected to receive the following 1995 CCAE Prix d'Excellence awards.

Best Photograph by June Davidson, Silver Award
Best Brochure by Stuart Watson, Silver Award
Annual Report by Amanda Pelham, Bronze Award.

Michael Tutton, a freelance writer for the Chronicle Herald, received the Gold Award for his feature story in the Winter issue of the Alumni Magazine.

5. Dalhousie Involvement in the Halifax Summit

A bilateral meeting between President Bill Clinton and Japanese Prime Minister Tomiichi Murayama was held in the Board & Senate Room in the Arts & Administration Building on Thursday, June 15. Also attending the meeting from the U.S. were Secretary of State Warren Christopher, Secretary of the Treasury Robert Rubin and Trade Representative Mickey Kantor along with their Japanese counterparts. Prior to the meeting, President Clinton greeted students from the Dalhousie Cooperative School.

Following the bilateral meeting, a news conference was held by President Clinton and Prime Minister Murayama in University Hall in the Macdonald Building which was attended by about 120 members of the White House, Japanese and Canadian press pools. Following the news conference, President Clinton greeted and shook hands with many in a crowd of about 100 onlookers who had gathered along a fence between the Chemistry and the Education Buildings.

On Friday, June 16 President Clinton returned to Dalhousie for a news conference with the White House press corps on the grass just south of the Chemistry Building. Afterwards, President Clinton met the members of the Halifax Grammar School's graduating class and their parents who had been specially invited to attend the news conference.

Dalhousie participated as one of the twenty-two Summit Odyssey sites with Knowledge Place located on Cable Wharf. Inside the Knowledge Place tent, which was open to the media, delegates and the general public from Wednesday morning until late Saturday afternoon, were displays describing leading edge activities in science and research from Dalhousie's two areas of emphasis - health and ocean studies. The display area showcased Biomaterials, the Cardiac Prevention Research Centre, Community Dental Health, Neurosciences and Ocean Studies.

Dalhousie was also involved in another Summit Odyssey site, the Technology Exposition Centre, on the corner of Sackville and Barrington Streets. Projects featured there included the delivery of electronic news, high speed communications networks, live satellite imagery and treatment of abnormal heart rhythms.

In addition 1,350 RCMP and DND personnel were housed in Dalhousie and Kings' residences.