

Item: Board of Governors Minutes, May 1995
Call Number: Board of Governors Fonds UA-1, 54.7

Additional Notes:

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AGENDA

SPECIAL IN-CAMERA
BOARD OF GOVERNORS MEETING
DALHOUSIE UNIVERSITY
Tuesday, May 16, 1995
University Hall, Macdonald Building

- 4:00 1) Welcome to Associate Board Members and new Student representatives to the Board
2) Approval of Agenda
3) Approval of Minutes of April 18, 1995 Board of Governors meeting (enclosure)
4) President's Report (to be distributed at the meeting)

4:15 **Items for decision**

- 6) Nominating Committee Recommendations (Piercey)
- Officers of the Board 1995-96
- Standing Committee Chairs
- Order in Council appointment
- 7) Killam Library Environmental Upgrade Project (enclosure) (Matheson)
- 8) Proposed Ph.D. in Sociology (enclosure) (Hobson)

4:30 **ROUND TABLE ON RATIONALIZATION**

- Brief review of history and of positions (enclosures)
- Reports on recent meetings
- Anticipated schedule of events
- Alternative scenarios
- Strategic options
- Board's role

6:00 **Adjournment**

Board Members are reminded of the invitation to attend a Buffet Supper at the President's Residence immediately following the meeting.

Minutes of a meeting of the
Board of Governors held on Tuesday
May 16, 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. D. Wayne Bell
Mr. Peter Bryson
Dr. Howard C. Clark
 President
Mr. David Cox
Dr. Kenneth Dunn
Mr. Fred S. Fountain
Ms. Heather Gibson
Ms. Margaret Langley
Mr. Thomas E. G. Lynch

Mr. George W. MacDonald
Ms. Suzan MacLean
Hon. Jacqueline Matheson
Mrs. Ann Petley-Jones
 Honorary Secretary
Mr. Douglas W. Reid
Mr. John C. Risley
 Honorary Treasurer
Mrs. Patricia Roscoe
Miss Barbara Walker
 Vice-Chairperson
Mrs. Carol D. Young

Also present were: Dr. Tom Traves (President-elect), Mr. Peter Chow (Associate Board Member from Hong Kong); Senator Donald Oliver (Associate Board Member from Ottawa); Dr. James Palmer (Associate Board Member from Calgary); Mr. William A. Rand (Associate Board Member from Vancouver); Mr. Clifford Shirley (Associate Board Member from Toronto); The Hon. Robert L. Stanfield (Associate Board Member from Ottawa); Mr. George C. Piercey (immediate past Chairperson, Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jane Fee (acting President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Ms. Julia Eastman (Coordinator of Policy Development); Mr. Ian Nason (Director, Financial Services); Mr. Brian D. Christie (Executive Director, Office of Institutional Affairs); Mr. William H. Lord (Director, Physical Plant and Planning); Mr. William A. Straitton (Director, Capital Campaign); Mrs. Charlotte Sutherland (Director, Development Office); Mr. Stuart Watson (Assistant Editor, "Dalhousie News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. W. Carl Breckenridge, Mr. J. Dickson Crawford, Mr. Bryan G. Mason, Dr. Patricia Lane, Ms. Bernadette Macdonald, Ms. Josie Richard, and Mr. Kenneth C. Rowe.

The Chairperson called the meeting to order at 4:05 p.m. at which time he welcomed and introduced President-elect Dr. Tom Traves and the Associate Board Members. He commented that it was a great opportunity having all of these individuals in attendance and he looked forward to their participation in the meeting and the perspective they

would have to offer particularly during the roundtable discussion on rationalization. The Chairperson then welcomed David Cox and Heather Gibson, two newly elected student representatives, who were attending their first meeting of the Board. He noted that we looked forward to their involvement and the contribution we knew they would make during the term of their appointments. Dr. Jane Fee, acting President of the Dalhousie Faculty Association until June 30, 1995, was then introduced and welcomed to the meeting.

Approval of Agenda

Board Members approved the agenda with the following changes. The Killam Library Environmental Upgrade Project and the Proposed Ph.D. in Sociology were moved up on the agenda to be dealt with prior to the Board going *In-Camera*. Board Members also agreed to receive a brief report on the Capital Campaign as the final agenda item to be addressed during the *In-Camera* session.

Approval of Minutes

Mr. Risley moved and Mrs. Roscoe seconded a motion THAT the Minutes of the Board of Governors meeting held on April 18, 1995 be approved as circulated. The motion carried.

President's Report

Dr. Clark briefly reviewed all of the items contained in his President's Report, a copy of which is attached to these Minutes.

ITEMS FOR DECISION

Killam Library Environmental Upgrade Project

It was noted that information was pre-distributed about the Killam Library Environmental Upgrade Project which The Hon. Jacqueline Matheson briefly reviewed. Judge Matheson moved and Dr. Bell seconded a motion THAT, on the recommendation of the Buildings and Grounds Committee, and subject to the approval and receipt of monies from the Federal/Provincial Infrastructure Program, the Board of Governors approve the upgrading of the Killam Library HVAC and lighting systems, together with the enclosure of the courtyard, for a total cost of \$1,390,000 with sources of funding to be as follows:

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Federal/Provincial Infrastructure Program \$800,000; Alterations & Renovations 1995-96 \$125,000; Alterations & Renovations 1996-97 \$125,000; and Loan \$340,000. The motion carried.

Proposed Ph.D. in Sociology

It was noted that information had been pre-distributed with regard to the Proposed Ph.D. in Sociology. Dr. Clark observed that the Proposed Ph. D. in Sociology has been under development for a considerable period of time and was approved by the Senate on January 25, 1993 and is now coming forward to the Board of Governors for approval as the Faculty of Arts and Social Sciences has been able to meet its budget target and can mount the program without placing any additional financial burden on the department of Sociology and Social Anthropology, or the Faculty of Arts and Social Sciences or Dalhousie University.

Dr. Palmer asked if it was an appropriate time to be bringing forward new programs in light of all the uncertainties being caused by rationalization discussions. Dr. Clark commented that for that very reason the MPHEC (Maritime Provinces Higher Education Commission) upon receipt of the proposal once it has received the Board's approval, may defer consideration and final approval but he noted that there is a need for this program and a strong case can be presented in support of it being introduced.

Dr. Clark moved and Dr. Dunn seconded a motion THAT, upon the recommendation of Senate, the proposed Ph.D. Program in Sociology which was approved by Senate on January 25, 1993 now be approved by the Board of Governors. The motion carried.

Adjournment

At this point the Chairperson observed that the regular session would adjourn with Board Members, Associate Board Members, the acting President of the Dalhousie Faculty Association, Mr. George Piercey (Chair of the Nominating Committee) and resource staff being asked to remain for the *In-Camera* session.

In-Camera session

For the information of absent Board Members the Nominating Committee Recommendations regarding Officers of the Board for 1995-96 and Standing Committee Chairs were approved as follows:

Officers of the Board

Chairperson	Mr. Allan C. Shaw
Vice-Chairperson	Mr. James S. Cowan
Vice-Chairperson	Mrs. Ann Petley-Jones
Honorary Treasurer	Mr. John C. Risley
Honorary Secretary	Mrs. Carol D. Young

Standing Committee Chairs

Audit	Mrs. Ann Petley-Jones
Buildings and Grounds	Hon. Jacqueline Matheson
Finance and Budget	Mr. John C. Risley
Investment	Mr. J. Dickson Crawford
Nominating	Mr. George C. Piercey
Development	Mr. Fred S. Fountain
Staff Relations	Mrs. Pat Roscoe
Student Relations & Residence	Mr. David J. Almon

Capital Campaign

At the conclusion of the *In-Camera* session the Chairperson announced that nearly \$3 million towards our \$35 million private sector goal has been raised which includes the campaign's first \$1 million gift. However, he observed that the early days of the campaign have been unusually impacted by several internal and external issues. He noted that concerns surrounding university governance have now been addressed but that rationalization continues to be a central concern. He explained that it is critical that the National Campaign Chair be intimately involved with the inner workings of the university, and be able to devote considerable time to consultation on a very senior level with key Dalhousie Administrators and Board Members. He commented that Ced Ritchie has successfully led the campaign to this point but with his travel schedule and location in Toronto he feels he is not close enough to Dalhousie to carry out his role as Campaign Chair although he is willing to be available for the campaign team which, with his access to corporate Canada and the high esteem he is held by that constituency, will be beneficial for us.

The Chairperson then announced that it was a great pleasure to announce that John Risley has agreed to accept the role of National Campaign Chairman. He observed that Mr. Risley is uniquely qualified for this position by virtue of his knowledge of not only Dalhousie, but also of the fundraising and business community. All Board Members then joined with the Chairperson in expressing their appreciation to Mr.

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Risley for taking on this important role.

Mrs. Ann Petley-Jones
Honorary Secretary

Mr. Allan C. Shaw
Chairperson

Attachement: 1) President's Report



**Dalhousie University
Board of Governors
Report of the President**

May 1995

1. G-7 Summit Meeting

In association with the G-7 meeting, the Province of Nova Scotia and the City of Halifax will be arranging a number of major exhibits. Under the theme "Summit Odyssey" these will present the capabilities of Nova Scotia in a variety of fields to our international visitors. Dalhousie has been asked to be responsible for Science Place which will consist of a large tent on the waterfront close to Summit Place, displaying state of the art scientific activities in areas such as Cardio-vascular sciences, Genetics and Fish Gene Studies, Ocean Studies, Neuro-sciences, Biomaterials, and Community Dentistry. There will also be substantial Dalhousie involvement in the "Oceans Technology Showcase". We are doing everything possible to highlight Dalhousie activities and programmes during the G-7 Summit and have already undertaken a number of special events; these include:

- (a) the student-organized G-7 "Summit" arranged by AISEC students;
- (b) a series of public lectures under the title "The Dalhousie G-7 Seminar Series";
- (c) the publication of a book edited by Sylvia Ostey and G.R. Winham, "The Halifax G-7 Summit - Issues on the Table".

2. Fund-raising

I do wish to stress to Board members the steadily increasing success of our fund-raising activities.

Income from private sources in the 1994-95 financial year totalled \$5,451,820, only \$8,000 less than the highest figure achieved in 1991-92. It is especially gratifying that since 1985-86, the Annual Fund has increased from approximately \$390,000 to \$1.4 million in 1994-95. Planned giving has increased from \$680,000 in 1991-92 to \$842,000 in 1994-95. At the same time, the number of donors to the Annual Fund and to all programmes has also been increasing steadily.

3. Dalplex

Board members will have read in the press of the unfortunate collapse of the Dalplex roof. Although it is clear that the accumulation of heavy wet snow was too great for the inflating air pressure in the field-house, it is not yet clear whether any other factors may have been involved. Present tentative estimates of the damages lie in the range of \$50,000-\$100,000, although presumably some portion is likely to be covered by insurance.

4. It is a great pleasure to announce that two Dalhousie faculty members have been elected Fellows of the Royal Society of Canada.

Dr. A.J. Bowen	Oceanography
Dr. P. McGrath	Psychology

Dalhousie had also considerable success in the competition for NSERC Women's Faculty Awards. Of fifteen selected candidates, two are from Dalhousie and a third is on the reserve list at the present time.

KILLAM LIBRARY

ENVIRONMENTAL UPGRADE PROJECT

April 18, 1995

Introduction

Over the past number of years, the Department of Physical Plant and Planning has received many complaints from users and staff alike about poor air quality, lack of temperature control and inefficient lighting in the Killam Library. In the fall of 1994, therefore, when Global Energy Vision (GEV), an Energy Service Company was commissioned to investigate energy savings opportunities in the Killam Library, they were asked also to look at the environmental problems and, if possible, make recommendations for improvements to the building environment which would also result in operational savings. During their review, GEV held a number of meetings with staff and users of the Killam Library, as well as with engineering staff from the Department of Physical Plant and Planning. From these meetings, it was clear that any proposals to improve energy use efficiency would not be acceptable without significant improvements to the building environment. However, it was also clear that the major retrofits required to bring about improved air quality and ventilation would not be accompanied by any identifiable energy savings. Thus, in order to implement these retrofits, alternative sources of funding would have to be found.

Proposal

It is proposed that a major upgrade of the Killam Library HVAC and lighting systems be undertaken. Such a retrofit would result in markedly improved air quality, temperature control and lighting, thus enhancing the workplace and study environment. It is proposed also to construct a roof over the central courtyard to form an enclosed atrium, protected from the weather. This would not only provide the Killam Library with attractive and much needed additional interior space, but result in lower maintenance costs. At present, the combination of wind, rain and, during the winter months, snow and ice render the courtyard a depressing, and occasionally hazardous, thoroughfare. Thus, transforming the courtyard into an enclosed atrium would not only improve it aesthetically but reduce the potential for accidents. While a purely economic case cannot be made for enclosing the courtyard or upgrading the HVAC systems, we believe that both would have an enormously positive impact on the health and welfare of the users and staff of the Killam Library. Also, an important effect of enclosing the courtyard would be capital cost avoidance over the next few years of approximately \$250,000 (cost of replacing the sealed window units, and restoring the paving and underlying structure, both of which will be essential should the courtyard remain exposed to the elements).

Funding

The total cost of the project (i.e. lighting and HVAC systems upgrade and enclosure of the courtyard) is estimated to be in the order of \$1,390,000 (see appendix). Funding for the project is proposed as follows:

Federal/Provincial Infrastructure Program	\$ 800,000.
A&R 1995/96	125,000
A&R 1996/97	125,000
Loan	<u>340,000</u>
	\$1,390,000

Recommendation

The Buildings and Grounds Committee recommends to the Board that approval be given to the upgrading of the Killam Library HVAC and lighting systems, together with the enclosure of the courtyard, for a total cost of \$1,390,000, with sources of funding to be as spelled out in the report.

May 1, 1995

WHL/

KILLAM LIBRARY**Summary of Costs**

	Capital Cost	Operating Savings
Lighting Upgrades	\$ 350,000	\$ 75,000
HVAC Upgrade	550,000	Nil
Courtyard enclosure	<u>490,000</u>	<u>5,000*</u>
Total	\$1,390,000	

* Does not include capital cost avoidance referred to in text.

PROPOSED Ph.D. PROGRAMME IN SOCIOLOGY

Board Members will recall that, at the March 15, 1994 Board of Governors Meeting, when the proposed Ph.D. Programme in Sociology was considered it was given a positive deferral along with the expressed hope that the programme would in due course be approved. The motion approved at that time stated "That the Board of Governors defer approval of the proposed Ph.D. Programme in Sociology until the Faculty of Arts and Social Sciences has developed an appropriate three-year budget plan and has established clear priorities that will allow it to address worsened financial circumstances."

Subsequently the Faculty of Arts and Social Sciences has complied with the requirement to develop a three-year budget plan which meets its reduction targets and we are now reassured that there are no financial costs and that the Ph.D. Programme in Sociology can be introduced without placing any additional financial burden on the Department of Sociology and Social Anthropology, or the Faculty of Arts and Social Sciences, or Dalhousie University.

The Ph.D. Programme in Sociology will be small (a maximum of four students at a time), but will respond to demonstrated student demand and will represent an effective utilization of academic resources available at Dalhousie. The existence of a doctoral programme in Sociology is expected to enhance opportunities for research funding, as SSHRC increasingly directs its programme to projects which include support for training of graduate students.

BE IT RESOLVED THAT, upon the recommendation of Senate, the proposed Ph.D. Programme in Sociology which was approved by Senate on January 25, 1993 now be approved by the Board of Governors.

A Ten-Year History of University Rationalization in Nova Scotia

1. December, 1985. The Nova Scotia Royal Commission on Post-Secondary Education recommends that the universities perform as a system and that a Council on Higher Education be created with executive authority and discretionary powers over funding. If this proves inadequate, consolidation into a University of Nova Scotia is recommended.
2. December, 1988. Consultant Alan Adlington recommends to MPHEC the end of formula funding and the adoption of funding based on a "planned capacity and role" approach coupled with policy envelopes.
3. June, 1989. The Nova Scotia Council on Higher Education (NSCHE) is created by order-in-council to advise the government on university funding, long-range planning and cost-efficient program delivery.
4. September, 1989. The Nova Scotia universities submit Statements of Institutional Role and Planned Capacity to MPHEC.
5. July, 1990. The Minister of Advanced Education conveys to the Presidents a report from NSCHE arising from the review of the Role and Planned Capacity Statements. It contains recommendations regarding low demand programs and small departments, quality assessment, graduate programming, transfer credits, extension and distance and continuing education, shared administrative services, rationalization of specific program areas, limits on enrollment growth and extra-regional students. It calls for increased cooperation. CONSUP takes responsibility for response to the report.
6. May, 1991. CONSUP reports to the Minister on activities. It recommends consultants advise the government on a permanent structure to support a coordinated, coherent system and supports propositions including a Graduate Faculty of Nova Scotia, one Business School in Halifax and some reduction in teacher training sites.
7. August, 1991. Consultants Dupre, Hanen and Morgan present four models of a coordinating council, plus a strengthened CONSUP and continued Nova Scotia participation in MPHEC. No recommendations and little impact.
8. June, 1992. CONSUP writes to the Minister conceding that it cannot resolve the program rationalization issues and calling for assistance from a reconstituted NSCHE.
9. August, 1992. Janet Halliwell is appointed full-time Chair of NSCHE.
10. December, 1992. NSCHE issues a Framework Paper on Revitalization/Renewal describing how it will take a leadership role in revitalizing the university system, including a long-range planning process; institutional change in areas such as the transfer

of credits, distance education, graduate studies and funding mechanisms; system-wide program reviews; and shared systems and services.

11. January, 1993. NSCHE issues guidelines for system-wide evaluations.
12. March, 1993. Universities submit updated Statements of Institutional Role and Planned Capacity to NSCHE.
13. May, 1993. The Academic Vice-Presidents develop for CONSUP an agreement on the transfer of credits at the first and second-year levels.
14. July, 1993. Consultant Winegard recommends Dalhousie, TUNS, and the Nova Scotia Agricultural College form consortia for research and international development and for graduate studies or federate into one institution.
15. January, 1994. The Education Review recommends the requirement of a two-year post-degree B.Ed. for certification and the closing of the Teachers' College and the Education programs at Dalhousie, Saint Mary's and Saint Francis Xavier. The report is accepted except for the closing of the Saint Francis Xavier programs.
16. April, 1994. The Engineering Review recommends maintaining the current program structure with increased Metro co-operation and standards that would cause some small program sites to close. The report contains major contradictions between its findings and recommendations. NSCHE defers response.
17. April, 1994. NSCHE provides Institutional Commentaries to each university in response to the Role and Planned Capacity Statements. The Commentaries are not made public.
18. June, 1994. The Computing Science Review recommends that only Acadia and TUNS be permitted to offer undergraduate degrees, other universities be limited to service teaching and a new institution be created for research and graduate studies. NSCHE defers response.
19. October, 1994. NSCHE releases an Overview of the Green Paper (Critical Choices) containing a proposed system mission, values and vision, goals and strategies, and options for system restructuring and governance/coordination.
20. October, 1994. An NSCHE Report on Graduate Studies: Issues and Options contains no recommendations.
21. February, 1995. An NSCHE Committee on University Financing discussion report presents a proposal for a new formula funding mechanism.

BDC/OIA
May 5, 1995