

Item: Board of Governors Minutes, March 1989
Call Number: Board of Governors Fonds UA-1, 56.5

Additional Notes:

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Minutes of a Meeting of the
Board of Governors held on Tuesday,
March 14, 1989 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson Sr. Sheilagh Martin
 Chairperson Ms. Juanita Montalvo
 Mr. Barrie Black Mr. Norman Newman
 Dr. Mary R. Brooks Mr. George C. Piercey
 Dr. Howard C. Clark Vice-Chairperson
 President Mrs. Ruth Pulsifer
 Mr. James S. Cowan Dr. Judith A. Ritchie
 Dr. Donna Curry Mr. Allan C. Shaw
 Honorary Secretary Honorary Treasurer
 Mr. H. Larry Doane Mr. Donald C. Sobey
 Mr. Ivan Duvar Ms. Maxine Tynes
 Mrs. Linda Fraser Ms. Shayna Watson
 Mrs. Lorraine Green Mrs. Peggy Weld
 Mr. Donald A. Kerr Vice-Chairperson
 Mr. Gordon Lawley Mr. F. B. Wickwire
 Mrs. Vivian Layton Mr. Sherman Zwicker
 Dr. Albro MacKeen

Also present were Dr. Denis Stairs (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Win Hackett, (Assistant Vice-President, Development and Alumni Affairs); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Mr. Mike Wright (Director of Financial Services); Ms. Marilyn MacDonald (Director of Public Relations); Mr. William Lord (Director of Physical Plant and Planning); Ms. Mary MacGillivray (Associate Registrar); and Mrs. Elizabeth A. Christian (Secretary).

Regrets were received from Mrs. Janice Flemming, Mrs. Jean Harrington, Mr. John Lindsay, Ms. Bernadette Macdonald, Mrs. Shirlee Medjuck and Judge Ian Palmeter.

Minutes

The Minutes of the meeting held on January 17, 1989 were approved as circulated.

Board
Matters

Board Membership

In the absence of Mrs. Medjuck, Dr. Clark announced that Mount Saint Vincent University had nominated Mrs. Janice Flemming to replace Ms. Mary Clancy as one of its representatives on the Board. On motion the Board approved Mrs. Flemming's appointment.

On the recommendation of the Nominating Committee, a motion to reappoint the present Officers of the Board for a further term of one year to 30 June 1990 was approved.

Academic
Matters

Following a few words of explanation by Dr. Stairs, the Board approved the two following changes in name:

That the name of the Faculty of Management Studies be changed to the Faculty of Management; and

That the name of the degree leading to a Master of Science in Oral Surgery be changed to Master of Science in Oral and Maxillofacial Surgery.

Dr. Stairs informed the Board that Senate, at its meeting on February 13, 1989, had phased out the Post Diploma programme in Physiotherapy. He explained that the demand for this programme had now been satisfied.

Standing
Committees

Staff Relations Committee

Copies of staff changes had been circulated with the agenda and an Addendum (copy enclosed for absent members) was distributed at the meeting. Mr. Zwicker noted several items of interest. On motion, staff matters were approved as circulated.

Campaign for
Dalhousie

Dr. Clark reported the Campaign had now reached a total just under \$36 million and that pledges made earlier in the Campaign were being honoured. Mr. Sobey added that the Development Committee would be meeting later in the month to review the Campaign. Mr. Robertson expressed the Board's appreciation for the successful effort undertaken by the Campaign workers, and in particular paid tribute to the leadership provided by Mr. Sobey.

Dalhousie
Arts Centre

Mr. Mason commented on the government's decision to give the university a one-time grant of \$330,000 to operate the Cohn for 1989-90, with the understanding that the university would discontinue programming the performing arts and operate the Cohn as a rental-facility only. He said staff in the Cohn had now been reduced by six persons. Mr. Mason informed the Board that the government would be undertaking a study aimed at construction of a new cultural facility for the region, which would cost about \$30 million and require heavy subsidization. He added that there might be some reconsideration given to the future role of the Cohn.

Ms. Watson expressed the students' concern about the announcement to cut programming in the Cohn being made before the Board had again considered the matter. Ms. Montalvo noted the effect the lack of performing arts in Halifax would have on both the local and national arts communities. She asked who had made the decision about the Cohn, and the same question was raised by other Board members who were uncomfortable with the way the decision about the Cohn had been reached. The university's philosophy towards the performing arts was also questioned by Ms. Tynes. In response

to the latter question the President pointed out that the university would continue to contribute to the cultural life of the community through its Departments of Music and Theatre, but that the university could no longer continue to subsidize programming for the general public to the detriment of the university's other activities.

On a point raised by Dr. Ritchie, discussion took place on the process by which Board decisions are made without the prior involvement of all Board members. The President and Chairman assured members that as a rule any issue requiring Board attention is fully discussed by the Board. In the case of the Cohn, members had been aware since last spring that the university could no longer continue to subsidize its operation and were aware of recent discussions under way with government regarding funding. The Officers of the Board had been kept fully informed and when discussions reached a critical stage where a decision had to be made on the government's offer the Officers, on the recommendation of the administration, had made the decision without Board approval. This action had not been taken intentionally, but time did not permit a meeting of the Board to be assembled. It was suggested that, in future, Board members should be kept informed and given some indication about how decisions will be made, and that the Board should give authority to the Executive Committee or the Officers to make decisions in unusual circumstances.

Enrolment
Statistics

A one-page document on enrollment statistics by Faculty for the years 1985-1988 had been circulated with the agenda. Ms. Mary MacGillivray, Associate Registrar, spoke about the decline of enrolment in 1986, the steady increase in graduate enrolment since then, and noted the small overall increase in enrolment in 1988. She said there had been more withdrawals this year before and after the strike, but that admissions for this year are looking very good.

Report on
Campus
Meetings

A copy of this report by the President which was distributed at the meeting is attached to these minutes as Appendix A. Dr. Clark commented briefly on the results of visits to about 30 units in the university and indicated that he and the Vice-Presidents had found these visits a learning experience. Dr. Stairs commented on some units in the university with excellent programmes whose work is hindered by the current lack of resources. He generally noted the universal lack of enthusiasm among faculty in the university, the noticeable problem of aging faculty, the feeling among staff that people inside and outside the university don't care about them and their efforts, the need for tough decisions to be made, and the unsettled problem of mandatory retirement as matters of major concerns throughout the university.

Mr. Sobey inquired whether there was a strategic plan for the university's future. Mr. Robertson responded that a mission statement and an operational plan which would be realistic to the university's financial capacity to contain its activities within its means are currently being developed. Mr. Newman suggested that the Board itself should examine the mission statement thoroughly and attempt to understand what it really says. Otherwise he felt the Board will be without a course of direction and thus unable to illustrate a leadership which the outside community expects. Members agreed that to be effective there must be a consensus throughout the university on the mission statement, and that the Board must be in agreement with the statement. Once an overall strategy and the recommendations of the Financial Strategy Committee have been finalized, the next step will be to develop an operational plan which will set out what the university can continue to do or must discontinue doing. It was left to the President to call a special meeting of the Board in the near future to provide members an opportunity to examine the mission statement in detail.

Community
Relations
Council and
Public
Relations
Committee

A draft document setting out the terms of reference and membership of these two committees had been circulated with the agenda (copy attached as Appendix B). Dr. Clark explained that soon after his arrival he had become concerned about relations between the outside community and the university. As a result, a Special Committee on Community Access and Service chaired by Mr. Carmen Moir had been established and its report had been distributed to Board members in April of last year. Among the committee's recommendations was one to establish a single Community Relations Council to replace the Senate Advisory Committee on Public Relations and the Board's Alumni and Community Relations Committee. This new Council, the President said, would consist largely of members from the community who are quite knowledgeable about the university and whose task would be to explore ways of improving relations between these two bodies. It was also proposed that a Public Relations Committee be established which would be complementary to the Community Relations Council and have responsibility for developing ways of improving Dalhousie's image to the outside community.

Ms. Montalvo, while welcoming this initiative to improve relations with the community, expressed her reservations about the proposed membership on the proposed committees. She asked that a second student be added to the Public Relations Committee. This request was later agreed to by the Board. Referring to the individuals to be appointed by the President to the Community Relations Council and the Public Relations Committee, Ms. Montalvo asked that this recommendation be amended so that these individuals would be nominated by the Nominating Committee, and approved by the Board. Following a brief discussion this amendment was put to a vote and was defeated.

Mr. Newman inquired whether the Public Relations Committee would be involved with government relations. The President responded that he, the Officers of the Board, the Vice-Presidents and Ms. March in his office were presently responsible for developing relations with government. There was discussion on the need for a structure to direct an advocacy strategy towards government and it was agreed this would be put on the agenda for the next meeting. There being no further discussion, the Board agreed

That approval be given to the establishment of a Community Relations Council and of a Public Relations Committee at the University; and

That, on the establishment of the committees named above, the Alumni and Community Relations Committee of the Board cease to exist at the end of June 1989.

Board By-Laws

Due to the lateness of the hour this item was deferred to the next meeting.

President's Report

Dr. Clark spoke briefly to the items contained in his report which had been distributed at the meeting (copy attached as Appendix C). In addition, he reported on recent discussions between the Nova Scotia presidents and the Minister of Advanced Education on:

Funding - Advice about funding for 1989-90 will not be available until close to the time the provincial budget is tabled in the Legislature. The Minister appears more optimistic.

Funding Formula - Government is moving ahead on the Adlington Report and the funding formula. The Minister will be establishing an implementation committee and its membership will be announced in a few days. The universities will have two representatives on this committee. The committee's report is expected in time for any budget recommendations for 1990-91.

Nova Scotia Council on Education - Government is working on draft legislation and it is expected the universities will have an opportunity to have some input before it is introduced.

Pay Equity - Will likely remain in Phase 3.

Reciprocal Insurance Exchange - Should know by the end of March whether government will do anything about this.

Mandatory Retirement - Provincial government's position still unclear.

At the conclusion of the President's report, Dr. Ritchie commended the administration on implementing a no smoking policy, saying it was a "strike-out for health problems".

Students'
Pictorial
Display

Ms. Watson informed members that the pictorial display in the Board Room lobby had been set up first in the Student Union Building, then in the Legislature, and finally here today by the students on their own initiative. She said the pictures were representative of every university in the city, province and across Canada. She explained that the intention behind the students' display was to highlight the problem of under-funding in universities and that the pictures were indicative of this under-funding. It was noted that this issue had recently been raised in the Legislature and Dr. Clark expressed his concern that the pictures had led to comments about safety conditions and had been misinterpreted by government. He assured those present that Dalhousie places high priority on safety in its budget, and referred to the hard work being done by Dr. Johnson to monitor safe conditions in all buildings on campus. He said the university places high priority on safety in its renovations budget and is doing everything possible to meet all legal requirements. Ms. Watson explained that it was not the students' intention to focus attention on safety but rather on under-funding, and had responded in this vein to any callers. The Chairman suggested to Ms. Watson that the students should undertake to make government aware of the display's real intent as the university is being criticized by government for forcing its students to live and study in unsafe buildings.

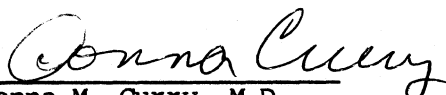
Minority
Groups

Ms. Tynes asked that future articles containing references to minority groups in university publications be carefully edited to capitalize the names of ethnic groups, particularly Blacks.

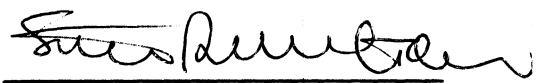
Ms. Tynes also expressed concern about a public statement made recently by the federal Department of Indian Affairs about cuts in funding to Native students which would seriously jeopardize their access to post secondary education. She urged the Board to respond to this action. Dr. Clark assured her that he had written to the Minister of Indian Affairs and to the Prime Minister, as had AUCC, asking them to review the situation and replace the funding immediately. Ms. Tynes asked that the university community be made aware of the President's letter.

Adjournment

The meeting adjourned at 6:20 p.m.



Donna M. Curry, M.D.
Honorary Secretary



W. Struan Robertson
Chairperson