

Item: Board of Governors Minutes, April 1991
Call Number: Board of Governors Fonds UA-1, 57.8

Additional Notes:

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Mailed Apr 12/91

THE BOARD MEETING ORIGINALLY SCHEDULED FOR APRIL 16TH HAS NOW BEEN RESCHEDULED TO MONDAY, APRIL 22, 1991 AT 4:00 P. M. IN THE BOARD AND SENATE ROOM

SINCE THE REPORT OF THE COMMITTEE ON THE PRESIDENTIAL APPOINTMENT HAS BEEN ADDED TO THE AGENDA, THE ATTENDANCE OF ALL BOARD MEMBERS IS REQUESTED

**BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

OFFICIAL BINDER COPY

REVISED AGENDA

Monday, April 22, 1991 - 4:00 p.m.
Board and Senate Room

1. Approval of Minutes of Board Meeting of March 19, 1991 (enclosed)
2. Approval of Agenda
3. Board Matters - Appointments
 - (a) Trustees to Retirees Trust Fund
 - (b) Trustees to Pension Trust Fund
 - (c) Senate Nominee to Investment Committee
4. Reports of Standing Committees
 - (a) Buildings and Grounds Committee (Mr. Newman)
 - (b) Development Committee (Dr. Curry)
 - (c) Finance and Budget Committee (Mr. Doane)
 - (i) Proposed Master of Marine Management
 - (ii) B. Com. Cooperative Programme
 - (d) Student Relations and Residence Committee (Miss Walker)
5. President's Advisory Committee on Athletics (Mr. Lynch)
6. Pension Advisory Committee - Amendment to Pension Plan (enclosed)
7. Pension Surplus Proposal (Mr. Shaw) (enclosed)
8. Report on Campus Planning - Second Series of Workshops
(Mr. Jim Cowan and Mr. Brian MacKay-Lyons)
9. President's Report
10. Other Business
11. **In Camera** -
 - (a) Report of Nominating Committee
 - (b) Report of University Hearing Committee and President's Recommendation
 - (c) Report of Committee on Presidential Appointment
(Mr. Shaw)

* We regret any inconvenience the change in date of the April Board meeting may cause Board members, and hope as many Board Members as possible can attend.

Minutes of a Meeting of the
Board of Governors held on
Monday, 22 April 1991 at 4:00 pm
in the Board and Senate Room.

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw
 Chairperson
 Mr. Charles Aldrich
 Mr. David J. Almon
 Dr. Howard C. Clark
 President
 Dr. Fay Cohen
 Mr. George T.H. Cooper
 Mr. J. Dickson Crawford
 Mr. Peter R. Doig
 Mr. Fred S. Fountain
 Mrs. Linda Fraser
 Mrs. Lorraine Green
 Honorary Treasurer
 The Hon. T. Alex Hickman
 Dr. Om P. Kamra

Mr. Donald A. Kerr
Dr. Patricia Lane
Mr. Joseph Loughheed
Mrs. Annemarie MacDonald
Ms. Bernadette MacDonald
Mr. George W. MacDonald
Dr. Albro D. MacKeen
Mr. Donald Manson
The Hon. Jacqueline Matheson
Mr. Ralph Medjuck
Mrs. Ruth Pulsifer
Ms. Patricia Roscoe
Dr. Thomas C. Vinci
Miss Barbara Walker
Mr. Robert Zed

Also present were Dr. Denis Stairs (Vice-President, Academic & Research); 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. David P. Williams (DFA Observer); Mr. Peter Pottier (DSU President Elect); Mr. James Cowan, (Buildings & Grounds Committee); Mr. Bill Lord (Director, Physical Plant & Planning); Mr. Mike Roughneen (Director, Personnel & Payroll Services); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Sharlene Drake (Secretary).

Regrets were received from: Mr. John W. Lindsay, Mr. Thomas E.G. Lynch, Sister Patricia Mullins, Mr. Norman H. Newman, Mr. George C. Piercey, Dr. Judith A. Ritchie, Mrs. Peggy Weld, and Mr. Sherman Zwicker.

Minutes The Minutes of the Board meeting held on 19 March 1991 were approved as circulated.

Agenda The reappointment of Dr. Zakariassen as Dean of the Faculty of Dentistry was added to the agenda. With this addition, the agenda for the meeting was approved.

Announcements Dr. Clark announced that the Six & Six meeting scheduled for the afternoon of May 13 has been cancelled at the request of Senate and will be rescheduled for mid June.

Dr. Clark also reminded Board members that the May meeting will be on 27 May at 10:00 am, with lunch following at the President's Residence.

Mr. Shaw noted the recent death of Mr Ted Wickwire who had served on the Board and many of its committees from 1976 to 1989.

Board Matters The following motions were presented by Dr. Clark:
That the Board of Governors approve the following appointments to the **Retirees Trust Fund**:

- (1) Professor Joan Conrod, effective 01 July 1991, as the DFA nominee replacing Professor Paul Huber;
- (2) Professor Iraj Fooladi, effective 01 July 1991 for a three-year term, renewable, as the Senate nominee replacing Professor Gordon Roberts; and
- (3) Dr. Robert Comeau, effective immediately, as an additional representative of the retirees.

That the Board of Governors approve the following appointments to the **Pension Trust Fund**:

- (1) Professor Joan Conrod, effective 01 July 1991, as the DFA nominee replacing Professor Paul Huber; and
- (2) Professor Iraj Fooladi, effective 01 July 1991 for a three-year term, renewable, as the Senate nominee replacing Professor Gordon Roberts.

That the Board of Governors approve the following appointment to the **Investment Committee**:

Professor Iraj Fooladi, effective 01 July 1991, for a three-year term, renewable, as the Senate nominee replacing Professor Gordon Roberts.

The motions were seconded by Dr. Lane and approved.

Reappointment of Dean Dr. Clark made the following motion:
That the Board of Governors approve the reappointment of Dr. K. Zakariasen as Dean of the Faculty of Dentistry for a five-year term effective 01 July 1991.

On motion (Clark/Zed) the reappointment was approved.

Reports of
Standing
Committees

Buildings and Grounds Committee

Mr Newman was unavailable. Mr. Cowan missed the last committee meeting. Mr. Lord and Dr. Curry were prepared to respond to any questions. None were raised.

Development Committee

Dr. Curry reported that they had met on 22 April. The Interim Report indicates that gift income for the fiscal year will total \$3.9 million. Contributions to other areas increased by \$1.04 million over the previous year. A significant growth in donations to Capital funds - up from \$659,956 in 1989-90 to \$1,413,789 in 1990-91, and a 48% increase in Gifts-in-Kind from \$64,205 in 1989-90 to \$125,994 during this year. In March the first edition of the Planned Giving newsletter "The Eagle's Eye" was distributed to approximately 5,000 Alumni as well as to law firms, accountants, certified life insurance underwriters, and trust officers. A copy was circulated to Board Members. Dr. Curry was pleased to announce that Dr. Gordon Archibald has agreed to chair Planned Giving.

Chair in
Black Studies

An agreement has been signed regarding the Chair in Black Studies and a grant of \$400,000 received from the Minister of Multiculturalism. There will be an active fundraising campaign to raise \$2.1 million, the balance of the funding required.

Annual Fund

The Annual Fund receipted \$1,118,860 in 1990-91. Significant accomplishments are that cash received is up 22% over 1989, the number of donors amounted to 7,049 representing the largest percentage increase in the history of the Annual Fund, pledge commitments from the Board of Governors stands at 100%, and the number of volunteers increased by 43% over last year and they spoke to over 8,000 Alumni. Mr. Struan Robertson has agreed to chair the 1991 Campaign.

Named Gifts

A minimum funding requirement of \$5,000 has been established for named gifts.

Dr. Curry moved the adoption of her report. Mr. George Cooper seconded the motion.

Operating
Budget

Finance Committee

The University budget cannot be finalized until the Province announces their budget which is expected in mid-May. As a result, the Finance and Budget Committee will not be in a position to recommend a 1991-92 budget for final approval to the Board of Governors at the April meeting. A report issued recently by the Auditor General of Nova Scotia pertaining to a review of seven universities in the province, included an observation on the requirement for interim spending authority when a university's budget was not approved on or before the commencement of the fiscal year. This authority would come from the governing board of an institution and be applicable to the period from 01 April until such time as government funding was known and the university budget approved.

In order to provide the necessary approval for an interim operating budget for 1991-92, the following motion is recommended by the Finance and Budget Committee for approval by the Board of Governors:

In order to allow the continued operation of the University until such time as the 1991-92 Operating Budget is given final approval, the Board of Governors authorize expenditures of up to 25% of the preliminary 1991-92 operating budget model discussed by the Board of Governors at its December 1990 meeting. The President or his designate is authorized to approve expenditures in excess of 25% in special cases to permit the orderly management of the University. Recognizing the possibility of lower than projected revenues, administrative officers are to exercise caution on discretionary spending.

The motion (^{Fountain}Shaw/MacDonald), was approved.

Master of
Marine
Management

Following discussions and assurances that the program will proceed only when funding is in place and on the recommendation of the Finance and Budget Committee, Mr. ^{Fountain}Shaw proposed that:

**The Board of Governors approve the proposed change as embodied in the Master of Marine Management Proposal; and
That this approval be provided on the understanding that all costs associated with the Proposal, as estimated by the Senate Financial Planning Committee, be met externally.**

The motion was seconded and approved.

B. Com.
Cooperative
Programme

Questions were raised regarding the proposed B. Com. Cooperative Programme as to the fees being refunded to students if they did not receive a work placement. Dean McNiven noted that fees are to cover placement efforts, and students are not guaranteed a placement. It is recognized that there may be some difficulty placing international students.

On behalf of the Finance and Budget Committee, Mr. *Fountain* Shaw offered the following motion:

That the Board of Governors approve the implementation of the proposed program changes embodied in the Co-op Program in the Business Proposal to be implemented in September 1991; and

That this approval is provided on the understanding that the Proposal will not require additional University budgetary resources; and further

That the Board of Governors approve the establishment of a "Co-op Program Fee" which in 1991/92 will be \$400.

The motion was seconded by Mr. Cooper and approved.

Residence
Fees

Student Relations and Residence Committee

Residence fees are expected to increase in the amount of 5%. The notice of the fee schedule will be provided in the information package mailed to students.

Fountain
Mr. Shaw presented the following motion:

That, on the recommendation of the Student Relations and Residence Committee and the Finance and Budget Committee, the Board approve residence fees for the year 1991-92 as set out in the attached Schedule. (Appendix A)

The motion was seconded by Miss Walker and approved.

Mr. Lougheed raised a point of procedure. Material and Notices of Motion were to be distributed two weeks prior to meetings as agreed at a prior meeting.

Athletic
Fees

President's Advisory Committee on Athletics

The Committee approved the recommendation of mandatory athletic fees but noted the fact that optional fees had been surprisingly successful. Dr. Curry noted that the fees collected in the past had been held for the playing field but circumstances had delayed the start of the project. Based on the recommendation of the Committee, Dr. Clark presented the motion that:

The Board of Governors approve the following recommendations of the President's Advisory Council on Athletics:

(1) There be a mandatory athletic fee for full time students, set as follows:

1991/92	\$40.00
1992/93	\$45.00
1993/94	\$50.00

(2) The funds generated by these fees be used in the athletics budget for operating or capital projects already approved.

(3) There be no reduction in the present level of operating budget funding for athletic programmes to offset the revenues generated from a mandatory athletic fee, other than normal university-wide budgeting adjustments.

(4) The Advisory Council be consulted prior to the implementation of any unusual reduction in the level of operating budget support for athletic programmes in order to assess the impact on these programmes.

(5) The \$100,000 in unallocated funds from the 1990-91 student fee be allocated to capital athletics projects already under way or approved.

The motion was seconded by Mrs. Green and approved.

Pension Advisory Committee

The Trustees have requested permission and the Actuary concurs with the following motion. As a result, Mr. Cooper made the motion that:

On the recommendation of the Pension Advisory Committee, the current second paragraph of Rule 8(b) of the Dalhousie University Staff Pension Plan be amended as follows:

"In the calculation of this three-year average, a separate calculation will be made in respect of each individual year and for all the purposes of this calculation, the investment return shall include all dividends, interest, net rentals and realized and unrealized capital gains (net of capital losses) reduced by apportioned administrative expenses of the Retirees' Trust Fund. It is further provided that such calculations shall be based on the average market value from time to time of the Retirees' Trust Fund assets"

The motion was seconded by Mrs. Fraser and approved.

**Pension
Surplus
Proposal**

Based on concerns that adequate funding be maintained to carry on with the present format, meetings were held with all involved groups to seek approval of the changes being recommended. This is of course subject to approval by all designated groups and represents the first year of a three year proposal. If adequate funds are in place after the first year, years two and three will go forward automatically. As a result, Mr. Shaw offered the following motion:

On the recommendation of the Financial Strategy Committee, the Board of Governors ratify the pension surplus proposal as set out below:

(1) that from the existing pension surplus, \$1.543 million shall be transferred one time only to the Retirees' Trust Fund for the benefit of pre-1982 retirees:

(2) that in addition to the use of surplus specified in Number 1, a contribution reduction of 2% of salary for employees and employer shall be made for a period of not less than one year;

(3) that the 2% employer's contribution reduction be applied to Dalhousie University's debt reduction;

(4) that in addition to the use of surplus in Number 1 and Number 2, an amount of surplus equal to that of Number 2 shall be set aside for improvement in plan benefits;

(5) that the Board of Governors shall pay, out of operating or other funds under its control, the first \$100,000 per annum for the program of ex gratia supplementary pension payments to the pre-1982 retirees;

(6.a) that improvements to be made to the Pension Plan shall be recommended by the Pension Advisory Committee to all employee groups and the Board;

(6.b) that the formula for determining the amount and distribution of payments to the pre-1982 pensioners shall be determined by the Pension Advisory Committee;

(7) that the formula, according to which pensions for pre-1982 retirees are improved, shall be reviewed yearly by the Pension Advisory Committee;

(8) that the Pension Advisory Committee, the Board and any employee group shall not be restricted from proposing additional uses of the existing pension surplus; and

(9) that the approximate level of surplus in the Pension Trust Fund as of calendar year-end be reviewed by the Actuary in February 1992 and February 1993, and if it is found to be \$10 million or more, provisions #2, 3, 4, 6 and 8 above be renewed for a further year at those times, without additional conditions or negotiations.

The motion was seconded by Mr. Crawford and approved.

Campus Plan

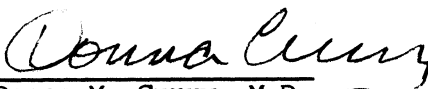
Mr. Cowan reported that the second set of week-long sessions had been held providing an opportunity for all who wanted to participate to do so. The Consultants have completed a review of the evolution of the campus and will prepare a report for the President which is expected by the end of May. They are still on schedule. The committee will circulate the report and will initiate a follow-up in the fall. In the interim, the display will remain in the Art Gallery. There is a degree of consensus on many parts of the plan, both internally and externally. The University campus is seen to have three distinct components - the upper campus (surrounded by the wall), Carleton campus (medical buildings and services), and the middle area where the community and the campus mingle. This is seen to be a complex area, with University Ave. seen to be the "spine" or linkage. The plan should identify where types of buildings should be logically located. It will not dictate but rather will provide guidance and help in the future evolution. The plan should be reviewed again over the next 30-40 years. Those who participated felt that it has been very worthwhile.

President's Report

The President provided a verbal report on the current status of the Role and Capacity exercise. In 1989 the Universities were asked to prepare for MPHEC a Role and Capacity statement. The Minister for Advanced Education responded and various groups, ie Geology, Graduate Studies, Physical Education have had some considerable discussions and reviews. Some of the reviews have been done by the Presidents. The political uncertainty over the past months has slowed the process considerably but in a recent meeting with the Minister (10 April), he confirmed his commitment to the process. As well, the Premier has made it very clear that the rationalization of universities is a priority. Dr. Gregory MacKinnon, former president of St. Francis Xavier University, has been appointed as a facilitator and has had several meetings with the presidents, both individually and as a group. He will provide his recommendations on or about 01 May. If the universities have not reached a consensus by September, then the process will be viewed as losing all credibility and the government will provide the plan. The Board and Senate will have to give considerable thought to the recommendations. Dr. Clark responded to a question regarding who had provided Dalhousie's position to Dr. MacKinnon. He indicated that, following extensive consultation, he had met with Dr. MacKinnon.

Tiger Patrol Barbara Walker, on behalf of the Student Relations and Residence Committee, introduced the document prepared by the DSU on the Tiger Patrol. Miss Patti Dow indicated that this patrol would provide increased security on campus for the safety and security of all students. The Committee agreed in principle and introduced it to the Board as an information item.

Adjournment All observers were asked by the Chairperson to leave for the In Camera Session with the exception of:
Ms. Marilyn MacDonald, Mr. John Guy Forgeron, Dr. Denis Stairs, Mr. Brian Crocker. The DFA Observer was excluded.



Donna M. Curry, M.D.
Honorary Secretary



Allan C. Shaw
Chairperson