

Item: Board of Governors Minutes, April 1993  
Call Number: Board of Governors Fonds UA-1, 58.10 and 62.3

Additional Notes:

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BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY

OFFICIAL BINDER COPY

AGENDA

Tuesday, April 20, 1993 (4:00 p.m.)  
University Hall, Macdonald Library

- (4:00) 1. Presentation of Governors' Award to  
Veronica Marsman
2. Approval of Agenda
3. Minutes of Board Meeting of March 16,  
1993 (enclosed)
- (4:10) 4. The Role of the Board and its (Shaw)  
Future Agenda
- (4:30) 5. President's Report (enclosed)
- (4:35) 6. The Faculty of Dentistry : New  
Curriculum and Research Activities  
(Presentation by Dr. W. A. MacInnis,  
acting Dean)
- (5:00) Items for decision:
7. Proposed M.Sc. in Community Health (Stairs)  
and Epidemiology (enclosed)
8. Residence Rates for 1993-94 (McKee)
9. DSU and Dalhousie Society Fees for (McKee)  
1993-94
10. Appointment of new DSU representatives (Clark)  
to the Board of Governors
11. Finance and Budget Committee (Doane)  
Request for interim spending approval
12. Alterations and Renovations : (Kerr)  
Allocation of Funds for 1993-94  
(enclosed)
- (5:30) Items for information:
13. Grievance Review Report 1992 (Roscoe)  
(enclosed)
14. Report of Buildings and Grounds (Kerr)  
Committee
15. Report of Finance & Budget Committee (Doane)
16. Status of University Pension Plan (Mason)
17. Other business
- (6:00) 18. Adjournment

Minutes of the Meeting of the  
Board of Governors held on Tuesday,  
April 20, 1993 at 4:00 p.m. in  
University Hall

Dalhousie University  
Halifax, Nova Scotia

**PRESENT:**

Mr. Allan C. Shaw  
Chairperson  
Ms. Hermie Abraham  
Dr. Marie Battiste  
Dr. D. Wayne Bell  
Mr. Robin N. Calder  
Dr. Howard C. Clark  
President  
Mr. James S. Cowan  
Vice-Chairperson  
Mr. H. Lawrence Doane  
Honorary Treasurer  
Mr. Peter R. Doig  
Mr. Fred S. Fountain  
Mrs. Cynthia Gorman  
Dr. Margaret Hansell  
Hon. T. Alex Hickman  
Ms. Carolyn Johnson

Mr. Donald A. Kerr  
Ms. Lale Kesebi  
Dr. Patricia Lane  
Mr. Thomas E. G. Lynch  
Ms. Bernadette Macdonald  
Mr. George W. MacDonald  
Hon. Jacqueline Matheson  
Mr. Fraser Matte  
Dr. Sharon Oliver  
Dr. Norman G. O. Pereira  
Mrs. Ann Petley-Jones  
Honorary Secretary  
Mr. Peter Pottier  
Mr. John C. Risley  
Ms. Patricia Roscoe  
Mr. Byron G. Sarson  
Mr. Robert Zed

Also present were: Dr. Denis Stairs (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), Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association), Mr. Brian C. Crocker (University Secretary and Legal Counsel), Mr. Brian D. Christie (Executive Director, Institutional Affairs), Mr. W. L. Lord (Director, Physical Plant and Planning), Mr. Ian Nason (Director, Financial Services), Mr. Michael Roughneen (Director, Personnel Services), Ms. Marilyn MacDonald (Director, Public Relations), Mrs. Charlotte Sutherland (Director, Development Office), Mrs. Betty Flinn (Director, Alumni Affairs), Mr. Don Bercovici (incoming Dalhousie Student Union Representative to the Board of Governors), Ms. Mary Somers (Editor, "Dal News") and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Dr. Ken Dunn, Mr. George C. Piercey, Mr. Kenneth C. Rowe, Dr. William M. Skerrett, Dr. Maxine Tynes, Miss Barbara Walker and Mr. Sherman Zwicker.

The Chairperson called the meeting to order at 4:00 p.m.

**Presentation of Governors' Award to Veronica Marsman**

Mr. Shaw then welcomed Veronica Marsman to the meeting noting that belatedly it was his honor to present the Governors' Award to her. He recalled that the award was established by the Board in 1992 to mark the 125th anniversary of the founding of the

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Dalhousie Student Union, and to recognize the fact that students contributed to the quality and vitality of the University, and the achievement of its mission, both through their academic accomplishment and through their involvement in other aspects of campus life. Among Ms. Marsman's accomplishments he noted that she was a student in the Master of Social Work program in the Maritime School of Social Work, a social worker with the Department of Community Services, President of the Nova Scotia Chapter of the Association of Black Social Workers, organizer of SEARCH, an educational and support group for both black and white parents of children of mixed racial heritage, and recipient of a Laidlaw Foundation Scholarship in connection with her work on this project. He observed that Ms. Marsman is an activist in terms of racial awareness and concerns of the black community and that she had been recommended for a Governors' Award for her academic achievement, her pioneering work with parents and children of mixed racial heritage, and her overall contribution to the Maritime School of Social Work, her community and profession.

Members of the Board then joined in a round of applause as Ms. Marsman was presented with the Governors' Award. Ms. Marsman then expressed her appreciation for the Award noting that she was very pleased to receive it and that she had taken pleasure in doing everything that she had done which had resulted in this recognition.

**Approval of Agenda**

Mr. Shaw then requested and Board Members agreed to accept the agenda as distributed with one addition, namely the re-appointment of Dr. R. O. Fournier to be dealt with under items for decision.

**Minutes of the Board Meeting of March 16, 1993**

Mr. Kerr moved and Mrs. Gorman seconded a motion THAT the Minutes of the Board Meeting of March 16, 1993 be approved as circulated. The motion carried.

**The Role of the Board and its Future Agenda**

Mr. Shaw indicated that, from his perspective, the role and responsibilities of the Board had been well summarized, and then well discussed, in the video Board Members viewed during the Board Development Program in October. He noted that the President had emphasized many of those points in his introduction of critical issues at the previous Board Meeting and in his identification of challenges facing the Board which he had spoken about at the February Board Meeting. He then suggested that it

therefore should be understood by everyone what the main responsibilities of Board Members are, and he believed we should now move on and see that the business of the Board was conducted so as to address those responsibilities. He observed that the authority and direction we needed in order to proceed was also reinforced through the Mission Statement, the updated Role and Planned Capacity Statement, the work of the Financial Strategy Committee and of the Budget Advisory Committee.

He noted that what was needed now was an effective and efficient organizational approach to the business of the Board which brought us to the need to streamline the Board agendas, to review the way in which committees reported, and to consider the delegation of matters that were definitely considered to be of a routine nature to the Officers. He commented that other changes being introduced were the pre-circulation of the President's report, regularly scheduled informative presentations by Deans about positive developments within their faculties, and the discussion of one major issue at each Board Meeting. He noted that, over the next while, he would be consulting with the Officers and others to develop a reasonably logical, prioritized list of issues to be presented but that we would need to recognize that rationalization and financial problems would drive the development of that list.

In closing he commented that this was a strong, interested Board that wanted to become more efficient and effective and that shortly we will have a process in place to get the most important items properly placed on Board agendas. He noted that with the continued support and involvement of Board Members we would continue to make progress, and he encouraged Board Members to convey comments to him regarding the observations and recommendations he had made about the role of the Board and its future Agenda.

#### **President's Report**

It was noted that the President's Report had been pre-circulated. In addition to the items addressed in that Report, Dr. Clark noted that the Annual Fund for 1992 had reached \$1.4 million and that represented a substantial growth in the number of people contributing which was very encouraging. He noted that we had recently received word of two significant contributions to the Black Canadian Studies Chair, one being a \$100,000 contribution from the Canadian Imperial Bank of Commerce, and the other being \$25,000 from the Bank of Montreal which brought the total for that fund to approximately \$1,150,000. He then noted that Dean Ghiz had received word from the Attorney General relating to funding for the Dalhousie Legal Aid Clinic and that an additional \$50,000 this year, rising to \$150,000 in the third year, would

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bring the funding for the Clinic up to the required level which would hopefully completely resolve the issue of funding for the Clinic. He then noted that he was pleased to inform Board Members that Dr. John Fraser of the English Department had been elected a member of the Royal Society of Canada and that he would be installed at the annual meeting of the Society in May. Dr. Clark concluded his remarks by indicating that he would be arranging a meeting shortly of students, faculty, Board Members and administration who would work together to keep the issue of funding for universities at the forefront during the election period.

**The Faculty of Dentistry : New Curriculum and Research Activities**  
**(Presentation by Dr. W. A. MacInnis, acting Dean**

Mr. Shaw then introduced and welcomed Dr. W. A. MacInnis, acting Dean, Faculty of Dentistry, to the meeting and thanked him for his willingness to inform the Board about recent positive developments in the Faculty of Dentistry. Dr. MacInnis briefly reviewed the history of events beginning in the mid-80's that had led to the recognition of the need to develop a new curriculum for the Dental School. He noted that the old program which lacked flexibility and precluded learning was replaced this September with a new curriculum which consists of more integrated courses and a patient-centered approach. He noted that teaching methods have improved greatly and that faculty are communicating and sharing information with one another which is a positive change from the way things had been. He observed that the feedback from students and faculty has been terrific and noted that students are particularly pleased with the clinical experience they are receiving.

With respect to research activities, Dr. MacInnis noted that ten years ago efforts in that area were minimal and now we have internationally recognized individuals doing research in various areas and that the challenge now is to keep the momentum going. He noted that it was very satisfying to see how the level of confidence and the ability to engage in research activities had improved substantially and that there had been a significant increase in the number of collaborations and linkages that had been developed.

He also noted that the Dental Clinic, which treats over 5,000 active patients/year, offers a full range of treatment which represents a sizeable commitment and interaction with the community. He observed that the Faculty of Dentistry is in the fortunate position of having a growing, strong and willing Faculty, bright students, a wonderful facility, and that they are full members of the academic community.

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Dr. MacInnis then responded to various questions from Board Members regarding recruitment of visible minorities, the number of patients seen at the Clinic, class sizes, requirements that must be met before being able to practice in Canada or the United States and health promotion and prevention changes.

#### ITEMS FOR DECISION

##### Reappointment of Dr. R. O. Fournier

Dr. Clark noted that the Review Committee for the Associate Vice-President (Research) had strongly and enthusiastically recommended the reappointment of Dr. R. O. Fournier and that he was pleased to accept that recommendation.

Dr. Clark then moved and Mrs. Petley-Jones seconded a motion THAT, upon the recommendation of the Officers of the Board, the Board of Governors approve the reappointment of Dr. R. O. Fournier as Associate Vice-President (Research) for a further five year term, effective July 1, 1993 and that during this period Dr. Fournier will also continue to serve as Executive Director for Ocean Studies. The motion carried.

##### Proposed M.Sc. in Community Health and Epidemiology

Mr. Shaw noted that information about the proposed M.Sc. in Community Health and Epidemiology had been pre-circulated to Board Members and that Senate had approved the proposed M. Sc. in Community Health and Epidemiology on April 12, 1993.

Mrs. Roscoe moved and Mrs. Gorman seconded a motion THAT, on the recommendation of Senate, the Board of Governors approve the proposed Master of Science in Community Health and Epidemiology.

Dr. Pereira then expressed his concern about the possible cost of any new program and noted that in this particular case he was suspicious about the discounting of financial concerns noting that the program called for a program coordinator with prior experience and so far as he knew there was no one in the Department who was qualified to fill this position. He was therefore seeking assurances that the program could be implemented without financial implications. He also noted that it was essential to the success of the program that there be a qualified epidemiologist in the department and he thought there might be a problem with statistian requirements. He recommended that the Board postpone approval of the proposed program until such time as the Chair of the Department or the Dean of the Faculty of Health Professions were able to respond to the concerns he had raised.

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In response to an inquiry from Dr. Oliver about access to the program, Dr. Stairs noted that it would be through holding a medical degree or meeting the Faculty of Graduate Studies requirements. He observed that there would be a mix of students who will be part-time and full-time in the program. Dr. Oliver then commented that she would vote in favour of the proposal as it met essential health care needs.

With respect to Dr. Pereira's concerns about costs, Dr. Stairs noted that the Faculty of Medicine had decided to give this program emphasis and was committed to ensuring appropriate resources were in place. He also observed that active and energetic recruitment was currently taking place to ensure that the required expertise was at hand and he noted that the proposed program had been examined closely by many groups prior to being recommended to the Board of Governors.

Mr. Cowan then called for the question, and the motion carried with Dr. Pereira and Ms. Abraham opposing.

#### **Residence Rates for 1993-94**

It was noted that information about the proposed residence rates for 1993-94 was contained in the Finance and Budget Committee Report to the Board of Governors. Attachment A of that Report noted the deposit requirements and two alternatives for payment of residence room and board rates. A copy of that attachment is appended to these Minutes. Mrs. Gorman moved and Mr. Matte seconded a motion THAT, on the recommendation of the Finance and Budget Committee with the concurrence of the Student Relations and Residence Committee, the Board approve residence fees for 1993-94 as presented. The motion carried.

#### **DSU and Dalhousie Society Fees for 1993-94**

It was noted that information about the proposed DSU and Dalhousie Society Fees for 1993-94 was contained in the Finance and Budget Committee Report to the Board of Governors. Mr. Pottier moved and Mr. Matte seconded a motion THAT the Dalhousie Student Union fee for full-time students be increased from \$137 to \$141, and the part-time fee per full credit class be increased from \$28 to \$30; the Dalhousie Arts Society fee be increased from \$5 to \$10 per full-time student; the Dalhousie Science Society fee be increased from \$5 to \$15 per full-time student; the Dalhousie B Ed Society fee be increased from \$5 to \$10 per full-time student; the Dalhousie School of Social Work Society fee be increased from \$10 to \$25 per full-time student; the Dalhousie Medical Students' Society fee be increased from \$25 to \$30 per full-time student; and the Dalhousie Pharmacy Society fee be increased from \$38.50 to \$65 per full-time student. The motion



carried.

**Appointment of new DSU representatives to the Board of Governors**

Dr. Clark moved and Mrs. Ann Petley-Jones seconded a motion THAT the following individuals be named to represent the students of Dalhousie on the Board of Governors effective May 1, 1993 for the 1993-94 academic year: Mr. Jefferson Rappell, Ms. Tina Sweeney, Mr. Dov Bercovici and Mr. Lewis Jacobson. The motion carried.

Mr. Shaw, on behalf of the Board of Governors, offered congratulations to the incoming student representatives and in particular welcomed Mr. Bercovici who was in attendance at the meeting. He then offered thanks to the outgoing student representatives, namely Ms. Abraham, Ms. Kesebi, Mr. Matte and Mr. Pottier and congratulations for a job done with grace under difficult circumstances.

**Finance and Budget Committee - Request for Interim spending approval**

Mr. Doane explained that without knowing what financial support would be forthcoming from the provincial government we were unable to finalize the budget for 1993-94. He indicated that it was hoped a final Budget could be presented to the Board of Governors at the June Board Meeting, but with a provincial election being held on May 25 that might not be possible. In that event, he noted a request for approval for interim spending of a further 25% of the budget would be presented at the June Board Meeting.

Mr. Doane moved and Mr. Fountain seconded a motion THAT, in order to allow the continued operation of the University until such time as the 1993-94 Operating Budget is given final approval, the Board of Governors authorize expenditures of up to 25% of the preliminary 1993-94 operating budget model discussed by the Board at its December 1992 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. The motion carried.

**Alterations and Renovations : Allocation of Funds for 1993-94**

Mr. Kerr observed that a report about the Alterations and Renovations process and recommendations regarding the allocation of funds for 1993-94 had been pre-circulated. He briefly reviewed the report noting that it was important for Board Members to be aware of the process.

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At Mr. Kerr's request, Mr. W. L. Lord, Director, Physical Plant and Planning then responded to various questions from Board Members explaining precisely what projects would be undertaken in various categories where funds were to be allocated for improvements to buildings and for accessibility and safety. Mr. Kerr moved and Ms. Macdonald seconded a motion THAT, on the recommendation of the Buildings and Grounds Committee, the Board approve the proposed allocation of funds for Alterations and Renovations for 1993-94, subject to receipt of the expected amount of restricted operating funds. The motion carried.

### ITEMS FOR INFORMATION

#### Grievance Review Report

Ms. Roscoe reviewed the mandate of the Staff Relations Committee and gave a brief overview of the Grievance Review Report for 1992 which had been pre-circulated. She noted that report provided details and commentary about the incidence of grievance activity in 1992; the types of grievances filed; and the length of time it took to resolve grievances. Mr. Crocker then commented on the process and summarized activities with respect to academic grievances during the period covered in the Report. Mr. Roughneen then provided information on grievances associated with the various staff bargaining units during the period covered in the Report. In her closing remarks, Ms. Roscoe noted that the grievance process is obviously an ongoing concern and that, despite the fact that difficulties will occur particularly in times such as this with a wage freeze in effect, she commented that progress has been made. She noted in particular that in Dr. Sinclair-Faulkner's recent Annual Report in the Special Edition of the "DFA Dialogue" that while the Dalhousie Faculty Association had budgetted \$55,000 for grievances and arbitrations in 1992-93, in the end only \$3,000 had been spent. Dr. Sinclair-Faulkner then observed that the Dalhousie Faculty Association was disappointed with the Staff Relations Committee Grievance Review Report for 1992 and he then distributed a copy of an excerpt from his Annual Report, referred to above, for the information of all Board Members. Dr. Pereira then suggested that at a subsequent meeting Board Members might discuss the information provided by Dr. Sinclair-Faulkner.

#### Report of Buildings and Grounds Committee

Mr. Kerr observed that routine matters had been dealt with during the past month by the Buildings and Grounds Committee. He then responded to an inquiry made by Dr. Tynes at the previous Board Meeting with respect to accessibility to the newly opened Women's Centre. He noted that the house had been slated for demolition when the Women's Centre requested it be made available to them

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and that both correspondence and the lease agreement between the University and the Women's Centre made it quite clear that any improvements to the house would be the responsibility of the Women's Centre who had the use of the house rent free and with the University covering the cost of utilities.

**Report of the Finance and Budget Committee**

Mr. Doane noted that he had nothing further to report as all Finance and Budget Committee matters requiring attention had been dealt with through agenda items that had already been considered.

**Status of the University Pension Plan**

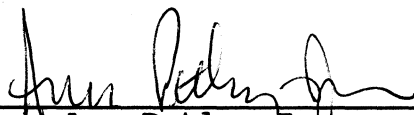
It was noted that a memorandum from Mr. Bryan Mason had been pre-circulated to all Board Members about the Status of the University Pension Plan, and no questions were raised about the information contained in that Report.


**Other business**

Mr. Doane expressed his appreciation that once again this year there had been 100% participation on behalf of Board Members to the Annual Fund. He also encouraged Board Members to attend the Annual Alumni Dinner being held on May 18.

**Adjournment**

At 5:45 p.m. Mr. Pottier moved and Mrs. Gorman seconded a motion that the meeting adjourn with Board Members only being asked to remain to discuss in camera the matter of the vending contract between the Dalhousie Student Union and Major Foods Incorporated.

  
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Mrs. Ann Petley-Jones  
Honorary Secretary

  
\_\_\_\_\_  
Mr. Allan C. Shaw  
Chairperson

Attachment: Residence Rates for 1993-94

## PROGRAMME PROPOSAL

### MASTER OF SCIENCE IN COMMUNITY HEALTH AND EPIDEMIOLOGY

In response to the need for additional community health and epidemiological expertise and research in Nova Scotia and the other Maritime provinces, it is proposed that, beginning in 1993/94, Dalhousie offer the degree of Master of Science in Community Health and Epidemiology. The programme would consist of a minimum of five core classes, three elective classes and a thesis and would normally be completed in two years of full-time study or four to six years of part-time study. The proposed programme would be unique in the Maritime provinces and would be offered by the Department of Community Health and Epidemiology within the Faculty of Medicine.

The Faculty of Medicine designated Community Health and Epidemiology as a priority area several years ago and has since reallocated faculty resources to it. The present faculty complement is therefore adequate to offer the new programme. Students in the programme will depend upon funding from external agencies and on their own resources and will not be eligible for support from the Faculty of Graduate Studies. Additional direct costs for secretarial support, library materials and other resources will be covered by tuition fees, in accordance with the University's new policy on the financing of new programmes.

The proposed new programme has been approved by the Senate Financial Planning Committee and the Senate Academic Planning Committee and will be considered by the Senate on April 12, 1993.

BE IT RESOLVED, CONDITIONAL UPON THE RECOMMENDATION OF SENATE,  
THAT:

The proposed Master of Science in Community Health and Epidemiology be approved.