

Item: Board of Governors Minutes, December 1994  
Call Number: Board of Governors Fonds UA-1, 58.15

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Minutes of a meeting of the  
Board of Governors held on Tuesday,  
December 13, 1994 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. James Connor

Mr. James S. Cowan  
Vice-Chairperson

Mr. J. Dickson Crawford

Dr. Kenneth Dunn

Mr. Fred S. Fountain

Ms. Lisa Lachance

Ms. Margaret Langley

Mr. Thomas E. G. Lynch

Ms. Bernadette Macdonald

Ms. Suzan MacLean

Mrs. Josie Richard

Mr. John C. Risley

Honorary Treasurer

Mrs. Patricia Roscoe

Mr. Kenneth C. Rowe

Miss Barbara Walker

Vice-Chairperson

Mrs. Carol D. Young

Also present were: Mr. George 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); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Mr. Thomas McPhee (alternate Student Representative to the Board of Governors); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. Ian Nason (Director, Financial Services); Mr. Michael Roughneen (Director, Personnel Services); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Charlotte Sutherland (Director, Development Office); Mr. William A. Straitton (Director, Capital Campaign); Mr. Stuart Watson (Assistant Editor, "Dalhousie News") and Ms. Joann Griffin (Secretary).

Regrets were received from Dr. William Hare, Dr. Patricia Lane, Honourable Jacqueline Matheson, Mr. George MacDonald, Mr. Rod MacLeod, Mrs. Ann Petley-Jones, and Mr. Douglas W. Reid.

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

**Approval of Agenda**

Board members approved the agenda as circulated.

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### **Minutes of Board Meeting of November 15, 1994**

Dr. Dunn moved and Miss Walker seconded a motion THAT the Minutes of the Board of Governors meeting held on November 15, 1994 be approved as circulated. The motion carried.

### **President's Report**

Dr. Clark observed that the President's Report (copy attached) which had been distributed at the meeting contained information on rationalization, the Parliamentary Committee on Social Reform, the Dalhousie-Oxford Chair in International Relations, and the 6th Report of the Budget Advisory Committee, all of which were items on the agenda for this meeting and he would therefore offer further comments as each agenda item was addressed.

### **Items for decision**

#### **Nominating Committee Recommendations**

Mr. George Piercey, Chair of the Nominating Committee, noted that the Nominating Committee met on December 5, 1994 to take a preliminary look at Board and Committee memberships as well as Associate memberships and to identify vacancies that are expected at the end of June, 1995 by which time the recommended downsizing of the Board to twenty-nine members is expected to have been achieved. He noted the Nominating Committee will meet again in February and will be bringing forward recommendations in the spring with regard to the appointment of Officers and Standing Committee Chairs. He indicated that as a result of the committee's meeting on December 5, 1994 recommendations were being presented today with respect to the appointment of Trustees for the School of Business Trust and the appointment of Dr. Patricia Lane to the Audit Committee.

Miss Walker moved and Mrs. Roscoe seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the appointment of Ms. Suzan MacLean and Mr. Fred Fountain as the Board of Governors' members to serve as Trustees of the School of Business Trust Fund; and THAT, upon the recommendation of the School of Business Advisory Board, and the Nominating Committee, the Board of Governors approve the appointment of Mrs. Ann Petley-Jones, Mr. J.W.E. Mingo, Mr. David Hennigar, and Mr. Harry Mathers as Trustees of the School of Business Trust Fund. The initial term of appointment of said Trustees shall be three years. The motion carried.

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Miss Walker moved and Mrs. Roscoe seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the appointment of Dr. Patricia Lane as Senate's representative to the Audit Committee. The motion carried.

#### **Academic appointment of Dr. Tom Traves, President-elect**

Mr. Shaw observed that at a special In-Camera session of the Board on September 30, 1994 the appointment of Dr. Tom Traves as President for a six year term commencing July 1, 1995 was approved and that we now wished to confirm Dr. Traves' academic appointment. Dr. Dunn moved and Miss Walker seconded a motion THAT, upon the recommendation of the Faculty of Arts and Social Sciences and the Faculty of Management, Dr. Tom Traves be appointed Professor with tenure in the Department of History and the School of Public Administration effective July 1, 1995. The motion carried.

#### **Reciprocal Pension Agreement between Dalhousie University and York University**

Mr. Mason noted that the proposed Reciprocal Pension Agreement between Dalhousie University and York University had been pre-circulated to Board Members. He commented that we have upwards of twelve such agreements in place which make the movement of faculty between institutions much easier. He noted that the proposed agreement had gone through all the normal procedures and had been agreed to by the Dalhousie University Pension Advisory Committee and the Dalhousie Faculty Association.

Mr. Risley moved and Mrs. Roscoe seconded a motion THAT, upon the recommendation of the Dalhousie University Pension Advisory Committee and the Dalhousie Faculty Association, the Board of Governors approve the reciprocal pension agreements for the transfer of pension contributions and credits between Dalhousie University and York University. The motion carried.

#### **University of Oxford/Dalhousie University Agreement**

Dr. Clark commented that the proposed agreement between the University of Oxford and Dalhousie University had been pre-circulated to Board Members. He briefly noted the background leading up to this proposed agreement which he remarked was a unique and exciting link to have with a major university. He explained that Dalhousie would be involved in the selection of the Lester B. Pearson Professorship in International Relations at Oxford, and that the Chair will spend a portion of each year at Dalhousie.

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Dr. Clark moved and Ms. Lachance seconded a motion THAT the Board of Governors approve the agreement between the Chancellor, Masters and Scholars of the University of Oxford and the Governors of Dalhousie College and University for the purpose of fostering research, knowledge and education on international relations which agreement shall initially be for a period of five years from July 1, 1995 to June 30, 2000. The motion carried.

### **Items for discussion**

#### **Rationalization**

Dr. Clark observed that his President's Report referred to three aspects of rationalization, and that the most crucial area was Education. He noted that funding, in the form of an advance to cover the cost of implementing early retirements, had been announced by the Minister at a meeting on November 19, 1994 but that it was not made clear at that time if all aspects of the Cowan Report were being accepted. He noted that this week Dr. Halliwell had answered many, but not all, of the outstanding questions and we now expected that a package will be sent to all faculty members in the School of Education prior to Christmas that will contain full information on early retirement options so that those individuals can make an informed choice about what is best for them. He stressed that it is a difficult time for the faculty members in Education who are experiencing a great deal of uncertainty.

Dr. Clark noted that arrangements are now being put in place for a public forum on February 17, 1995 to discuss the Green Paper and that prior to the public forum Dr. Halliwell has indicated she wants to meet on each university campus. He noted she would be coming to Dalhousie from 2:00 to 5:00 p.m. on January 19, 1995 to hear presentations and receive written briefs.

Dr. Clark noted that there have been continuing discussions among the metro University Presidents recently and that the Vice-Presidents had attended their last two meetings during which they have considered possible modes of co-operation.

Professor Bankier observed that she did not expect the package being sent from NSCHE (Nova Scotia Council on Higher Education) would fulfill the requirements of the Faculty of Education as it would not contain information about available positions in other institutions. She suggested that there are a great many flaws in the rationalization process to date and that the CAUT (Canadian Association of University Teachers) guidelines for academic reviews had not been followed.

Dr. Hobson noted that she shared Professor Bankier's concern that there should be some indication about what positions will be available at other institutions before the window of opportunity closes on early retirement options for faculty members in the School of Education. Dr. Hobson also noted, with respect to submissions to NSCHE on January 19, 1995, that we would be orchestrating that and more information would be conveyed to faculty and students as it becomes available. She observed that Dr. Halliwell is seeking to have fifty percent of the submissions from students and fifty percent from faculty members.

In response to an inquiry from Mr. Lynch who commended the President for his recent presentations to various Rotary Clubs and Boards of Trade around the province, Dr. Clark commented that the Bedford Board of Trade received his remarks very well and expressed general agreement that we could not afford to have thirteen institutions of higher learning in Nova Scotia. He observed that the response he received in Cape Breton was somewhat different but a fair degree of interest for the amalgamation of universities in Halifax was evident.

### **Social Reform Review**

Dr. Clark noted that he, Dean Ghiz and Mr. Risley had met earlier in the day with the Parliamentary Committee on Social Reform. He explained that Dalhousie's presentation to the Parliamentary Committee criticized the Axworthy proposals largely from the point of view of being too sweeping and being implemented too rapidly which could cause considerable damage to universities across the country. He noted that we also argued that the alternative being proposed by the AUCC (Association of Universities and Colleges of Canada) was a better alternative which would have only half the effect on tuition fees and would provide for the federal government to remain involved in the support of research infrastructure and some direct payments to provinces to achieve some equalization. He noted that they also recommended that equalization payments should be on a per student not per capita population basis; and that funds directed to research infrastructure should go to those institutions where the research is done. He noted that presentations to the Parliamentary Committee were also given by the Student Union of Nova Scotia, the Dalhousie Student Union, the Dalhousie Faculty Association, the Nova Scotia Union of Faculty Associations, the Association of Atlantic Universities and the Council of Nova Scotia University Presidents. Dr. Clark concluded by noting that he frankly was not sure that we had been able to make many points and that he tended to believe that the issue is relatively settled.

Professor Bankier indicated that she had a less pessimistic view although she noted it was difficult to know what some individuals who remained silent during the presentations were thinking. She commented that the various presentations offered convincing cases.

Mr. Risley suggested that the government probably released the Axworthy Paper to determine what reaction it would generate and he said that he thought the income contingent repayment scheme was not open for debate but that the recovery of costs from students was probably still a question. He indicated that he was skeptical that the Parliamentary Committee would manage to review all the submissions they have received and he expressed concern over the proposed speed of implementation, and the degree to which recovery would be sought and he noted the need for a clear definition of what "income contingent repayment" means.

In response to an inquiry from Mr. Crawford regarding what monitoring is being done to ensure we have a sense of the shape of the policy that we are moving toward, Mr. Mason noted that the AUCC are actively engaged in monitoring and in turn are providing to us detailed reports every two to three weeks.

### Items for information

#### **Status of Senate Reform**

Dr. Dunn noted that the Report on Senate Reform had been presented and debated at a meeting of Senate on December 12, 1994 and that the Report would now go back to the Senate Steering Committee and in turn is expected to be submitted by the end of January for a vote by Senate.

#### **Report of the Capital Campaign Steering Committee Meeting**

Mr. Eberhardt referred to the yellow "Flow Chart" for the campaign planning process which had been distributed at the meeting and he noted that it was exciting that the track for campaign planning and development planning had now met at the quiet campaign stage. He noted they have completed the case statement, the campaign theme, and the needs list, and have identified 400 top prospects, and held nine screening meetings across the country to identify 3000 prospects at the next level. He commented that the campaign office is now staffed and the top volunteer leadership is in place. He noted that Mr. Ced Ritchie is the National Chair and that Mr. Don Sobey will chair the Nucleus Fund Chair; Mr. Robbie Shaw will chair the Atlantic Canada Division and Sir Graham Day will chair the National Alumni section. He noted we now have thirteen individuals from the east to west coast on the National Campaign



Committee and we will be adding to that group. He noted that the Campaign Steering Committee has met four times since last April and that the \$35 million campaign goal recommended in the Feasibility Study has been confirmed. He explained that issues affecting the campaign such as rationalization are being discussed and the Steering Committee has noted the emphasis that will need to be placed on individual rather than corporate giving. He announced that we have received a one million dollar gift already from an individual. He noted that we will be trying to increase donations from Alumni towards the Capital Campaign by 230% and that the relationship of the Annual Fund to the Capital Campaign has been discussed and it has been agreed that the Annual Fund will remain active during the Capital Campaign.

He noted that the Annual Fund for this year has surpassed the one million dollar mark and that we are confident that the goal of \$1.555 million will be reached. He encouraged all Board Members to contribute to the Annual Fund so that we can once again have 100 percent participation from the Board of Governors.

He announced that the Dalhousie University Foundation was now official with its Board Members now appointed. He noted Mr. Fountain will chair the Dalhousie University Foundation Board. Mr. Crocker explained that the Foundation is an independent body and that gifts are gifts to the province which are assets controlled by the Foundation for the benefit of Dalhousie.

#### **President's Response to the 6th Report of the Budget Advisory Committee**

Dr. Clark observed that he has received and accepted the advice of the Budget Advisory Committee and that the recommendations contained in the 6th Report of the Budget Advisory Committee will form the basis of the 1995-1996 Budget which will eventually be reviewed and discussed by the Finance and Budget Committee and the Board. He noted that the Budget Advisory Committee's 6th Report presents recommendations for one year only because of the uncertainty about provincial funding and the impact of the Axworthy Paper on Social Security Reform.

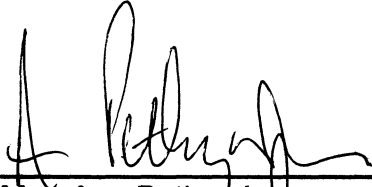
#### **Financial Presentation given to Student Union**

Mr. Mason commented that information had been pre-circulated to Board Members about the presentation made in November to the Dalhousie Student Union to provide them with background on the University's financial position, our budget strategy, and support we are able to provide to the students for employment, scholarships and bursaries. In particular he drew attention to information on the accumulated operating deficit on page 12, the unfunded capital debt on page 15, and debt reduction on page 17.

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**Adjournment**

There being no further business, the meeting adjourned at 5:00 p.m.



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Mrs. Ann Petley-Jones  
Honorary Secretary



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Mr. Allan C. Shaw  
Chairperson

Attachment: 1) President's Report