

Item: Board of Governors Minutes, March 1997

Call Number: Board of Governors Fonds UA-1, BOG 160 March 1997 and BOG 160  
April 1997

Additional Notes:

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**Agenda**  
**Board of Governors**  
**Dalhousie University**  
March 18, 1997 (4:00 - 6:00 p.m.)  
University Hall  
Macdonald Building

1. Approval of agenda
2. Minutes of Board meeting of February 18, 1997 (enclosure)
3. Chairman's Report

**Items for decision**

4. 1997-98 Tuition Fee recommendations (enclosure) (Mason)
5. 1997-98 Finance and Budget Committee recommendations (Mason)  
for interim spending approval
6. 1997-98 Student Assistance Program Allocations (Roscoe)
7. Amendment to By-Laws of the Board of Governors (enclosure) (Cowan)
8. Loan Guarantee for the Halifax Student Housing Society (Mason)  
(enclosure)
9. Appointment of Secretary to the Board of Governors
10. Proposed name change - School of Recreation, Physical and (Hobson)  
Health Education to School of Health and Human Performance  
(enclosure)

**Presentation and discussion**

11. Dalhousie Student Union  
Curtis Cartmill, Brad MacKay and Hugh Pierce  
Overview of the DSU - Past, Present and Future

Informal discussion/coffee break

**Item for discussion**

12. Dalhousie-TUNS Amalgamation : Labour Relations (Mason)  
Matters (enclosure)

**Items for information**

13. Report on Full-time and Part-time Enrolments (enclosure) (Hobson)
14. Annual Fund Update (Young)
15. Grad Class Challenge (Young)
16. Information exchange
17. *In-Camera* Nominating Committee recommendations (Cowan)
18. Adjournment

**Operations Committee**  
**Dalhousie University**  
**Board of Governors**

**Composition:** Not less than five Members of the Board, one of whom shall be a Board Member nominated by Dalhousie University Polytechnic; the Chairperson of the Senate Physical Planning Committee, a member of the Senate Academic Priorities and Budget Committee; *ex officio* members are the Chairperson of the Board and the President or in his/her absence the Vice-President (Finance & Administration):

**Terms of reference:**

1. To consider financial planning for operations, annual budgeting, financial reporting and debt management and to make recommendations to the Board where appropriate.
2. To consider building projects, major alterations and renovations, general planning for physical facilities, acquisitions and sale of real property.
3. To review and recommend to the Board tuition fees, residence rates, auxiliary fees and any other mandatory fees for students.

**Notice of Motion**  
**Board of Governors**  
**Dalhousie University**  
March 18, 1997

THAT, By-Law 7.1.1. the committees of the Board be amended to read:

The committees constituted by the Board shall be:

- (a) The Executive Committee
- (b) Standing Committees, being those Committees whose duties are normally continuous, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chairperson and the majority of members of the Committee must be Members of the Board unless otherwise determined by the Board. Unless otherwise determined by the Board the Standing Committees of the Board are:

Audit  
Development  
Investment  
Nominating  
Operations  
Staff Relations  
Student Relations and Residence

- (c) Special Committees, being those Committees appointed by the Board or the Executive Committee for specific duties of a non-recurrent nature, and which may include in their membership one or more persons who are not Board Members subject to the proviso that the Chairperson of the Committee must be a Member of the Board.

**Explanation:** The change in the above text from the existing By-Law is that Operations has been added as a Standing Committee of the Board as a result of a recommendation that the Finance & Budget and Buildings & Grounds Committees be merged and renamed as such.

**Loan Guarantee for the Halifax Student Housing Society**

**Preamble:**

On December 10, 1991 the Board of Governors approved a resolution granting a loan guarantee for the Halifax Student Housing Society to enable the Society to renegotiate its outstanding mortgage loan of \$805,000 with a different bank at a more favorable rate of interest. The loan was a term loan for a period of five years. The Board of Governors is now being asked to sign a guarantee for the renewal of the loan in the amount of \$652,623.07.

**MOTION:**

Be it resolved that approval is hereby granted on behalf of the Board of Governors for the provision of a Guarantee by the Board of Governors to the National Bank of Canada (the "Bank") in consideration of the Bank agreeing to deal with the Halifax Student Housing Society. The Guarantee is to be limited to not more than \$652,623.07 and is to be issued on such terms and conditions as are acceptable to the Vice-President (Finance and Administration). The Guarantee documents shall be signed by any two of the following persons on behalf of Dalhousie University: The Chairman, the President, the Secretary, the Vice-President (Finance and Administration), the Vice-President (Academic and Research).

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**Proposal  
School Name Change**

**Current name:** School of Recreation, Physical and Health Education

**Proposed name:** School of Health and Human Performance

This change was approved at a meeting of Senate on March 10, 1997.

The proposed name is a more accurate reflection of the School's mission and programs. Approval of this change of name by the Board of Governors will allow the School to proceed with the development of recruitment materials that will become more and more important with regard to retaining enrollment.

This change in name also conveys a message that all of the School's programs seek to achieve the objective of health and do so through human performance as it relates to the objectives of distinct degree programs.

**MOTION:** That, on the recommendation of Senate, the Board of Governors approve that the name of the School of Recreation, Physical and Health Education be changed to School of Health and Human Performance.



Minutes of a meeting of the Board of Governors held on March 18, 1997 at 4:00 p.m. in University Hall, Macdonald Building, Dalhousie University.

**Present:**

Mr. Allan C. Shaw  
Chair

Ms. Nancy Anderson

Mrs. Diane Bell

Mr. Curtis Cartmill

Mr. Gerald Clarke

Prof. Joan Conrod

Mr. Murray Coolican

Mr. James S. Cowan

Vice-Chairperson

Mr. Fred S. Fountain

Dr. Elaine Gordon

Mrs. Patricia Harris

Ms. Margaret Langley

Dr. Daurene Lewis

Mr. Brad MacKay

Mrs. Ann Petley-Jones

Vice-Chairperson

Mr. Hugh Pierce

Mrs. Patricia Roscoe

Mr. Peter Stuart

Mrs. Carol D. Young

Honorary Secretary

Regrets were received from Sir Graham Day, Dr. Frank Lovely, Ms. Bernadette Macdonald, Mr. George W. MacDonald, The Hon. Jacqueline Matheson, Dr. John O'Brien, Dr. Ted Rhodes, Mr. John C. Risley, Mr. Kenneth Rowe and Dr. Tom Traves

Also present were: Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Ms. Dale Godsoe (Vice-President, Development & Alumni Affairs); Dr. E. Jane Fee (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Mr. Michael Roughneen (Director, Personnel Services); Mr. W. H. Lord (Director, Physical Plant & Planning); Mr. Stan Dalrymple (Manager, Budgets & Financial Analysis); Ms. Michelle Gallant (Director, Public Relations); Ms. Shawna Burgess (Development Officer); Ms. Wendy McGuinness (Public Relations Officer); and Ms. Joann Griffin (Secretary).

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

**Approval of agenda**

Board Members agreed to approve the agenda as distributed with the addition of one item under items for discussion, namely a briefing from Mr. Bryan Mason on the Nova Scotia Council on Higher Education's proposed funding formula.

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### **Minutes of Board Meeting of February 18, 1997**

Mr. Fountain moved and Mr. Stuart seconded a motion that the Minutes of the February 18, 1997 meeting of the Board of Governors be approved as circulated. The motion carried.

### **Chairman's Report**

Mr. Shaw noted that, in the absence of the President, we would not have a President's Report which he suggested, considering our full agenda, was not a problem. He also conveyed the President's apologies for not being present due to a longstanding family commitment.

He then noted that, on behalf of the Board of Governors, the Officers of the Board had approved Dalhousie University Polytechnic as the new name for the Technical University of Nova Scotia which was officially unveiled on March 6. He then drew attention to the fact that Mr. Risley would be honored at the Arthritis Society Celebrity Roast on March 20 and he expressed the hope that this sold-out event would be a memorable occasion for him.

In reporting on the most recent meeting of the Officers of the Board he noted that various recommendations from the Nominating Committee which would be presented during the *In-Camera* session had been considered as well as labour relations matters which appear as item 12 on today's agenda.

He reminded all Board Members of the special joint meeting of Senate and the Board of Governors being held at 4:30 p.m. on April 1, 1997 at the School of Architecture, 5410 Spring Garden Road, Room H-19, A Level and noted that a quorum is required for this brief meeting that will be followed by a reception. He also noted there would be another event to celebrate the Amalgamation that was primarily designed to bring together government colleagues, professional association representatives and individuals from the corporate sector and the media together with members of the University Community and the Board of Governors.

With regret the Chairperson concluded his report on a sad note as he commented on the recent loss of two notable Dalhousians who will be greatly missed, namely Dr. Murray Fraser, who had recently retired as President and Vice-Chancellor of the University of Calgary, and The Hon. Ian Palmetier, Associate Chief Justice of the Nova Scotia Supreme Court.

### **Items for decision**

#### **1997-98 Tuition Fee recommendation**

It was noted that information about the 1997-98 Tuition Fee recommendation had been pre-circulated. Mr. Mason commented that the fee schedule was based on the recommendations of



the Budget Advisory Committee in Report XI and, as such, a 7.6% increase had been applied to fees for existing Dalhousie programs. He noted that the calculation of fees at Dalhousie University Polytechnic as detailed in Appendix B of the 1997-98 Tuition Fee Recommendation included a 7.6% general increase plus a further adjustment of \$10 per undergraduate course and \$15 per graduate course for increased student assistance. He explained that the recommendation on undergraduate per course fees at Dalhousie University Polytechnic would move toward standardization of the Polytechnic undergraduate fees and the Dalhousie Science program fee. He commented that the recommendation on graduate fees at the Polytechnic maintains the current ratio of 1.5 times the undergraduate per course fee and that this recommendation does not move toward standardization with Dalhousie graduate fees at this time. However, he noted that, over the next six months or so, the Budget Advisory Committee will be asked to develop a recommendation on how these fees should be standardized. He concluded by drawing attention to the fact that there is a per course fee structure currently in place at the Polytechnic, whereas Dalhousie assesses fees on a program basis.

Mr. MacKay noted that tuition fees are an issue that impacts on all students and that the Dalhousie Student Council has instructed the student representatives on the Board of Governors to vote against the motion on principle. He stressed that this should not be construed as a vote against the administration, the university, or the process.

Mrs. Roscoe moved and Mr. Cowan seconded a motion that, on the recommendation of the Finance and Budget Committee and the Student Relations and Residence Committee, the Board of Governors approve the tuition fee schedule shown in the final column of Appendix A which is attached to the March 12, 1997 memorandum to the Board of Governors from the Vice-President (Finance and Administration) regarding the 1997-98 Tuition Fee recommendation. Messrs. Cartmill, MacKay and Pierce voted against the motion with all others in favour. The motion carried.

#### **1997-98 Finance and Budget Committee recommendations for interim spending approval**

It was noted that a recommendation for interim spending approval comes before the Board each year at this time. Mr. Mason first observed with respect to the Third Quarter Operating Budget Review that we are currently on target and on budget and continue to expect to bring in a balanced budget at year end. He indicated that a copy of the Report to the Finance and Budget Committee 1996-97 Third Quarter Operating Budget Review dated February 1997 would be sent by the Secretary to all Board Members for information in the next meeting package. With respect to the 1997-1998 Budget he observed that we do not know when we will be advised about our Government grant or what it will be and until then we do not want to bring in the 1997-1998 operating budget. He commented that the motion to be presented for interim spending approval included the spending for both Dalhousie and TUNS but when the Operating Budget for 1997-1998 is presented to the Board of Governors in June it will be a unified budget.

Mr. Cowan moved and Mr. Cartmill seconded a motion that, in order to allow the continued operation of the University until such time as the 1997-1998 Operating Budget is given final approval, it is recommended that the Board of Governors authorize expenditures of up to 25% of the combined 1996-1997 approved budgets for Dalhousie and the Technical University of Nova Scotia. 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.

#### **1997-1998 Student Assistance Program**

Mrs. Roscoe commented that Board Members had the proposed 1997-98 Student Assistance Program information before them. She drew attention to the Undergraduate Entrance Scholarships Allocations and explained that any entrance student who has an average of 90% or over receives an automatic \$1,000 scholarship and those with an average over 80 receive a \$500 scholarship. Mr. Coolican inquired what change, if any, there had been in the total allocation from the previous year and whether or not there had been any significant change in the individual allocations on a percentage basis. He was informed that the total for the previous year had been \$3,616,000 and that any changes in the individual allocations were minor with the most substantial change being an increase of \$45,000 to the Undergraduate Entrance Scholarships allocation.

Mrs. Roscoe moved and Ms. Langley seconded a motion that, on the recommendation of the Student Relations and Residence Committee, the Board of Governors approve the following 1997-1998 Student Assistance Program Allocations:

Student Employment	\$1,030,000
Undergraduate Bursaries	1,460,000
Undergraduate Entrance Scholarships	345,000
Pre-University/University Exploration (Bursaries for Indigenous Black and First Nations Students)	10,000
Dentistry, Law and Medicine Bursaries	341,000
Indigenous Black and Mi'kmaq Program Tuition Waivers	90,000
Graduate Scholarships/Bursaries	323,000
International Education Assistance	75,000
International Student Scholarships	69,000
Contingency	20,000
Total	\$3,763,000

The motion carried.

### **Amendment to the By-Laws of the Board of Governors**

It was noted that a Notice of Motion to amend the By-Laws of the Board of Governors had been precirculated, and that the motion was required in order to replace the Buildings & Grounds and the Finance & Budget Committees with an Operations Committee. It was observed that the only change in wording to the existing By-Law on the committees of the Board is that Operations be added and Finance & Budget and Buildings & Grounds be deleted from the list of Standing Committees. It was explained that the primary reason for the proposed change is that because of the significant financial impact of any building project it would be beneficial to merge the work of the two committees into one.

Mr. Cowan moved and Mrs. Petley-Jones seconded a motion that By-Law 7.1.1. the committees of the Board be amended to read: The Committees constituted by the Board shall be: (a) The Executive Committee, (b) Standing Committees, being those Committees whose duties are normally continuous, and which may include in their membership one or more persons who are not Board Members, subject to the proviso that the Chairperson and the majority of members of the Committee must be Members of the Board unless otherwise determined by the Board. Unless otherwise determined by the Board the Standing Committees of the Board are: Audit, Development, Investment, Nominating, Operations, Staff Relations, Student Relations and Residence; Special Committees being those Committees appointed by the Board or the Executive Committee for specific duties of a non-recurrent nature, and which may include in their membership one or more persons who are not Board Members subject to the proviso that the Chairperson of the Committee must be a Member of the Board. The motion carried.

Following a brief discussion about the terms of reference and the composition of the Operations Committee during which it was confirmed that the intent is that there would be two student representatives on the committee, Mr. Cowan moved and Professor Conrod seconded a motion that the Board of Governors approve the proposed composition and terms of reference for the Operations Committee which are as follows: Composition - Not less than five Members of the Board, one of whom shall be a Board Member nominated by Dalhousie University Polytechnic; the Chairperson of the Senate Physical Planning Committee, a member of the Senate Academic Priorities and Budget Committee; ex officio members are the Chairperson of the Board and the President or in his/her absence the Vice-President (Finance and Administration).

Terms of reference -

1. To consider financial planning for operations, annual budgeting, financial reporting and debt management and to make recommendations to the Board where appropriate.
2. To consider building projects, major alterations and renovations, general planning for physical facilities, acquisitions and sale of real property.
3. To review and recommend to the Board tuition fees, residence rates, auxiliary fees, and any other mandatory fees for students.

The motion carried.

### **Loan Guarantee for the Halifax Student Housing Society**

It was noted that information about the proposed Loan Guarantee for the Halifax Student Housing Society had been pre-circulated which indicated that on December 10, 1991 the Board of Governors approved a resolution granting a loan guarantee for the Halifax Student Housing Society to enable the Society to renegotiate its outstanding mortgage loan of \$805,000 with a different bank at a more favorable rate of interest. Mr. Mason commented that the Board of Governors was now being asked to sign a guarantee for the renewal of the loan in the amount of \$652,623.07. He explained that the Halifax Student Housing Society manages Peter Green Hall, which is technically owned by the University and largely houses Dalhousie married students. It was also noted that the amount of the loan guarantee is equal to that of the mortgage. In terms of our management oversight it was noted that the Board of Governors has for about the last fifteen years appointed three people to the Board of Directors of the Halifax Student Housing Society who attend and participate fully in meetings of the Society. In response to an inquiry about whether or not there were any other outstanding loans for the Halifax Student Housing Society, an answer was not immediately forthcoming but will be conveyed to Board Members at the earliest opportunity.

Mr. Cartmill moved and Mr. Pierce seconded a motion that approval is hereby granted on behalf of the Board of Governors for the provision of a Guarantee by the Board of Governors to the National Bank of Canada (the "Bank") in consideration of the Bank agreeing to deal with the Halifax Student Housing Society. The Guarantee is to be limited to not more than \$652,623.07 and is to be issued on such terms and conditions as are acceptable to the Vice-President (Finance and Administration). The Guarantee documents shall be signed by any two of the following persons on behalf of Dalhousie University: The Chairman, the President, the Secretary, the Vice-President (Finance and Administration), the Vice-President (Academic and Research). The motion carried.

### **Appointment of Secretary to the Board of Governors**

Mr. Clarke moved and Professor Conrod seconded a motion that, on the recommendation of the Officers of the Board, Ms. Sharlene Drake be appointed Secretary to the Board of Governors effective immediately, replacing Ms. Joann Griffin. The motion carried.

### **Proposed name change - School of Recreation, Physical and Health Education to the School of Health and Human Performance**

Information had been precirculated about the proposed name change of the School of Recreation, Physical and Health Education to the School of Health and Human Performance. Dr. Hobson briefly explained the proposed change was occurring largely as a result of a strategic planning exercise and refocussing of the School's programs and that the proposed title was in keeping with

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similar titles in place at other institutions. Mrs. Harris moved and Mr. MacKay seconded a motion that, on the recommendation of Senate, the Board of Governors approve that the name of the School of Recreation, Physical and Health Education be changed to School of Health and Human Performance.

**Presentation and Discussion - Dalhousie Student Union**

**Overview of the DSU - Past, Present and Future**

**Presenters: Mr. Curtis Cartmill, Mr. Brad MacKay and Mr. Hugh Pierce**

Mr. Shaw observed that we endeavour to have, on an annual basis, a presentation from the student representatives on the Board which has always been interesting and informative. Messrs. Cartmill, MacKay and Pierce then proceeded to give an overview of the Dalhousie Student Union which described what they are, what they have done and where they are going. They noted many services provided by the DSU which include the Grawood, Corner Pocket, Green Room Lounge, Society Space, Society Funding, Student Advocacy, Tiger Patrol Shuttle Bus, Entertainment, Course Evaluation, Meeting Facilities and Student Representative. The Executive structure which comprises a President, Executive Vice-President, Treasurer, Vice-President Academic/External and a Vice-President Community Affairs was also mentioned.

In terms of what the DSU has done, attention was drawn to the fact that the DSU has contributed generously to the Capital Campaign and the Council has directed \$1 million towards the new Faculty of Arts & Social Sciences building. Campus Copy renovations funded by the capital campaign with improvements such as accessibility and longer hours were noted along with the acquisition of twelve pentium computers for students' academic use. Other accomplishments that were commented on are the proactive measure to preserve Dalhousie campus as a safe place through the installation of the Blue Light Security System, and the establishment of a DSU webpage and on-line course evaluation system. Their remarks on what the DSU has done concluded with noting various ways in which campus pride has been fostered such as through "Tiger Pride" with students attending varsity games and special events, Homecoming '96 which brought students and alumni together, Winter Carnival during which students are actively exposed to services of the DSU especially those found within the Student Union Building and the Charity Ball which raised needed monies for the Metro Food Bank.

In explaining future plans for the Dalhousie Student Union it was noted that their vision is expressed as follows: "Our vision is to be innovative and proactive leaders and advocates. We will strive to address and meet the needs of the student body in an informed and professional manner. We will promote the involvement of students in university activities and seek out their opinion on key issues and decisions." The DSU Mission Statement is "As students serving students, our mission is to serve, support and represent the diverse interests of Dalhousie University Students by proactively being their official voice, and by providing products and

services which complement and enhance their University experience, in a financially, socially and environmentally responsible manner.”

The presentation concluded with the DSU goal areas being noted as follows: Increase student advocacy; maintain a high level of governance over the staff, executive and council including roles and responsibilities; increase the credibility of the DSU among its stakeholders; and achieve financial stability through an increase of \$250,000 in the current surplus by April 30, 2002.

Mr. Shaw commended Mr. Cartmill, Mr. MacKay and Mr. Pierce on the thorough nature of their presentation and their advanced use of technology. During the discussion that followed their presentation the following was noted. In response to an inquiry from Mr. Coolican in which he asked if we had a competitive advantage in terms of attracting students as a result of the range of services the DSU provides, Mr. MacKay responded that we have one of the best Student Unions in the country and that the range of services we offer is as broad as it gets. Therefore he noted we are probably at the top.

With respect to the TUNS Student Union, Mr. MacKay noted that a memorandum of understanding with the DSU will be presented at the next Board of Governors meeting and that by January 1998 an agreement will be in place that will show the structure of the TUNS Student Union within the Dalhousie Student Union.

With respect to the control the DSU has over various Societies and Clubs it was noted that there is a high degree of regulation in place for financial matters and all Societies have to have a constitution that is ratified by the Student Council. In terms of using the name Dalhousie for the purposes of student organizations recognition by the DSU essentially includes the right to use the name Dalhousie. Otherwise it is a registered mark of the University and there is a policy that governs the use of the name Dalhousie by anybody within our outside the University.

At this point Board Members engaged in informal discussion during a coffee break.

### **Items for discussion**

#### **Dalhousie-TUNS Amalgamation : Labour Relations Matters**

It was noted that information about the Dalhousie-TUNS Amalgamation: Labour Relations Matters had been pre-circulated in the form of a memorandum dated March 10, 1997 from the Director of Personnel Services to the Vice-President (Finance & Administration). Mr. Mason noted that the Legislation which was passed last December by the Province addressed labour relations, terms of employments, and benefits issues in a skeleton fashion only and it was left to all of the parties concerned to put together a workable and mutually satisfactory approach to

managing this aspect of the merger over the medium and longer term. The situation with respect to formal bargaining units was that Dalhousie has six separate Bargaining Units and TUNS has two. We not only wished to merge but take the opportunity to rethink the whole bargaining unit structure and we now have this day signed a formal agreement between the two Universities and the two Faculty Associations whereby as of April 1, 1997 the Dalhousie Faculty Association will be the single Faculty Association representing full-time Faculty on both campuses. The two Collective Agreements that have existed up until that point will be merged as of April 1, 1997 in all respects except compensation items which will stay in place until a new Collective Agreement has been negotiated. It has been agreed that any procedure that has already begun at TUNS with respect to promotion and tenure or a grievance will, for ease of management, continue to resolution under the terms of their Collective Agreement.

In terms of non-faculty we have met with all of the Bargaining Unit representatives and have agreed that there will be two Unions. We have now signed an Agreement with the Nova Scotia Government Employees Union on the membership in their bargaining unit and on the bridging provisions that will be required. The NSGEU will represent office, clerical and technical support staff. We are now beginning meetings with the International Union of Operating Engineers (IUOE) and the Canadian Union of Public Employees (CUPE) and will have to work out the recognition article and then presumably those two unions will have a vote and select one or the other to represent the trades, grounds, housekeeping and security staff. It has been a time-consuming and complex process, but he noted from having talked with others involved in such mergers, that this is to be expected.

With respect to the Business Plans they have all been submitted to the Vice-Presidents and then to the Presidents for all the administrative units that are effected by the merger. He noted most of the Business Plans have been finalized with only a couple where there are a few details to be worked out. He explained that they have discussed the implications of the biggest units being merged with the NSGEU with no great problems being expected from that source as most of the positions that will be redundant will be captured through attrition (most of which attrition has already occurred). He observed that we know there is a requirement for three layoffs and we will try to redeploy those individuals.

With respect to insured benefits he noted the two programs while not identical are quite similar at the two institutions but the pension benefits are quite different in terms of coverage, costs, and terms and that on an individual basis people at TUNS will have to decide which plan they wish to have.

Mr. Coolican asked, as a result of the Business Plans for the Administrative Units, what reduction in administrative staff would occur and he also asked if we had streamlined and improved services as much as possible. Mr. Mason responded that one of the important original purposes of the amalgamation was to find efficiencies on the service side and that the Business Plans that had been

developed were thoroughly reviewed for all units. He noted that the collective opinion is that we have pushed as far as it is responsible to do. With respect to the total number of positions he indicated that without all of the Business Plans being finalized he could not indicate a firm number of positions that had been eliminated. He noted that some downsizing has occurred and other downsizing will not occur for a year or two until systems are moved together, but probably fifteen to twenty full-time positions will be saved. He stressed the need to understand that the administrative structures at both campuses had already downsized considerably in recent years and that it is likely that downsizing and cutbacks will continue as a normal course of budget events over the next few years. In response to an inquiry from Dr. Fee, Mr. Mason indicated that workshops would be offered to help people from TUNS decide about which Pension Plan to opt for but ultimately anyone with a non-standard case would want to seek advice independently.

### **Proposed NSCHE New Funding Formula**

Mr. Mason observed that the move to develop a new Funding Formula which would be largely enrolment based was a creation of the previous Minister of Education and Dr. Halliwell, the former head of the Nova Scotia Council of Higher Education. He explained that previously, for the past six to seven years, Nova Scotia Universities have essentially received fixed shares of the overall envelope for post-secondary education whereas prior to that the mechanism was largely based on historical shares, but also included 25% of the grant based on enrolments that were counted in a strange way and often differently from year to year. He noted that the Government and NSCHE now want a numeric formula which would demonstrate that the monies were being distributed fairly with every university doing the same activity receiving the same amount of funding. However, he noted someone has to decide what all the different pieces of the formula will be and how they will compare with each other and that the process can be based on incorrect or incomplete information and can be subjective and biased.

He commented that the proposed NSCHE New Funding Formula puts almost all of the money into teaching and only 5% into support for research so clearly someone has to decide how much this province wants to support research and have the Funding Formula reflect that. It also gives two percent to small, non-metro, and French-language universities and sets aside three to five percent of total funds for discretionary, one-time Targeted Grants which we would have to compete for. He noted that assurances have been given that they are open to discussion on all of this; that it is just a model. Mr. Mason stressed that the proposed formula undervalues the cost of professional and graduate programs and assumes a standard tuition fee which is ten to fifteen percent lower than the average fee, which has the effect of skewing government grants away from high cost programs in favour of low cost undergraduate programs.

He noted that the proposed NSCHE Funding Formula would see Dalhousie receiving just under \$3 million less per year and that this potential loss on top of what we already expect is very



troubling and very serious, and the kind of cost increase it represents cannot simply be passed on to our students in the form of higher tuition fees. He explained what the proposed Funding Formula would mean to the individual institutions if implemented based on the information that has been made available. He noted we still need to see detailed costing data that, while expected, have not yet been received.

Mr. Mason observed that the President's immediate position was to criticize the proposed new Funding Formula and to note that a large amount of funding would be taken away from us while at the same time the Provincial Government has been repeatedly saying we are the research engine that is going to help create jobs. Mr. Mason also noted that during the Consortium discussions the issue of metro versus non-metro funding was very much on the table and the metro University Presidents understood that we would not see the metro share reduced.

Mr. Shaw noted that this matter will be placed on the agenda for the next meeting of the Board of Governors and that information on the proposed new Funding Formula will be conveyed to all Board Members.

Mr. Coolican indicated that he was uncomfortable with a waiting for data, analysis and written submission approach on an issue as important as this and encouraged that we do something other than just getting involved in a bureaucratic process. He stressed the need to urgently consider how we are going to mount a campaign to effectively address this serious problem. He acknowledged that the President's response in the paper was the basic opening stance but he recommended that in addition to the thoughtful analysis that is required we need to inform and arm our proponents with facts and show that there is no substance to the current proposal. He suggested that the President's initial approach probably allows for a strong role on the part of the business community who could build on the jobs and economic issues that the President raised. He also suggested that the proposed Funding Formula suggests a number of interesting coalitions that we could build upon. Mr. Mason expressed some degree of caution in finalizing any strategic approach until it is clearer whether correcting the apparently sizeable data errors also changes the relative results for individual institutions.

### **Items for information**

#### **Report on Full-time and Part-time Enrolments**

Information about full-time and part-time enrolments had been included in the package for this meeting in response to a request for same that was noted at the February 18, 1997 Board of Governors meeting. Dr. Hobson observed that enrolments are much the same as last year.

#### **Annual Fund Update**

Mrs. Young commented that March 31 is the year-end for the Annual Fund and at this point, in comparison with the previous year, they are down in terms of dollars raised by 6%, and the

number of donors is down 11%. She drew attention to the fact that the Board's participation in the Annual Fund is at 80% and she urged Board Members to make an effort to increase that participation level.

### **Grad Class Challenge**

Mrs. Young noted that 1996 has been the best year yet for the Grad Class Challenge and that next year's effort is well in hand thanks to Mr. Cartmill.

### **Information exchange**

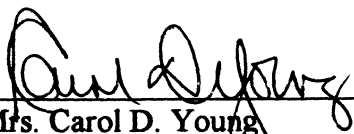
This agenda item was deferred.


### **Adjournment**

At this point the Chairperson asked Board Members only, along with Dr. Fee, to remain for an *In-Camera* session to receive recommendations from the Nominating Committee.

For the record the following appointments were approved during that session:

1. The appointment of Mr. Ivan Duvar, Mr. Andrew Eisenhauer and Mr. Jack Flemming as representatives of Dalhousie University Polytechnic on the Board of Governors effective from April 1, 1997 to June 30, 1998.
2. The appointment of Mr. Jack Flemming as an Officer of the Board effective April 1, 1997.
3. The appointment of Mr. James S. Cowan, Mr. John Dow, Mr. Foster MacKenzie, Mr. John C. Risley and Mr. Allan C. Shaw as members of the Dalhousie University Polytechnic Board effective April 1, 1997 to June 30, 1998.
4. The appointment of Officers of the Board for 1997-1998 as follows: Mr. Allan C. Shaw, Chairperson; Mr. James S. Cowan, Vice-Chairperson; Mrs. Ann Petley-Jones, Vice-Chairperson; Mr. John C. Risley, Honorary Treasurer; Mr. Murray Coolican, Honorary Secretary; Mr. Jack Flemming, Member; and Mrs. Patricia Roscoe, Member.
5. The appointment of Standing Committee Chairs for 1997-1998 as follows: The Hon. Jacqueline Matheson, Audit; Mrs. Ann Petley-Jones, Development; Mr. Peter A. Stuart, Investment; Mr. James S. Cowan, Nominating; Mr. John C. Risley, Operations; Mrs. Patricia Harris, Staff Relations; Mrs. Patricia Roscoe, Student Relations & Residence.
6. The appointment of Ms. Nancy Anderson and Mr. Andrew Eisenhauer to the Audit Committee.
7. The appointment of Dr. Howard C. Clark as President Emeritus effective immediately, and to continue at the pleasure of the Board.

  
Mrs. Carol D. Young  
Honorary Secretary

  
Mr. Allan C. Shaw  
Chairperson