

Item: Board of Governors Minutes, March 1998

Call Number: Board of Governors Fonds UA-1, 2007-033 2.1 and BOG 160 March 1998

Additional Notes:

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**Proposed Agenda
Board of Governors
Dalhousie University
University Hall, Macdonald Building
March 17, 1998, 4:00 - 6:00 p.m.**

1. Approval of Agenda
2. Approval of Minutes of meeting of February 17, 1998 (enclosure)
3. Report of the Chair
4. Report of the President

Items for decision

- | | |
|---|---------|
| 5. Name change - Department of Agricultural Engineering (enclosure) | Kimmins |
| 6. Wording for parchments | Traves |
| 7. Program approval (enclosure) | Kimmins |

In Camera

- | | |
|---------------------|---------|
| 8. Staff Matters | Kimmins |
| 9. Labour relations | Mason |



Minutes of the Board of Governors meeting held on March 17, 1998 at 4:00 p.m. in University Hall, Macdonald Building.

Present were:

Mr. Allan Shaw

Chair

Dr. Tom Traves

President

Mr. Christopher Adams

Ms. Nancy Anderson

Ms. Diane Bell

Mr. Gerald Clarke

Mr. Murray Coolican

Hon. Secretary

Mr. James Cowan

Vice-Chair

Ms. Karen Cramm

Ms. Alexandra Dostal

Mr. Fred Fountain

Ms. Patricia Harris

Dr. Daurene Lewis

Ms. Bernadette Macdonald

Ms. Marie Mullally

Dr. John O'Brien

Mr. Hugh Pierce

Mr. John Risley

Hon. Treasurer

Prof. Phillip Saunders

Mr. Peter Stuart

Dr. Colin Stuttard

Also, present were: Dr. Dale Godsoe (Vice-President, External), Dr. Warwick Kimmins (Acting Vice-President, Academic & Research), Mr. Eric McKee (Vice-President, Student Services), Mr. Bryan Mason (Vice-President, Finance & Administration); Dr. Robert Fournier (Associate Vice-President, Research & International Relations); Dr. Graham Taylor (Dean, Faculty of Arts & Social Sciences); Mr. Brian Crocker (University Secretary & Legal Counsel); Dr. Ismet Ugursal (President, Dalhousie Faculty Association); Mr. Brian Christie (Executive Director, Institutional Affairs), Ms. Michelle Gallant (Director, Public Relations), Mr. W.H. Lord (Director, Facilities Management), Mr. Ian Nason (Director, Financial Services), Mr. Michael Roughneen (Director, Personnel Services), Ms. Lynne Sheridan (Director, Alumni Affairs), Mr. William Straitton (Director, Capital Ideas Campaign); Ms. Mary Somers (Communications Manager - Public Relations & Issues), Ms. Amanda Pelham (Media & Community Relations Officer), Mr. Peter Murchland (Public Relations Officer); and Ms. Sharlene Drake (Secretary).

Regrets were received from: Mr. John Flemming, Ms. Ann Petley-Jones, Dr. Ivan Duvar, Dr. Andrew Eisenhower, Mr. George MacDonald, Hon. Jacqueline Matheson, and Mr. Kenneth Rowe.

Mr. Shaw opened the session at 4:05 p.m. and extended a special welcome to the students who had joined the meeting both inside and outside the meeting room. He reported that contract negotiations with the Dalhousie Faculty Association had reached a critical point and the prospect of a faculty strike had created a great deal of anxiety for everyone. Mr. Shaw also noted that although the situation was difficult for everyone, it was especially difficult for students.

Mr. Shaw indicated that some changes to the usual format and process for Board meetings were proposed in response to a request from the Dalhousie Student Union to allow students to be heard by Board Members. Although the DSU is represented at all times, Mr. Shaw acknowledged that many other students wanted to have the opportunity to speak directly to the Board Members.

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The approach for student presentations was as follows:

- (1) Dr. Traves would speak briefly about the negotiations and the issues to be resolved.
- (2) Thirty minutes would then be set aside for students to make their presentations.
- (3) Following these presentations, Dr. Traves would respond.
- (4) At the end of the presentations and remarks, the regularly scheduled business of the Board would commence.
- (5) All those in attendance who were not Board Members would be asked to leave the room when the meeting moved to the *In Camera* session.

Dr. Ugursal requested time to present the views of the DFA and it was agreed that he would speak following the presentation by students, which would be followed by Dr. Traves' remarks. With agreement reached, the presentation began.

Dr. Traves expressed his appreciation to the DSU for organizing the opportunity for Board Members to hear from students and acknowledged that there are many views of this situation, and noted it is helpful to have any exchange of opinion, and equally important to focus on the issues at hand. He stated that the dispute is not about greed nor is it about who believes more in educational values, or about a lack of respect for faculty as an institutional priority.

Dr. Traves explained that the University offered the union a 9.5% increase, in addition to 4% CDI, for a total increase of 13.5% over 32 months which will result in an average increase of \$10,000 per faculty member to an average salary of \$75,000 by the end of the contract. The financial implications of this offer to the University, if budget assumptions about future income prospects and planned expenditures are not adjusted, will result in an accumulated deficit of \$17 million. Dr. Traves reported that the options are as follows: (1) hope for an increase in the operating grant from the Province of 16%, which considering that grants have been reduced every year over the past five years, is unlikely; (2) cut operating budgets - spend less on salaries by having fewer faculty and staff as these costs consume 80% of the budget, and spend less on the library, computing, campus maintenance, etc., which options are limited as these budgets have already been cut drastically in recent years. Faculty salaries are the largest single item in the University Budget. (3) the final option is to increase tuition fees. To compensate for the budget shortfall, the fees would have to increase by 24% over the next two years - which is neither acceptable nor sustainable. He stressed that the solution will have to come from a combination of the three sources. Every 1% in additional salary Dalhousie pays to the faculty and staff represents a cost of about \$1 million.

Dr. Traves also addressed two commonly raised issues: (1) the university's endowment fund - money donated to the university must be spent for the purpose that it was designated and cannot be spent on salaries or debt reduction. (2) concerns about the new academic buildings - grants received for the construction of these buildings were designated for this purpose and cannot be diverted for other expenditures.

Dr. Traves further explained that if the current talks do not lead to a settlement, and if the union withdraws teaching services by calling a strike, the university will cancel classes in programs taught primarily by the union's bargaining unit members until the strike is over. He expressed his hope that this will not occur and stated that the Administration and the faculty members all want to meet the educational needs of the students.

The Chair then opened the floor to comments by students.

Ms. Dostal indicated that the students recognize the difficulties being experienced by all sides during these negotiations but the display outside showed how much students care about this matter. The students feel that they have been sidelined during the negotiation process and have been used as bargaining chips, are in no way responsible for the situation, and wish to be remembered. She beseeched the DFA and the administration to go back to the negotiation table.

Drew Barbour, President of the student union at DalTech, expressed concerns about students like him who have plans to graduate and begin full-time employment in May, are beginning work terms, or searching for employment to pay tuition for the coming academic year. A strike will cause countless problems for all students and will leave the university with a reputation of instability. He reminded negotiators to feel the presence of students at all negotiations and urged them not to compromise the on-time completion of the term.

Penny McCall Howard, the incoming President of the Kings Student Union, reported that 90% of Kings students are also Dalhousie students in the Faculty of Arts and Social Sciences. Ms. Howard indicated that she cared deeply about the future of education at this university. Classes are overcrowded, classes listed in the calendar are not offered, waiting lists for classes are becoming the norm, required classes for graduation are not available. Professors are not available to students because their workload has increased and students are forced to live in poverty long after they graduate. Students feel that they are superfluous and a source of revenue, and cannot afford an extension to the school year. The choices are not about a lockout but about the future of the education of the students. She asked the negotiators to please make the quality and accessibility of education the first priority.

Sean Foreman, outgoing President of the Law Students Society, indicated that the students in the Law School are angry, anxious, and frustrated. The Law School charges the highest fees of any across Canada and the students felt that the reputation of the Law School was in serious decline. Students need and deserve to be included in the process and he urged Board Members to listen to the opinions of students.

Regan Braund, a student in Earth Sciences, reported that she has seen her tuition increase almost 80% while the quality of education has declined. The loss of professors and the unavailability of core classes has led to a situation where students are required to obtain credits from other

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universities. Large size classes are becoming more common place as registration rises and the number of professors decreases. The quality of education must remain the major factor during contract negotiations.

Amy Durant, a first year student, no longer finds it appropriate to call Dalhousie her school as it is now controlled by the administration and the faculty. Her decision to study at Dalhousie was the attraction of a small school with the benefits of a large university. She was disappointed upon arrival by large classes with little interaction between professors and students. A strike will be damaging in both the long and short term, with students losing most.

Tim Church, a fourth year student, demanded a resolution between the DFA and the administration by March 25. Student fees represent one third of the operating budget and therefore students should be represented at the negotiation table. Since wages have been frozen and pension surpluses were directed to balance the university's budget, tuition has doubled, enrolment has increased by 15% while the number of professors decreased by 15%. The quality of education has decreased while the cost has increased and large classes are not conducive to teaching or effective learning. He also noted that while the buildings constructed during the Henry Hicks era left a large debt, the new research labs and libraries attracted some of the world's finest scholars and students to the University. He therefore questioned why the university could not debt finance the overworked professors in the same manner that they debt finance the new buildings for the Faculties of Arts and Computer Science. He appealed to the University and the DFA to reach an agreement prior to the strike date and to petition the government for increased funding to the University.

Mr. Pierce noted that students want three things: uninterrupted completion of the current academic semester, maintenance of quality of education at a reasonable cost, and responsible student representation in the University contract negotiations. He offered a solution - return to the negotiation table.

Alex Farrell, a fourth year commerce co-op student, stressed that students have pride in Dalhousie and want to be Dalhousie graduates. He noted the traditions associated with Dalhousie attract and keep students, faculty, and administration, encouraged a speedy resolution to the issues and requested acknowledgement of students issues during negotiations.

Shawn Key, the outgoing President at Howe Hall, noted that although the government set the mandate for the expiration of the collective agreement, in future the Board should negotiate during summer months so that academic terms are not disrupted. He pleaded to both sides to postpone a strike until after the end of term and noted that the students did not appreciate being used by the DFA as bargaining chips in these discussions.

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Mr. Adams thanked the Board of Governors for the opportunity provided to students. He then presented a proposal that stated that as negotiations have been ongoing since September, 1997; and that as any classroom disruption would be detrimental to academic growth and to the academic community as a cohesive unit; and that students are tired of being used as bargaining chips; and that students demand that contract negotiations reconvene no later than March 18, 1998; and since both sides fail to represent the best interests of all students, the DSU requested an observer seat at the negotiation table; and further, to reach an agreement that is beneficial to both parties and to the student body; and both parties pledge to meet daily to reach an agreement as quickly as possible. He encouraged both sides to find additional flexibility in their current positions to reach a settlement. He noted that Dr. Ugursal had signed the agreement and asked Dr. Traves to accept the document and to sign it.

All students read postcard from other students and presented those postcards to Dr. Traves and Dr. Ugursal.

Dr. Ugursal welcomed the request from students to return to the negotiating table. He noted that since the onset of negotiations the position of the DFA had changed significantly while the position of the Board remained unchanged. The two issues of complement and salaries remain on the table. The original objective was to recover the number of faculty members who had not been replaced over the past decade, but the compromise position became that of maintaining current numbers. He criticized the Administration for their stalling manoeuvres, inaccurate information distributed on campus, and for demoralizing the faculty. Dr. Ugursal reported that the damage to morale would be irreversible if the negotiations did not reach a speedy conclusion. He encouraged the Board and the President to encourage the negotiators to proceed in a meaningful way and look for a middle ground.

Dr. Traves thanked the student participants for their helpful and constructive comments and acknowledged and apologized for the tension brought on by the negotiations. He reported that the students request to have more money spent on salaries and academic programs were reasonable requests as they speak to the needs of the institution. Similarly, the comments that tuition fees and other associated costs were too high also speak to the needs of the institution. When expenditures rise, so too do costs so it is therefore not possible to do both. He reported that the University will not lock out the faculty unless they go on strike. He concurred with the comment by Dr. Ugursal that neither the Administration nor the DFA wants a strike to occur. Dr. Traves noted that although the DFA had signed the agreement proposed by Mr. Adams, the Advisory Committee would have to review and discuss the DSU request for observer status and he would have to consult with the Committee at a meeting to which Mr. Adams would be invited. Dr. Traves also noted that the provincially appointed conciliator was still engaged in the process and would call the parties back to the table when it was appropriate to do so.

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Mr. Shaw noted that this concluded the end of the information session and welcomed anyone who wished to remain, to do so until the *In Camera* session.

Mr. Shaw then called the meeting to order.

Approval of Agenda

Board Members agreed to accept the agenda as presented with the addition of one item during the *In Camera* session: a resolution regarding 5247 Morris Street and the deletion of item #7 - Program Approval.

Minutes of the Board of Governors Meeting of February 17, 1998

Dr. Lewis moved and Ms. Anderson seconded a motion that the minutes of the meeting of February 17, 1998 be approved as circulated. The motion carried.

Report of the President

Word of funding had been received at a news conference held earlier today that the Government of Nova Scotia was going to establish a Health Research Foundation that would be funded initially with a grant of \$5 million per year, on a continuing basis, to help support research activities at the Medical School.

Name Change - Department of Agricultural Engineering

Dr. Kimmins reported that this name change was proposed to more accurately reflect the changing nature in the discipline which had become biological in nature and had been approved by the Faculty, the DalTech Board, and the Senate Committee on Academic Administration. Ms. Dostal moved and Dr. Stuttard seconded a motion THAT, based on the recommendation of the Senate, the name of the Department of Agricultural Engineering be changed to the Department of Biological Engineering. The motion carried.

Wording for Parchments

Dr. Traves reported that, following discussions in the Senate, it had been agreed that a further discussion would be held to discuss the option of continuing to have parchments available in Latin. Dr. Traves then moved and Dr. Stuttard seconded a motion THAT, based on the recommendation of the Senate, the wording for English-language parchments for Dalhousie University be adopted as presented. The motion carried.

An *In Camera* session followed.



Murray Coolican
Honorary Secretary



Allan Shaw
Chair

Program Proposal - Master of Business Administration (Information Technology)

The School of Business Administration proposes to offer an MBA program specializing in Information technology, jointly with ITI, a private sector company which offers as Applied Information Technology Program (AITP) to university graduates at four sites in Canada, with new locations planned. ITI's AIT program will comprise the elective courses in the unique, combined MBA (IT) program while the School of Business Administration will provide classes covering the core subject material in an MBA program and management information systems and projects.

A number of delivery options will be available to students. While enrolled in ITI's program, students will be able to take two Dalhousie courses during their nine months at the ITI site and then complete the MBA on campus, or where numbers warrant at an ITI site, or by distance. In addition, graduates of the AIT program will be able to take the Dalhousie component on campus, by distance, or where numbers warrant at an ITI site.

The program is directed to a portion of current ITI students, those who meet the Faculty of Graduate Studies admission standards and are interested in this option, and to recent graduates of ITI who are also qualified and interested. ITI's marketing plans have the objective of achieving 20% participation of AITP students in the Dalhousie MBA (IT) which at current enrolment levels would be about 300 students per year. The program will not affect enrolments in any existing Dalhousie programs.

Therefore, conditional on the approval of the Senate, the Board of Governors approve the proposed Master of Business Administration (Information Technology) with the following conditions:

- 1. The program to be exempt from ERBA and subject to the usual administrative levy of 5% of tuition revenue.**
- 2. The Faculty will provide through a permanent base-budget transfer to the University Library funding for identified library collections requirements.**
- 3. The Faculty to be responsible for the identification or provision of funding to meet identified physical space requirements.**

**Board of Governors Meeting
Dalhousie University
March 17, 1998
Motions to be Proposed**

Item No. Be it resolved:

5. THAT, based on the recommendation of the Senate, the name of the Department of Agricultural Engineering be changed to the Department of Biological Engineering.
6. THAT, based on the recommendation of the Senate, the wording for English-language parchments for Dalhousie University be adopted as presented.
7. THAT, conditional on the approval of the Senate, the Board of Governors approve the proposed Master of Business Administration (Information Technology) with the following conditions:
 - 1) The program to be exempt from ERBA and subject to the usual administrative levy of 5% of tuition revenue.
 - 2) The Faculty will provide through a permanent base-budget transfer to the University Library funding for identified library collections requirements.
 - 3) The Faculty to be responsible for the identification or provision of funding to meet identified physical space requirements.

THE BOARD OF GOVERNORS OF DALHOUSIE UNIVERSITY

RESOLUTION

Be it resolved that:

1. Dalhousie University (hereinafter called the "University") borrow from the Bank of Nova Scotia a maximum amount of \$275,000 for the purpose of financing the purchase of Civic No. 5247 Morris Street, Halifax, Nova Scotia; and
2. The University enter into a First Mortgage in favour of the Bank of Nova Scotia in a principal amount not to exceed \$275,000 amortized over a period of 20 years and maturing in five years from the date thereof for the repayment of the said principal sum together with interest thereon at the rate not to exceed 5.85% per annum compounded semi-annually and not in advance; and
3. As security for the said First Mortgage and the obligations of the University thereunder, the University mortgage, pledge, and charge to and in favour of the Bank of Nova Scotia that portion of the lands and premises of the University known as Civic No. 5247 Morris Street, Halifax, Nova Scotia; and
4. Any two of the Chairperson, Vice-Chairperson, President, Vice-President (Finance and Administration) and the Secretary be and they are hereby authorized to fix and determine the form and content of the said First Mortgage and to provide for the execution and delivery thereof and otherwise to do all such matters and things as may be considered by them necessary and desirable to carry out the said borrowing and the granting of security for the repayment thereof as are in this resolution set forth.

CONFIDENTIAL

March 17, 1998

DALHOUSIE UNIVERSITY

Staff Matters

**Faculty
of Arts
and Social
Sciences**

Dean

Taylor, Graham

**Dean of the Faculty of Arts and Social
Sciences for the further period July 1, 1998
to June 30, 2003.**

AGENDA
EXECUTIVE COMMITTEE
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
WEDNESDAY, MARCH 11, 1998, 4:00 P.M.
GEORGE MUNRO ROOM

1. University labour relations

**Executive Committee
Board of Governors
Dalhousie University
March 11, 1998**

Minutes of the Executive Committee meeting held on March 11, 1998 at 4:00 p.m. in the George Munro Room, A&A Building.

Present: Mr. Allan Shaw (Chair), Dr. Tom Traves (President), Mr. James Cowan, Ms. Ann Petley-Jones, Mr. John Risley, Mr. Murray Coolican, Mr. John Flemming, and Ms. Patricia Harris. Also, present were: Dr. Dale Godsoe (Vice-President, Development & Alumni Affairs), Dr. Warwick Kimmins (Acting Vice-President, Academic & Research), Mr. Eric McKee (Vice-President, Student Services), Michelle Gallant (Director, Public Relations), and Sharlene Drake (Secretary). Regrets were received from: Jacqueline Matheson, Patricia Roscoe, and Peter Stuart.

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

1. Labour relations

Dr. Traves provided a brief introduction of the status of negotiations at this time. Mr. Mason then further explained that negotiations with the DFA had broken off and the conciliator had filed his report. The DFA is therefore in a legal position to strike on March 24. The conciliators are trying to get the parties back together on March 12 and 13, 1998 and with the possibility of additional meetings on the weekend.

A statement will be issued by the Administration that will indicate the position that the University will take if a strike occurs including clarification on issues such as: faculty members will be locked out and will not be paid retroactively following the strike; classes, with the exception of Medicine and Dentistry, will be cancelled; the university will remain open and all services for students, including the libraries, will be available; faculty members will not have access to research labs and offices; part-time teaching staff and teaching assistants will be paid (providing they are not on strike themselves); all other staff are expected to report to work or face disciplinary action; a strike office and hotline will be available to respond to questions.

The Executive Committee recommended that the location of the Board meeting be University Hall so that a number of people could attend the meeting but the number could be controlled. Passes for admission will be required. It was also recommended that following the Report by the President, members of the audience be allowed to pose questions for ten minutes. No Member of the Board will ask or respond to questions during this portion of the meeting and must refrain from comment until the *In Camera* portion of the meeting. Members raised concerns about security at this meeting.

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It was agreed that by the Members in attendance that they were in support of the position being put forward by the President. It was also agreed that Board Members should be informed, prior to the Board Meeting, of the change in format and possible disruptions at the March meeting. Dr. Traves will advise Members, following further consideration, of the format for the meeting.

The meeting adjourned at 5:30 p.m.

Sharlene Drake