CARLTON UNIVERSITY

Minutes of the 230th Meeting
of the
BOARD OF GOVERNORS

Time: Tuesday, October 26, 1971, at 4:30 p.m.
Place: Senate Room - Administration Building.

PRESENT:
Dr. J. L. Gray, Chairman, Mr. G. E. Beament, Mr. J. C. Clarke,
Mr. G. Collins, Mr. D. M. Coolican, Dr. A. B. Dunton, Professor
M. C. Frumbartz, Mr. F. E. Gibson, Mr. C. L. Jeffrey, Mr. K.
Kaplansky, the Hon. Mr. Justice B. Laskin, Mr. B. Loeb, Mr. C. H.
MacCarthy, Dr. G. E. Maynard, Mr. T. R. Montgomery, Mr. R. J. Neill,
Dean H. H. J. Nesbitt, Professor K. Z. Paltiel, Dr. L. Rasminsky,
Mr. D. A. Ross, Dr. W. G. Schneider, Mr. W. Teron, Mr. F. K. Venables,
Mr. C. G. Watt, Dr. H. L. Willis. Also present: Mr. A. B. Larose,
Mr. J. K. Kettles, Dr. C. R. Love, Mr. J. E. Whitham, and Mr. D. C.
McEown, Secretary.

ELECTION OF OFFICERS:
It was moved by Dr. Rasminsky, seconded by Mr. Coolican, and
unanimously carried, that the following persons be elected as
officers of the Board of Governors:

Dr. J. L. Gray, Chairman
Mr. F. K. Venables, Treasurer
Mrs. Jane H. Dunn, Chairman of the Associates
Mr. D. C. McEown, Secretary.

ELECTION OF MEMBERS:
It was moved by Mr. Loeb, seconded by Mr. Teron, and unanimously
carried, that the following persons be elected to the Board of
Governors for three-year terms expiring September 30, 1974:

Mr. J. C. Clarke
Mr. C. Edwards
Mr. G. H. MacCarthy
Mr. G. Collins
Mr. D. A. Ross
Professor K. Z. Paltiel
Dean H. H. J. Nesbitt
Dr. L. Rasminsky
Mrs. Jane H. Dunn
Mr. F. K. Venables

and the following person be elected for a two-year term expiring
September 30, 1973:

Mr. K. Kaplansky.
The Chairman of the Board, on behalf of the Board of Governors, welcomed Mr. Collins, Mr. Ross, Professor Paltiel, Mr. Kaplansky, and Mr. MacCarthy to the meeting.

It was moved, seconded, and unanimously carried, that the Board of Governors of Carleton University acknowledge with thanks the contribution made to the Board and the University of the following retiring members:

Mr. D. Duclos
Mr. C. F. Elderkin
Mr. D. A. Golden
Professor E. M. Oppenheimer
Mr. R. C. Robertson.

It was further agreed, in recognition of the special contribution made to the Board of Governors as Chairman of the Board, that the Board would honour Mr. Golden by holding a dinner for him following the next meeting. The Chairman of the Board, the President, the Secretary, and Mr. Teron were asked to make the appropriate arrangements for the dinner and any presentation to be made.

The minutes of the previous (229th) meeting were circulated to the members prior to the meeting. It was agreed that the minutes be approved with the following amendment:

Page 1847, following the item entitled "Financial Statements for the Fiscal Year 1970-1971,"

Add -

"Report of the Investment Committee:

The minutes of the 112th meeting of the Investment Committee were circulated to members of the Committee at the meeting as a report of the Investment Committee. Mr. Beaumont, Chairman of the Committee, led the discussion of the report. It was agreed that the report which is attached as Appendix D be approved."

The proposed amendment to the By-Laws was circulated to members of the Board with the notice of meeting. It was moved by Mr. Loeb, seconded by Mr. Teron, and unanimously carried, that By-Law #8 be amended by deleting the words "not more than six persons" and substituting therefore "the Chairman of the Board of Governors, the Chairman of the Finance Committee, Treasurer, and four other persons" so that the by-law as amended now reads:

"The Board of Governors at its first meeting following the first day of October shall appoint the Chairman of the Board, the Chairman of the Finance Committee, Treasurer, and four other persons as Signing Officers, any two of whom shall have power to sign all instruments and documents on behalf of Carleton University authorized by the Board."
It was moved, seconded, and unanimously carried, that the following persons be appointed Signing Officers of the University for the year 1971-1972:

Dr. J. L. Gray, Chairman of the Board
Mr. R. J. Neill, Chairman of the Finance Committee
Mr. F. K. Venables, Treasurer
Dr. A. D. Dunton
Dean H. H. J. Nesbitt
Mr. A. B. Larose
Mr. J. K. Kettles.

It was agreed that the membership of the committees of the Board for the year 1971-1972 be as follows:

**Executive Committee:**

Dr. J. L. Gray, Chairman
Mr. G. E. Beament
Dr. A. D. Dunton, ex officio
Mr. R. J. Neill
Mr. W. Teron
Mr. F. K. Venables
The Rt. Hon. L. B. Pearson, ex officio
Mr. D. C. McEown, Secretary.

**Building Committee:**

Mr. W. Teron, Chairman
Mr. J. C. Clarke
Mr. R. J. Neill
Mr. D. Coolican
Mr. R. Findlay
Mr. F. E. Gibson
Mr. B. Loeb
Dr. G. E. Maynard
Professor K. Z. Paltiel
Dr. S. Ostry
Miss R. Richards
Mr. K. Kaplansky
Mr. C. G. Watt
Dr. A. D. Dunton, ex officio
Dr. J. L. Gray, ex officio
The Rt. Hon. L. B. Pearson, ex officio
Mr. D. C. McEown, Secretary.

**Building Advisory Committee:**

Dr. G. R. Love, Chairman
Mr. B. Cameron
Dr. A. D. Dunton
Dean D. A. George
Professor B. W. Jones
Mr. L. Kurata
Mr. A. B. Larose
Dean H. H. J. Nesbitt
Mr. R. Perron
Dean J. Ruptash
Professor C. Setterfield
Professor D. Shadbolt
COMMITTEE MEMBERSHIP (CONTINUED):

Building Advisory Committee (continued):

Dean D. Sida
Professor C. R. Thompson
Dean A. T. Tolley
Dean V. F. Valentine
Professor I. Wallace
Dean R. A. Weddt
Mr. J. Wkeham
Professor R. W. Yole
Mr. D. C. Mcdonn, Secretary.

Development Advisory:

Mr. J. C. Clarke
Mr. G. Collins
Mr. D. M. Coolican
Mrs. J. H. Dunn
Mr. E. L. Jeffrey
Mr. K. Kaplansky
Mr. B. Loeb
Mr. T. R. Montgomery
Mr. R. J. Neill
Dean H. H. J. Nesbitt
Mr. N. Soloway
Dr. J. L. Gray, ex officio
Dr. A. D. Dunton, ex officio
The Rt. Hon. L. E. Pearson, ex officio
Chairmen of Development Committees
Mr. M. D. Roberts, Secretary.

Finance Committee:

Mr. R. J. Neill, Chairman
Mr. D. M. Coolican
Mr. C. Edwards
Professor W. C. Trumhartz
Mr. E. Loeb
Mr. G. MacCarthy
Mr. D. Ross
Mr. F. K. Venables
Dr. J. L. Gray, ex officio
Dr. A. D. Dunton, ex officio
The Rt. Hon. L. E. Pearson, ex officio
Mr. D. C. Mcdonn, Secretary.

Future Enrolment Committee:

Dr. J. L. Gray, Chairman
Mr. D. M. Coolican
Dr. S. Ostry
Mr. F. E. Gibson
Dr. W. C. Schneider
Dr. A. D. Dunton, ex officio
The Rt. Hon. L. E. Pearson, ex officio
Mr. D. C. Mcdonn, Secretary.
COMMITTEE MEMBERSHIP
(CONTINUED):

Investment Committee:
Mr. G. E. Bent
Mr. D. Ross
Mr. G. MacCarthy
Mr. H. Soloway
Mr. W. Teron
Dr. J. L. Gray, ex officio
Dr. A. D. Dunton, ex officio
The Rt. Hon. L. B. Pearson, ex officio
Mr. T. R. Montgomery
Mr. A. B. Larose, Secretary.

Staff Welfare Committee:
Dr. A. D. Dunton, Chairman
Mr. F. K. Venables
Mr. C. L. Jeffrey
Dr. H. L. Willis
Professor C. J. Haule
Mrs. D. Sloan
Professor T. P. Wilkinson
Mr. D. C. McEown, Secretary.

Committee on Communication:
Mr. K. Kaplansky, Chairman
Mr. C. L. Jeffrey
Mr. D. C. McEown, Secretary.

Computer Committee:
Dr. J. L. Gray, Chairman
Mr. W. G. Schneider
Mr. D. C. McEown, Secretary.

Committee on Board Procedure:
Mr. F. E. Gibson, Chairman
Mr. R. Findlay
Mr. C. L. Jeffrey
Mr. D. C. McEown, Secretary.

Labour Negotiations Committee:
Mr. C. L. Jeffrey, Chairman
Dr. J. L. Gray
Mr. F. K. Venables
Mr. G. G. Watt
Mr. K. Kaplansky
Mr. D. C. McEown, Secretary.

APPOINTMENTS, LEAVES, ETC:
It was agreed, upon recommendation of the President, that the academic appointments, leaves, etc., contained in Confidential Appendix A be approved.

It was agreed, upon request of the Senate, that Professor Couse, Clerk of Senate, receive a special appointment to the Senate for a term ending March 1, 1974.

STAFF CHANGES:
It was agreed, upon recommendation of the Bursar, that the staff changes as circulated at the Board meeting and as contained in Confidential Appendix B be approved.
THE PRESIDENT: The Chairman of the Board reported that he had received a letter from the President asking that he not be considered for a further re-appointment as President of Carleton after June 30, 1972. The Chairman explained that when he had received the request he had asked the President to reconsider. However, it was reported that the President had indicated he did not wish to change his mind. Several members at the meeting attempted to dissuade the President from his decision but upon recognition that this would not happen, the Board with great reluctance accepted the President's request not to be re-appointed.

It was reported that under terms previously agreed to when the New University Government was adopted the following procedure was established as the method of appointment for the office of the President of the University:

"The President shall be appointed by the Board of Governors after consultation with the Senate, and the instrument for consultation shall be a joint committee, composed of three members selected by the Senate and three members selected by and from the Board of Governors."

It was moved by Mr. Coolican, seconded by Dr. Maynard, and unanimously carried, that the Executive Committee should meet as soon as possible to start procedures necessary for the process of selection and appointment of a President, and that the Executive Committee be empowered to appoint the Board members to the joint committee and such other steps as necessary to implement these procedures.

REGISTRATION: The President reported that the University had forecast the full-time student enrolment for this year at 9,807 and that the actual figures to date show that the full-time enrolment is 8,563. He reported that in the first year the size of the first year class is one student above last year, which represents some 400 students less than had been projected. As well, the second to fourth-year undergraduate enrolment is over 200 less than had been projected, with a drop of 75 in Qualifying Year from projection, and with graduate enrolment slightly above projection. It was further reported that the graduate enrolment in Science was less than projected but was over that projected for the Social Sciences and Humanities.

The President then reviewed the total situation. He reported that all indications of meeting the projection had been strong right up until registration and that in some cases the University was still holding Provincial student loan awards for students but at the last minute many students did not register. He indicated that the trend experienced at Carleton is one being experienced throughout the Province, at the Grade 13 level, in community colleges, and at other universities. It also appears that the trend of reduction in growth of universities is also being experienced in other parts of Canada and North America. There was an increase projected of just under
10% for the Province this year and it appears that there is now a shortfall of 5%.

He noted that the projected enrolment for part-time students was 200 students greater than the actual registration experienced and the average number of courses taken by part-time students is less than has been previously experienced. He explained that the immediate financial effect was a $2 million loss of revenue from that which was budgeted and that this shortfall would have ramifications for the pattern of growth for the University in future years.

The President explained that under these circumstances it is extremely difficult to make any kind of enrollment projection for the future but there must be some basis for planning. Attached as Appendix B is a new revised long-term enrolment data outlining the University’s best estimate as to what the growth pattern might be for the future. The President pointed out to members of the Board that the University will probably not reach the enrolment which had been projected for this year until 1973-1974. He explained that since the University had organized its resources for a University population somewhat larger than it had, it would be necessary this year to try not to spend any of the resources not already committed, and also, significant revisions would have to be made in the spending programmes for subsequent years.

The President reported that representatives of the University had met with the Committee on University Affairs at Trent University, Peterborough, on October 25. The document presented to the Committee on University Affairs was circulated to members of the Board prior to the meeting. The President explained that the enrolment projections in this book were now obsolete as a result of the shortfall in registration this year. He reported that the Committee and the University representatives had discussed, at some length, the experience that the university had with the enrollment shortfall this year but as yet there is really no explanation for the causes of it. He indicated that the provincial government’s financing of universities had been based on the funding of the projected enrolment and that Carleton, along with other universities in the Province, would be asking representation to the government to provide some immediate relief to the difficult financial picture that now presented itself. He noted that most university projections had been moved upward at the request of the provincial government last spring and that Carleton had increased its projections as a result of this request. He explained to the Board that the University had received a fair hearing from the Committee on University Affairs and, while the Committee did not give any indication of their views, there is reason to expect some help for our problems.

Members asked if the Committee still had expressed interest in the trimester system. The President noted that the Committee had previously shown considerable interest in the trimester system, and while this had been discussed at the meeting it appeared that
COMMITTEE ON UNIVERSITY AFFAIRS (CONTINUED):

The report of the Building Committee concerning this item was circulated to members prior to the meeting. In addition, the architect's presentation documents were circulated to all members. Mr. Teron led the discussion of the report. He explained that the presentation by the architect, in accordance with the procedures of the Board, had been made to a meeting of the Building Committee which all members of the Board had been invited to attend. He explained that as a result of the discussion at this meeting the Building Committee had been satisfied with the presentation of the design concept but had not seen satisfactory information concerning the preparation of the budget. He explained that, following the Building Committee meeting, the staff and the construction consultants had met at Dr. Gray's office with Mr. Teron and Dr. Gray and had outlined the procedures in the development of the planning and the estimates of the budget. He reported to the Board that both he and Dr. Gray were pleased with the new construction management procedure and had seen evidence in the development of the design of the project which had led to the reduction of costs of the projects. He reported that not only had the budget estimate been prepared by the quantity surveyors using their methods of taking off quantities but this budget estimate had also been checked independently by the construction consultants using their own system. He reported that the two figures thus gained were almost identical and, as a result, strengthened the reliability of the estimate.

He explained that the Building Committee had met just prior to the Board meeting to review the results of the meeting that he and Dr. Gray had with the staff and, based on the report of this meeting, the Building Committee were satisfied with the budget. As a result of these discussions and the recommendations of the Building Committee, he noted the following:

a) that it appeared highly desirable in the development stages of the new construction management procedure that there be a small group of the Board which would have executive authority to make the many decisions necessary to make the system work. He explained that any decision that might be made by this group could only be made within the limitation of the budget established for each project and if there was any case where it went beyond the project the Committee would report back through the system. He indicated that the Building Committee had discussed this matter in its meeting just prior to the Board meeting and felt that Mr. Teron, Dr. Gray and two alternates should be appointed to perform these executive functions;
b) that the Building Committee at its regular meeting had received information concerning the shortfall in enrolment and had requested the Building Advisory Committee to reconsider the building priorities based on the new conditions. It was pointed out that the impetus of planning should be maintained and, as a result, approval could be given at this stage on the understanding that the project would be subject to reconsideration when this review of priorities had been completed. It was noted that the expense involved in continuing at this point was primarily the cost involved in the architect’s fee which had already been partially committed at this point and that the cost of such fees was already covered in the approval in principle given by the government, whether or not construction proceeded. It was noted that a student referendum was taking place and particular attention would have to be given to this as it related to the operating cost of such facilities which, in the bulk, would have to be borne by student fees. It was noted that before commencement of the construction of the building consideration of the results of this referendum would have to be examined by the Board and, subject to these provisions, it was agreed that the proposed design for additional athletic facilities be accepted as presented with the figure for the building at $2,550,000 and the contract documents for the first tender to be completed by December 13, 1971.

DELEGATION OF AUTHORITY:

Arising out of a discussion reported in the previous item, it was agreed that, for the purposes of authorising commitments on the University’s behalf in regards to the construction management process for a building project, the Board delegate the necessary authority to a committee consisting of the Chairman of the Board, Chairman of the Building Committee and two alternates, Mr. F. E. Gibson and Mr. C. G. Watt. It was agreed that the quorum of the committee would consist of two persons, one of whom must be either the Chairman of the Board or the Chairman of the Building Committee, and that they have delegated authority to act on the University’s behalf in such matters, provided that the decisions taken are for an approved project and are within the limitations of the budget established by the Board.

MAINTENANCE BUILDING EXPANSION:

A copy of the architect’s report on the design was circulated to each member of the Board prior to the meeting. In addition, the report of the Building Committee about the project was circulated to each member. It was explained that on review of the design by the Building Committee that the Building Committee was satisfied that the design met the approved space requirements. In addition, it was reported that at the meeting Dr. Gray and Mr. Toron had had with the staff and the consultants they had been satisfied that the budget for the project was appropriate, and this report had been approved by the Building Committee. It was agreed that the proposed scheme for the Maintenance Building Expansion be accepted as presented with the budgeted figure fixed at $1,240,000 and contract documents for tender call to be ready by January, 1972.

It was agreed that the proviso established for the Athletic Facilities Addition in regards to the review of priorities would also apply to this project.
This report was circulated to members of the Board prior to the meeting and is attached as Appendix A. It was agreed that the report as presented be approved.


On motion duly moved, seconded and carried, the Board of Governors enacted the following resolution:

BE IT RESOLVED:

1. That to enable Carleton University (hereinafter referred to as the "University") to finance through The Ontario Universities Capital Aid Corporation the capital expenditure which the Board of Governors of Carleton University deems necessary for the purpose of the University, the University do borrow from time to time, during the six-month period ending March 31, 1972, amounts which, in total, do not exceed the sum of six million dollars ($6,000,000) and for that purpose and for securing payments of the amounts so borrowed and the interest thereon, the University do make and issue Debentures of the University (hereinafter referred to as the "Debentures") in principal amount which, in total, do not exceed six million dollars ($6,000,000) and sell the same to The Ontario Universities Capital Aid Corporation.

2. That the Debentures be dated the 15th day of the month in which the amount is borrowed and bear interest from that date at the rate not to exceed nine per centum (9%) and be payable as to principal and as to interest upon the principal amount from time to time unpaid, in thirty equal annual payments commencing with the first anniversary of the date of the Debentures.

3. That the Debentures be issued initially as fully registered Debentures in the same denominations as the amounts borrowed.

4. That the Board shall cause to be kept at the Office of the Bursar a register in which shall be entered the names and addresses of the holders of fully registered Debentures and particulars of Debentures held by them respectively and in which any transfers of Debentures may be registered.

5. That application be made to the Minister of University Affairs for determination of the amount of capital expenditure of the University which may be financed through The Ontario Universities Capital Aid Corporation and for a recommendation of the Minister of University Affairs to the said Corporation in respect of the purchase by the Corporation of the Debentures as provided for in this Resolution.

6. That The Ontario Universities Capital Aid Corporation be requested to seek the approval of the Lieutenant Governor in Council in respect of the purchase by the Corporation of the Debentures as provided for in this Resolution.

7. That the officers of the Board be and they are hereby authorized and directed to execute such instruments and to affix the seal of the University thereto and to do such other acts as to them may seem necessary or advisable in order to give effect to the foregoing.
BURSAR'S REPORT (CONTINUED):

Regular Operating Grant Instalment Payment.

It was reported that the University has received a cheque in the amount of $917,000 from the Province of Ontario representing provincial government support of operating expenditures in 1971-72. This cheque is the sixth of twenty payments.

Provincial Research Grant Instalment Payment.

It was reported that the University has received the amount of $23,250 in respect of the second of four payments of the Research Grant from the provincial government for the fiscal year 1971-1972.

Bequest - Estate of Mildred Zagerman.

It was reported to the last meeting of the Board that the University had received a cheque in the amount of $500 which was a bequest to the University for its own use absolutely, from the estate of the late Mildred Zagerman. It was stated at that time that the sum was being assigned to the Endowment Fund. This report was in error. The policy in respect of these monies, as governed by the minutes contained on Page 1757 of the 213th meeting of the Board states that sums in the amount less than $2,500 be allocated for the purpose of scholarships and bursaries. The $500 bequest of this estate was allocated to Scholarships and Bursaries, and the purpose of this report is to correct this error.

PRESENTATION OF NEW MEMBERS OF THE BOARD:

The Chairman reported in the public session that the Board had, at this meeting, elected five new members of the Board.

PRESIDENT:

The Chairman of the Board, at the public session, read the President's letter which is attached as Appendix B to the minutes.

TERMINATION:

The meeting terminated at 6:30 p.m.

Dr. J. L. Gray, Chairman.

Mr. D. C. McLean, Secretary.