CARLETON UNIVERSITY

Minutes of the 231st Meeting
of the

BOARD OF GOVERNORS

Time: Wednesday, November 24, 1971, at 4:30 p.m.
Place: Senate Room – Administration Building.

PRESENT:
Dr. J. L. Gray, Chairman, Mr. J. C. Clarke, Mrs. J. H. Dunn,
Dr. A. D. Dunton, Mr. C. Edwards, Mr. R. Findlay, Professor
M. C. Frumhartz, Mr. F. E. Gibson, Mr. C. L. Jeffrey, Mr. K.
Kaplanisky, Mr. B. Loeb, Mr. G. H. MacCarthy, Dr. G. E. Maynard,
Mr. T. R. Montgomery, Mr. R. J. Neill, Dean H. H. J. Nesbitt,
Dr. Sylvia Ostry, Professor K. Z. Paltiel, Miss Ruth Richards,
Mr. D. A. Ross, Dr. W. G. Schneider, Mr. H. Soloway, Mr. W. Teron,
Mr. F. K. Venables, Mr. C. G. Watt, Dr. H. L. Willis. Also
present: Mr. A. B. Larose, Dr. C. R. Love, Mr. J. E. Whelan,
Mr. J. G. Murray, Mr. B. Carley, and Mr. B. C. McDow, Secretary.

WELCOME TO NEW MEMBERS:
The Chairman, on behalf of the Board, welcomed Mrs. Jane Dunn to
her first meeting of the Board.

MINUTES:
The minutes of the previous (230th) meeting were circulated to the
members prior to the meeting. It was agreed that the minutes be
approved as circulated.

REPORT OF THE EXECUTIVE COMMITTEE:
The minutes of the 122nd meeting of the Executive Committee were
distributed to members of the Board at the meeting as the report
of the Committee. This report is attached as Appendix A.
Dr. Gray, Chairman of the Committee, led the discussion of the
report. He reported that the Committee had met to discuss the
selection of Board members to the consultative committee on the
appointment of a President and how such a committee might operate.
He explained that following these discussions the Executive
Committee had met with the Senate Executive Committee to discuss
the problem of ensuring that the consultative committee would be
representative of the University community. He reported that as
a result of these discussions it had been agreed that the Board
would choose as one of its representatives a graduate of the
University and the Senate Executive would recommend to Senate
that their representatives be two faculty and one student.
He further explained that the Board's Executive Committee, after
discussing what general balance it would like to see in the
representative make-up of the consultative committee, had
empowered the Chairman to appoint the Board members to this
committee when the results of the Senate election were known.
He concluded his report by indicating that both committees were agreed that work necessary to be done by the consultative committee should be conducted as quickly as possible and expressed the hope that the Board would have a recommendation to work with by March 1, 1972.

Dean Nesbitt reported that Senate had met on Monday, November 22, and had agreed:

a) that the Senate representatives on the consultative committee would be two faculty and one student elected by the Senate;

b) that members of the Senate could nominate any full-time faculty member or full-time student for election as the Senate representatives to the Committee;

c) that the election by the Senate would be by a preferential system of voting;

d) that the process would be completed on or before December 10;

e) that the Senate requested that one of the duties of the consultative committee should be to act as the search committee.

Concern was expressed that in the arrangements made to date it had not been established what the consultative committee should do, how it should operate, and if it did become a search committee what criteria should be used on which it should make its selection and what the tenure, salary, and duties were for the position. It was also argued that to ensure that whatever selection was made had the widest backing possible that these terms of reference should be set by the Board and not just by its Executive Committee and that concurrence for such procedures should also be obtained from the Senate. In reply to these points, it was explained that the Executive Committee had felt that the consultative committee should be the search committee and that this small group presumably composed of reasonable people representative of both the Senate and the Board would be more able to set up its terms of reference and method of operation and could do so with more despatch than any other method that might be adopted. It was argued that this committee could not undertake to establish such things as the tenure of the President and salary, and in this case needed to know what these were before undertaking their responsibilities. It was acknowledged that the consultative committee could not establish tenure and salary and that these would have to be established by the Board. It was suggested that the question of term had been considered by the Board some years ago and the Chairman agreed he would examine the minutes concerning this matter.

After further discussion and pursuant to a motion, it was agreed that the consultative committee be established and named as the Search Committee for a new President, with responsibility to recommend a suitable candidate or candidates in order of preference to the Board of Governors. It was also agreed that the Search Committee be directed to prepare as its first responsibility its proposals for operations so these could be reviewed by the Board. The Chairman of the Board agreed to set up a small committee to
consider the matter of term and general conditions pertinent to the office of the President, and to report back to the Board. In reply to a question, the Chairman of the Board suggested that if any person wished to submit names of possible candidates prior to the establishment of the Search Committee they could do so by writing to the Chairman or any member of the Board who would then see that the submission was forwarded to the Search Committee at the appropriate time.

APPOINTMENTS, LEAVES, ETC:

It was agreed, upon recommendation of the President, that the academic appointments, leaves, etc., contained in Confidential Appendix A to these minutes be approved.

REPORT OF THE ASSOCIATES:

It was agreed that Mrs. Jane H. Dunn, Chairman of the Associates, be empowered to invite those persons named in Confidential Appendix B to these minutes to serve as Associates of the University.

RESIDENCE FINANCING:

The report about this item was circulated to members of the Board as a report from the Building Committee and is attached to these minutes as Confidential Appendix C. It was agreed to approve the report as presented.

STAFF CHANGES:

It was agreed, upon recommendation of the Bursar, that the staff changes which were circulated to members of the Board prior to the meeting and as are contained in Confidential Appendix D to these minutes be approved.

It was agreed that the matter of format and content of the staff changes report be referred to the Labour Negotiations Committee.

REGISTRATION:

The President reported that the continuing examination of the experience of the shortfall in university enrolment had indicated that:

a) for the Province of Ontario which had estimated a 10% increase the actual enrolment increase this year was 5%;

b) for Canada, for which an increase of 5% had been expected, the actual increase was 2% and that Saskatchewan, Alberta, and British Columbia had fewer university students this year than they had last year.

He reported that no one as yet had been able to document the reasons why this situation had occurred and that a variety of surveys were now underway including ones by Statistics Canada and the Ontario Department of Universities in an attempt to collect the necessary data for an explanation of this situation. He noted that Carleton had undertaken a survey of the 167 persons who had made deposits for registration and had not turned up, to see what caused these prospective students not to register. He indicated that all of these surveys would be difficult to conduct because it would be hard to identify the individuals to be questioned and then to reach them.
The President explained that, as a result of the shortfall in enrolment, operating revenues would be about $1.6 million less than budgeted. As a result, it was reported that a re-examination of the spending programmes was now underway and cuts were being made to this year's budgets. He indicated that budgeting for next year would be extremely difficult since it would be based on an enrolment projection which would be suspect because of this year's experience and because the increase to the grant would only be 2%. He reported to the Board that the present forecast was based on a 5% increase in enrolment but that this modest increase may be difficult to achieve because current Grade 13 enrolments in the Ottawa area are less than last year and because experience has indicated that trends in enrolment increases and decreases are abnormally accentuated at the edges of the Province. He noted that contrary to the Minister's statements reported in the press, it was not the universities which were responsible for boosting projections last spring but had adjusted their projections upwards as a result of requests emanating from the Department of University Affairs. He expressed disappointment that so far the provincial government's reaction to the situation had been that the universities must bear the total burden for the miscalculation of enrolment and the resultant financial difficulties. He indicated that if the Province did not provide any relief for the current situation that next year's budget would, in addition to supporting faculty and staff commitments for a student body larger than next year's is expected to be, would also have to provide for a deficit created from this year's operations.

A working paper outlining the Alumni Association's programme and budget for this year and next was presented to the meeting and is attached as Appendix B to these minutes.

It was noted that the Alumni Association had begun a programme by which it would begin carrying a larger share of its operation and reduce the University's share. It was explained that some reductions had been made to this year's operations in line with the present financial situation and that for next year it was planned to increase the revenue obtained from the Alumni so that even with additional costs the University's share would remain constant. The Board noted that the Association was planning a membership fee for next year and some concern was expressed about its desirability. It was felt by some that the modest amount gained by this fee might be a poor price to pay for the negative attitude it may generate in some members of the Alumni. In reply, it was pointed out that many other institutions have such fees and some are for larger amounts. In addition, it was explained that payment of the membership fee provided additional privileges and services to alumni members but that non-payment did not mean that a person would lose his status as an alumnus of the University. It was explained that this new programme was a shift in the policy of the Association from a position of being solely a service agency to combining service with a stronger emphasis on fund-raising. Members noted that the Alumni Association would be undertaking the specific responsibilities now held by the Development Office for directed fund-raising campaigns to the Alumni Association and it was generally agreed that the new aims and policies and their corresponding financial obligations were satisfactory to the Board.
The President reported that he had received a request from the Students' Association for the use of the name 'Carleton University' as part of a title for a credit union to be established by the Students' Association for members of the University community. In reply to questions, it was reported that financing arrangements were being carried out with the branch of the Bank of Nova Scotia on campus and that the credit union would be a member of the Ontario Credit Union League. It was agreed to approve the request of the Students' Association for the use of the name 'Carleton University' in the title of the credit union.

ATHLETIC CONSULTANTS' REPORT:

This report was circulated prior to the meeting as a report of the Building Committee and is attached as Appendix C to these minutes. It was agreed that the recommendation of the report be approved.

REPORT OF THE BUILDING COMMITTEE:

This report was circulated to members of the Board at the meeting and is attached as Appendix D to these minutes. Mr. Clarke, on behalf of the Building Committee, led the discussion of the report. It was agreed to receive the report.

BURSAR'S REPORT:

Debentures.

It was reported that the University had received two advance payments of $425,000 and $300,000 respectively on capital construction projects and that debentures have been issued for these amounts dated October 15 and November 15, 1971, in accordance with the approval given by the Board for the creation of debentures for the six-month period ending March 31, 1972, in the amount of $6,000,000.

Regular Operating Grant Instalment Payment.

It was reported that the University had received three cheques, each in the amount of $917,000, from the Province of Ontario representing provincial government support of operating expenditures in 1971-72. These cheques are the seventh, eighth, and ninth of twenty instalments.

Bequest - Estate of Francis C. C. Lynch.

It was reported that the University had received a cheque for $4,921.57 from the estate of the late Francis C. C. Lynch representing the University's one-third share of the income on hand for distribution as of September 30, 1971.

Bequest - Estate of Louis Stein.

It was reported that the University had received a cheque in the amount of $300.00 as a bequest from the estate of the late Louis Stein. In accordance with the policy of the Board of Governors, this money has been assigned to Scholarships and Bursaries.
NEXT BUILDING COMMITTEE MEETING: It was reported that due to the volume of business expected at the next meeting of the Building Committee scheduled for December 9, the meeting would be called for 9:30 a.m. in the Senate Room of the Administration Building and that, since there would be architects’ presentations made to the Building Committee, all members of the Board were invited to attend.

TERMINATION: The meeting terminated at 6:30 p.m.

Dr. J. L. Gray, Chairman.

Mr. D. C. McEown, Secretary.