CARLETON UNIVERSITY

Minutes of the 234th Meeting
of the
BOARD OF GOVERNORS

Time: Tuesday, February 29, 1972, at 4:30 p.m.
Place: Senate Room - Administration Building

PRESENT:
Dr. A. D. Dunton, Acting Chairman, Mr. J. C. Clarke,
Mr. G. Collins, Mr. D. M. Coolican, Mrs. Jane Dunn,
Mr. R. Findlay, Professor M. G. Frumhartz, Mr. F. E. Gibson,
Mr. G. H. MacCarthy, Mr. T. R. Montgomery, Mr. R. J. Neill,
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. C. G. Watt. Also present: Mr. A. B. Larose, Mr. J. Whynham,
Dr. R. Love, and Mr. D. C. McDown, Secretary.

CHAIRMAN:
The Secretary reported to the Board that he had been asked by
the Chairman to express his regrets at being unable to attend
the meeting. He also indicated that the Chairman had suggested
that in accordance with past practices, the Board might ask the
President to chair the meeting. The Board agreed that President
Dunton would act as Chairman.

MINUTES:
The minutes of the previous (233rd) meeting of the Board were
circulated to the members of the Board prior to the meeting. It
was agreed that the minutes as circulated be approved.

BY-LAWS:
Notice of motion was given at the previous meeting to amend the
By-Laws to provide for the delegation of authority of appointment
from the Board to the President. It was moved by Mr. Neill, seconded
by Mr. MacCarthy, and unanimously carried that the following be
enacted as a By-Law of the University:

Pursuant to paragraph 4 of the letters patent of the University and
in accordance with sections 15 and 20 of "The Carleton College Act
1952":

(a) Authority to employ and to dismiss all classified and union
personnel of the University is granted to the President as chief
executive officer of the University, and the President may at any
time and from time to time delegate such authority; and before such
authority is exercised in any instance, the President (or the person to whom he may delegate such authority) shall not be required to give the Board of Governors particulars thereof for approval.

(b) Authority to employ and to dismiss all managerial and professional personnel is granted to the President as chief executive officer of the University, and the President may at any time and from time to time delegate such authority; but each such appointment or dismissal shall be subject to being confirmed by the Board of Governors.

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.

DIRECTOR, INSTITUTE OF CANADIAN STUDIES: The President indicated that the Search Committee for the Institute of Canadian Studies had recommended him as the next Director of the Institute. He declared a conflict of interest, withdrew from the room, and Mr. Teron took the Chair. A memorandum from Dean Tolley proposing the appointment and reporting the recommendations of the Search Committee was read to the meeting, and is attached to the original of these minutes, together with the term of the appointment.

It was moved by Mrs. Dunn, seconded by Mr. Neill and carried that A. B. Dunton be appointed Director of the Institute of Canadian Studies for a three-year term commencing July 1, 1973.

REPORT OF THE ASSOCIATES: The report of the Associates was circulated to members of the Board at the meeting, and is contained in Confidential Appendix B. Mrs. Dunn, Chairman of the Associates, led the discussion of the report. It was agreed that the report, as presented, be approved. It was also approved that Mr. Louis R. Desmarais be appointed as an Associate of Carleton University.

ADVISORY COMMITTEE ON PERSONNEL RELATIONS: It was reported that it had not been possible to arrange a meeting of this Committee prior to the meeting of the Board. It was agreed that the matters that had been referred to this Committee by the Board would be, at the earliest opportunity, presented to the Committee and their report would be forwarded to the Finance Committee for its consideration at the time of discussion of the budget.

STAFF CHANGES: The staff changes, in their new format, were circulated to members of the Board prior to the meeting. It was agreed that the staff changes as presented, and as contained in Confidential Appendix C, be approved.
The President reported that in the recent past the provincial government had appointed: a new Minister for the Department of Universities and Colleges, an acting Chairman for the Committee on University Affairs, and a new Chairman for the Commission on Post-Secondary Education, and that it was difficult at this time to assess the significance of these new appointments to the educational scene in the province. He indicated that the general financial atmosphere within the provincial system is very bleak.

The President reported that preparations for next year's budget were in their intensive stage, and that it was hoped that it would be possible to meet with the Finance Committee with budget proposals on Wednesday, March 22, with the budget coming forward to the Board on March 29, 1972.

The exposure report of the Commission on Post-Secondary Education was circulated to members of the Board prior to the meeting. It was noted that the Commission was holding a public hearing on March 1, 1972, and that the University, due to the lack of time available in which to respond between the publication of the report and the public hearing, had agreed that its response would take the form of the report of a small working group which had had the opportunity to discuss its ideas with Senate. In this process an attempt had been made to identify issues that were thought to be of concern to the University working group, and had been commented on by Senate. The Board requested that the document presented to the Commission be circulated to members of the Board.

In the discussion that followed, concern was expressed at the lack of time given to interested parties to respond, the apparent poor communication between the Commission and interested bodies, and the apparent development of policies dealing with a whole range of cultural organizations which had not really been involved in the development of the recommendations of the Commission.

The Board expressed doubt about the feasibility of some of the financial recommendations, particularly as they related to student fees in which the student would pay one half of the cost with support of loan programmes to provide for their immediate financing of these costs. The Board also doubted that it would be possible to successfully separate research expenditures from other institutional expenditures at the University, and that an attempt to do so would likely be arbitrary and it could be seen how such a process would be harmful to the effective operations of the University.

While the Board was receptive to the general aims of increasing educational opportunity at the post-secondary level, it was concerned about the capacity of the Province to finance these. The Board questioned whether or not the expansion of the range of educational opportunities was justifiable in terms of demand. It was suggested that many of the flexibilities proposed in the Commission's report now existed within the Ottawa area and there seemed to be little indication that if these were widened that they would be utilized.
The Board agreed to the method chosen at the University to respond to the Commission's proposal and gave its support to the President and others in their presentation of views to the Commission.

The President outlined the history of the attempts to establish the administrative organization of the University Centre. He explained that in the beginning planning had been based on the premise that the primary responsibility for the Centre's operations would be the Students' Association. This had then been modified to provide for a third party more representative of the University community and somewhat independent of the Students' Association's control to run the University Centre. Following this idea, it was explained, had been a return to the concept of the Students' Association running the Centre. When this had been tried difficulties had resulted and a Commission had been appointed to study the whole question. This year's Association, on the basis of the Commission's recommendation, had returned to a third party organization and, in fact, had set up a body known as the University Centre Policy Committee. This body in turn had recommended that its role would be best achieved if it became a creature of the University. After the recent elections of the Students' Association, Council reversed its position, discharged the U.C.P.C. and reported to the University that the Students' Association would undertake the responsibilities of the Centre. The President explained that negotiations with the Students' Association would be resumed again on this basis.

The results of the recent elections for the Students' Association were discussed. In reply to questions it was explained that a new organization based on a cabinet form of government was being used to establish the executive of the Students' Association.

In regards to other matters, it was reported that the party advocating the disbanding of the Students' Association won only four seats. It was explained that the operations of N.U.G.'s elections were now the responsibility of Senate rather than the Students' Association and will now be run at the departmental level which it is hoped will improve student participation in University Government.

A working paper concerning this item was circulated to members of the Board prior to the meeting and is attached as Appendix A.

The Bursar explained that the proposed fee scales concerning full-time studies for Master's students in second or subsequent years and Ph.D. students in third or subsequent years had been referred back at the last meeting of the Board of Governors. As a result of this action, the previously proposed fee scales had been taken to the Executive Committee of the Faculty of Graduate Studies who, after examining the previous proposals, had recommended that there should not be any differentiation in the tuition fee scale between Master's and Ph.D. students, and, therefore, recommended that the proposals be amended on this basis.
FEES (CONTINUED):

After some discussion, it was agreed that the graduate tuition fees for full-time studies for Masters students in the second or subsequent years and the Ph.D. students in the third or subsequent years be as follows:

a) Tuition $103.30
b) Students' Association 3.35
c) Athletics 8.00
d) Health Services 3.00
e) University Centre 2.35

The Bursar explained that in the past the University had permitted a partial refund of fees to final year students who were in a full-time programme but only taking four courses. It was noted that this procedure had been adopted some years ago because it had been felt that in very few cases where a student only required four courses to graduate, there was an inequity to charge him the same fee as those taking five courses. It was explained, however, in the interim that conditions had significantly changed and that the Province in the adoption of its formula financing method had established two definitions, that of a part-time student and that of a full-time student, and at Carleton the definition of a full-time student was any student taking four or more courses.

It was argued that the discontinuance of this procedure was contrary to the general philosophical conditions behind many of the ideas of the Wright Commission, and for this reason the procedure should not be dropped. In reply, it was pointed out:

a) that application of a partial refund to be consistent should not be just applied to final year students;

b) that if there were no extra charges made for students taking more than five courses then it was not consistent to refund when the students took four;

c) that the reason for a four course programme seemed now to be more related to a conscious effort on the part of the student to take a lighter load rather than an accident of the programme for which the procedure had originally been designed and, thus, it is not desirable to provide any kind of incentive to extend their university programme.

It was suggested, however, that if students took courses in the summertime in an attempt to accelerate, or to more easily handle their programmes, then if this procedure was discontinued the students would be penalized because they would have to pay for the additional courses they took in the summertime.
FEES (CONTINUED):

It was suggested, therefore, as an alternative arrangement that the students would be assessed on the basis of the three-year cost for a pass programme. This was thought difficult to administer because often students took courses which were not part of the programme and it would be difficult to differentiate between these two conditions.

The Board noted a memorandum received from Students' Council urging the Board not to discontinue this procedure.

It was moved by Mr. Teton, seconded by Mrs. Dunn, and carried, that the practice of remitting partial refund of fees to final year full-time undergraduate students taking four courses be discontinued.

HEALTH AND COUNSELLING FEES:

It was reported that the University had been carrying a small deficit in the last two years for the Health and Counselling Services which is an ancillary service of the University. It was explained in reply to a question that this Service must break even in accordance with the financial regulations established and that the Service was now manned full time by medical and nursing staffs with additional support by part-time physicians and nurses. It was explained that the purpose of the medical services is to provide students with medical advice, first aid treatment for accidents and injuries, and office treatment for illnesses. It was explained that much of the expenses for the medical treatment is recovered by billing OHIP, but the cost of the basic services was supported by student fees. In regards to the counselling, it was explained that the Counselling Services has within its range psychiatric counselling to the immediate personal counselling for individual personal and career problems and that while the intensity of the service has not increased, increased demand has been realized because of the growth of the student population.

It was noted that immediate medical service on an emergency basis and some office treatment was provided to employees of the University for which the University paid a fee. Because of the recurring deficit and the expectation that the level of service needed to be retained in the future, it was proposed that the fees be increased on the basis of $2.00 for full-time students and $1.00 per course for part-time students.

The Board noted a memorandum received from the Students' Association in which they recognized the need for increased funds for this purpose but suggested that it be recovered by a per-course assessment rather than on the basis of the definition of full-time students and part-time students. It was explained that because of the way formula financing works, the categorizing of students reflects the method of formula financing and that to introduce per-course assessments would complicate the assessment and fee collection procedures of the University.

It was moved by Mr. Neill, seconded by Mrs. Dunn, and carried, that the following fee schedule for Health Services be established, effective the fall term, 1972.
Full-Time Students (Per Student Basis)

<table>
<thead>
<tr>
<th>Students</th>
<th>Present Fee</th>
<th>Suggested Increase</th>
<th>New Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduates</td>
<td>$10.00</td>
<td>$2.00</td>
<td>$12.00</td>
</tr>
<tr>
<td>Graduates:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st year Master's and 1st and 2nd year Ph.D. students -</td>
<td>10.00</td>
<td>2.00</td>
<td>12.00</td>
</tr>
<tr>
<td>After above periods on a per-term basis -</td>
<td>3.00</td>
<td>1.00</td>
<td>4.00</td>
</tr>
</tbody>
</table>

Part-Time Students (Per Course Basis)

<table>
<thead>
<tr>
<th>Students</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate and Graduate</td>
<td>1.00</td>
</tr>
</tbody>
</table>

UNIVERSITY CENTRE AND STUDENTS’ ASSOCIATION FEES:

It was reported that the present Students' Association and the University Centre Policy Committee had proposed increases to the Students' Association and University Centre fees, but when the Students' Association fee had been referred to the students in a referendum it had been defeated. In addition, it was explained that a new arrangement for the managing of the University Centre was under discussion and therefore the previous recommendation was still subject to negotiation. It was explained that it is extremely desirable that if there are to be increases in these fees that they should be published in the Calendar and that the Calendar should go to print before the next meeting of the Board of Governors. As a result of this condition, it was suggested that authority should be delegated to review proposals from the Students' Association concerning these two fees so that if it was thought desirable to make changes that these could be authorized.

It was moved by Mr. Soloway, seconded by Mr. MacCarthy, and carried, that the Board delegate to the Chairman of the Board and the President authority to establish Students' Association fees and University Centre fees for the next academic term.

SEARCH COMMITTEE:

The report of the Presidential Search Committee of the Board of Governors, dated February 2, 1972, was circulated to members of the Board prior to the meeting. It was explained that the Board had directed that the report concerning criteria and procedure of the Committee, when prepared, should be sent to both the Board and the Senate for comment. At the request of the President, the Board agreed Mr. Neill would chair the meeting for the discussion of the item. Mr. Gibson, a member of the Search Committee, led the discussion of the report.
 Concern was expressed that the device proposed by the Search Committee to bring to the Board one name at a time was not appropriate and that it would be more desirable to have a series of names placed before the Board. Mr. Gibson explained that a variety of procedures had been discussed and that the Committee at this time was not firmly committed to any proposal but that on balance it felt that should the remaining portion of the Committee’s work have to be carried out in camera that the Committee could best discharge its responsibilities by adopting the device recommended. It was suggested that since the Committee having conducted a survey of the available candidates and having conducted in-depth interviews with its principal nominees that it was best able to determine who should be the prime candidate and that to make available to the Board more names would jeopardize the confidentiality of the process and dilute the effectiveness of the Committee’s work because the Board would not have the same knowledge to make a selection from a list as the Committee would have. It was recognized, however, that a situation might arise in which the Committee had two or more candidates of equal standing where it might wish to bring forward these candidates to the Board to assist the Committee in establishing the priority candidate and this process and others were still open to the Committee to use as circumstances warranted.

It was reported that the Building Committee had met just prior to the Board meeting and as a result a report of the Committee was not available. Mr. Teron, Chairman of the Committee, made an oral report of the deliberations of the Committee and this report is contained in the Appendix B attached. 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 September 30, 1972, amounts which, in total, do not exceed the sum of five million dollars ($5,000,000) 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 five million dollars ($5,000,000) 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.

Regular Operating Grant Instalment Payment.

It was reported that the University had 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 fifteenth of twenty instalments.

Debentures.

It was reported that the University had received an advance payment of $905,000 on capital construction projects and that a debenture had been issued in this amount dated February 15, 1972, 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.
Bequest - Estate of Francis C. C. Lynch.

It was reported that the University had received a cheque in the amount of $6,690.51 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 December 31, 1971.

TERMINATION:

The meeting terminated at 6:30 p.m.

Dr. A. D. Dunton,
Acting Chairman.

Mr. D. C. McEown,
Secretary.