CARLETON UNIVERSITY

Minutes of the 194th Meeting
of the
BOARD OF GOVERNORS

Time: Wednesday, January 17, 1968, at 12:30 p.m.
Place: The Board Room, H. S. Southam Hall

PRESENT:
Mr. D. A. Golden, Chairman, Mr. V. S. Castledine, Mr. J. C. Clarke, Mr. A. A. Crawley, Dr. A. D. Bunting, Mr. C. H. Everett, Mr. A. W. Laidlaw, Mr. A. B. R. Lawrence, Dr. C. J. Mackenzie, Mr. T. R. Montgomery, Dr. H. Pullen, Mr. L. Rasinsky, Mr. F. K. Venables, and Mrs. A. H. Zimmerman. Also present: Mr. F. J. Turner, and Mr. D. C. McEown, Secretary.

MINUTES:
It was agreed that the minutes of the previous (193rd) meeting be approved as distributed.

AMENDMENTS TO THE BY-LAWS:
The notice of the proposed amendments to the By-Laws was circulated with the Notice of Meeting. Mr. Laidlaw indicated that the purpose of the amendments was to provide for the recommendations of the Associates that the Annual Meeting of that body be held in the month of May to coincide with Spring Convocation.

After some discussion, it was agreed to use the first day of October instead of the first day of September which had been proposed in the amendment circulated for the reference point for the election of the Board and the appointment of committees.

It was moved by Mr. Laidlaw, seconded by Mrs. Zimmerman, and unanimously carried, that the amendments to the By-Laws listed to take effect on 17 January, 1968:

By-Laws Nos. 2(a), 7, 8, 11, 12(c) and 18 - that “Annual Meeting” should be amended to read "the first day of October."

By-Law No. 20 - "October" should be amended to read "May."

REPORT OF THE EXECUTIVE COMMITTEE:
The minutes of the 113th meeting of the Executive Committee of the Board of Governors, held on Wednesday, January 3, 1968, were circulated with the Notice of Meeting. The Chairman of the Board reported that the following information had been received and decisions had been taken by the Executive Committee:
New Capital Formula - It was reported that the Minister of Education had informed a meeting of the Committee of Presidents that he was recommending to Cabinet a new capital assistance formula. As a result of this new formula which will be effective from July 1, 1964 to June 30, 1969, the estimated amount required to be raised by the University for its contribution towards capital construction is $4,420,000. Though this is still substantially larger than the $3,000,000 which is the campaign goal, the new formula will permit the University to undertake much more of its proposed capital construction, and since all except residence projects will be treated the same way, it will be possible to construct the necessary students' services building that hitherto had not been possible because of the limitations of the previous formula. It was pointed out, however, that the Government will not be committing a larger amount of money to capital construction at Universities and this will mean that there will be a closer examination of the projects being sent for approval. To provide a rational basis on which to allocate money to the various universities, the Government is undertaking a number of studies to measure utilization of space and the allocation of space at each university. It is the expectation of the Government that when the studies are completed by 1969, they will be able to introduce a formula system of capital assistance based on these objective criteria which will provide the universities with the essential construction to meet their needs.

University Centre Building Fund - It was reported that the Executive Committee had recognized that the amount of money needed to be raised for this specific building under the new formula was not large enough to justify a single campaign for this project alone, and had added the University Food Service Centre building to the University Centre Building Fund, and authorized a joint campaign for these two projects of $250,000.

Report on the Tenders for the Men's Residence Tower and Food Service Facility - It was reported that eight tenders had been received for the project and that the low tender of Thomas Fuller Construction (1958) Limited, had been accepted, subject to receiving formal approval from Central Mortgage and Housing Corporation mortgage on the residence part of that project. The Board questioned how effective the use of quantity surveyors were in the estimations for this project, and the Bursar was instructed to report on this subject at the next meeting.
Clerk of Works for the Administration Building -
The Executive Committee agreed to appoint Mr.
L. A. D. Forget as Clerk of Works for the Administration
Building at an annual cost of $9,775, beginning
December 11, 1967.

International Union of Operating Engineers -
Executive Committee approved the recommended settlement
agreed to by the representatives of the Union and the
University.

Board Meeting Dates - The Executive Committee agreed
to amend the Board Meeting Dates for the next
three months. The new dates are:

Wednesday January 17, 1968
Thursday February 22, 1968
Thursday March 21, 1968

Food Services Contract, St. Patrick's Campus -
The Executive Committee approved a contract with Saga
Food Services on a management fee basis of $700
per month for the operation of food services at
St. Patrick's Campus.

The Minutes of the 109th meeting of the Building Committee were
distributed at the meeting as a Report of that Committee.
Copy of that Report is attached to the original of these
minutes. Mr. Laidlaw led the discussion of this Report.

Bank of Nova Scotia - It was reported that discussions
are now being held concerning the possible permanent location
of the Bank of Nova Scotia on the campus. For the purpose of these
discussions, it has been agreed that the Quadrangle Tunnel
Link could be used and also that it would be possible to provide
an outside doorway to the proposed bank premises.

It has also been agreed that for the purposes of these
discussions it should be indicated to the bank that the
appropriate sign for the outside door would be a sign
painted on the door and that they could use inside
the tunnel a lighted sign over the doorway.

The Board discussed the question of rental, and whether or
not the Bank of Nova Scotia would be the only bank involved in
these negotiations.

It was agreed that negotiations would continue with the
Bank of Nova Scotia and should these negotiations be
unsuccessful, consideration would be given to asking
other banks to negotiate.

The Board agreed that whatever bank was chosen it would
be the only bank on campus.
Geology Building Brief – It was reported that the Building Advisory Committee after a long and detailed examination of the Geology brief had referred it back to the Users Sub-Committee for revision because of the necessity for more recent enrolment projections, and to examine the planning criteria used for the development of space requirements as compared with other universities and other jurisdictions.

Carpeting for the Faculty Lounge – Paterson Hall –
It was reported that the Building Advisory Committee had turned down a request by Dean Farr for carpeting in the Arts Faculty Lounge of Paterson Hall.

The following are recommendations submitted by the Building Committee to the Board for approval:

Gymnasium Extras – It was reported that in the preparation of the equipment budget for the Gymnasium Addition Phase 1, certain items had not been included because adequate provision had not been made in the budget, and that certain items had been overlooked at the time of preparation.

These items were:

1. Divider Curtain for the Gymnasium – Underestimated by $4,000.
2. P. A. and Paging System – $2,500 – This item had not been expected because it had been felt that the present system would have been adequate.
3. Relocation of the Bleachers – Underestimated by $2,880.
4. Painting the Court Boundary Lines on Gymnasium Floor – $1,500 – This item had been removed from the contract due to the fact that the architect had not presented the design until just before the tender had been called, and because the design had not been adequate it was taken out of the contract documents.
5. Installation of Floor Plates for Support of Badminton Standards, Volley Ball Standards and Gymnasium Equipment – $800 – This resulted from an oversight and the item had not been included. It was reported that the reason this was so expensive was a result of the fact that the floor plates would have to be attached to the lower floor slabs.
6. Setting up of Billiard Tables – $400 – This item had not been envisaged at the time of preparation of the budget.
During the discussion of this item at the Building Committee, it had been agreed that all but item 2 were necessary. It was agreed that the expenditures for all of the items except item 2 be approved, subject to the money being allocated from the equipment budget for that project with the postponement of the equipment scheduled to be bought to the next capital project for the Gymnasium.

Capital Control System - In the discussion of the previous item the financial problems created by over-expenditure of capital projects was discussed. It was reported that the Bursar will be presenting to the Board in the near future a method of more exact control for the capital expenditures.

Student Facility Tunnel Junction - It was agreed to approve the expenditure of $600 for a ticket booth to be constructed in a recessed area in the tunnel junction in the Quadrangle Tunnel in the junction of Southam Hall.

Renovations - St. Patrick's College - It was reported that the Building Committee and the Building Advisory Committee struggled with the problem of trying to determine what renovations were practical in view of the fact that a final decision has not been made as to where the final location of St. Patrick's College will be.

The Building Advisory Committee had recommended and the Building Committee concurred that any immediate decisions taken should be taken so that the possibility of retaining the location of the College at the present campus or moving it was left open. In the light of this recommendation, the Building Advisory Committee had asked that the following planning by the University be undertaken:

(1) that renovations for the number of classrooms needed for next year be planned,

(2) that the arrangement of space for the administration of the College be studied,

(3) that the question of providing a large lecture hall be studied,

(4) that the necessary planning be done to provide for the following outside work; removal of the laundry building, installation of the lights behind the main College building, and additional parking area.

The Building Advisory Committee had recommended that the following action be taken:

(a) that up to $1,000 per bed be expended for furnishings for the area for 50 resident student beds in the College Building. The exact location of these beds is to be subject to further discussion by the Users Sub-Committee.
(b) that the acoustic ceilings be provided for the language lab, and it was agreed that if the Sub-Committee found it desirable, they could change the location of the language lab within the College.

(c) that the stair wells and associated work, and the installation of a fire alarm system, illustrated by the plan shown to the Committee by Mr. Whetnham at an estimated cost of $108,530, be approved for the purpose of calling tenders.

The Building Committee agreed to recommendations (b) and (c) but asked the Bursar to have the amount per bed price re-examined and to bring forward proposals on how this expenditure can be financed.

It was agreed that recommendations (b) and (c) of the Building Committee be approved.

Change Orders - It was reported that the cumulative total for Change Orders for a number of small projects was expected to exceed or had exceeded one per cent of the contract price. In accordance with the procedure for approval of Change Orders, these Change Orders had been brought to the Building Advisory Committee and these Committees recommended their approval.

It was agreed to approve the Change Orders listed as Appendix A to these minutes.

Fees for Precinct Studies - It was reported that the Building Advisory Committee had considered the proposed fee schedule for four precinct studies by Murray and Murray and that they had recommended and the Building Committee had concurred with the following arrangements:

(a) Science Engineering Library Precinct Study - It is estimated that the total cost of this precinct study will be $14,860 and the Committees have recommended the approval of this expenditure.

(b) Arts 1 Precinct Study - It was reported that before the precinct study can begin it is necessary to provide the planners with the elevations in the precinct.

The consulting engineers have estimated that they could do this, and that the maximum cost would be $5,000.

Murray and Murray have estimated that the cost of the precinct study in addition to the survey will be $12,000.

The area included in the study will be the western end of the campus from the front of the Science Building to the end of Parking Lot #1, and it was recommended that these expenditures be approved.
(c) Maintenance Building and Parking Lots Precinct Study - The estimated cost of this project is $10,000. The Building Advisory Committee recommended that before the major part of this study is undertaken that an economic feasibility study be made of the proposed construction of parking garages over the railway tracks and that the planners report back at the end of this feasibility study before proceeding with the rest of the study. It is estimated that the feasibility study would cost not more than $3,000.

The Building Committee concurred with the recommendation for the economic feasibility study.

(d) Dow's Lake Precinct Study - It is estimated that this will cost $10,000. It was recommended that this work should be done up to $5,000 and at this point the planners are to report back on the progress of work before further authorization of expenditure. This recommendation was made because the study is needed for the presentation to NCC and it is not known yet exactly how much information is necessary for the purposes of presenting a proposal to the NCC.

It was agreed to approve the recommendation of the Building Committee concerning the fees outlined above for the precinct studies.

Interior Designers - It was reported that Murray and Murray had recommended that a complete Interior Design Service be retained for the purchase and supervision of the installation of furniture in the Administration Building.

The Building Advisory Committee recommended that the University should try this service for selective areas within the Administration Building, such as the President's office, Board and Senate chamber, and the associated lounges.

It was reported that at the Building Committee that strong support had been given to this proposal and that they had recommended that it should be used for the whole Administration Building.

It was agreed to use an Interior Design Service for the furnishing of the Administration Building.

Selective Tendering Procedure for Roads Project 1968 - It was reported that as a result of a letter from Mr. L. J. Marshall, Vice-President of DeLeuw Cather and because of the problems that have resulted from the present contract for Roads Project 1967 that the Building Advisory Committee and the Building Committee had recommended the use of prequalification for the tendering of the Roads Project 1968.

The question was raised at the Board whether the consulting engineers had neglected their responsibility of their present contract in regard to the awarding of the contract to Base Line Construction. It was reported that at the time of the award the University and the consulting engineers had some reservations about awarding the contract to Base Line Construction but that it did
not have sufficient concrete information to take the action necessary of awarding the contract to the second highest bidder whose bid was some $25,000 higher than Base Line Construction.

It was reported that this recommendation was for a specific project and that the general principle involved will be discussed at a future Building Committee meeting when the Chairman of the Board and the Chairman of the Building Committee are present.

It was agreed to use the selective tendering procedure for Roads Project 1968.

Mr. Venables, the Chairman of the Development Committee, led the discussion of this report. He reported that Phase III of the Campaign is still in its early infancy, but that the University had now received $67,722, making the campaign total of $2,276,814.

It is expected that February and March will be extremely active months and the Chairman expressed the hope of having some more encouraging news to report at the next meeting.

He reported that the Friends of Carleton Campaign had received 218 gifts totalling $6,923, an increase over last year’s receipts of $5,085, and that further gifts were expected in February and March. It was reported that the School of Architecture Founding Fund had now received 48 gifts totalling $5,726 and that it was expected that further gifts would be made by the time the Campaign ended in September.

It was reported that Mr. Grant McCarthy, Chairman of the University Centre Building Fund had heartily endorsed the decision of the Executive Committee to include the cost of the University Centre Food Service Facility in the University Centre Building Fund, and that the goal for this Campaign would be $253,924.

The Chairman reported that the Development Committee was very pleased about the high quality of volunteers that Mr. McCarthy has recruited for this Campaign, and that they will begin active canvassing at the end of February.

Mr. Laidlaw, Chairman of the Associates, tabled a list of suggested new members for the Associates. In the discussion that followed, Mr. Claude Edwards and Mr. Bill Dodge were added to the names on the list. It was agreed that the persons named on the list would be canvassed by the Chairman of the Associates to see if they wish to accept membership as an Associate of Carleton.

(A copy of the list of names is attached as Appendix B to these minutes).
REPORT OF THE BEQUEST COMMITTEE:

Mr. Lawrence, Chairman of the Committee, made the report. He reported that information on Carleton's Bequest programme has been distributed to the following number within the various categories canvassed:

- Lawyers in Ottawa: 102
- Lawyers in the Ottawa Valley: 41
- Trust Company Officials: 28
- Bankers: 45
- Estate Planners and Insurance Companies: 29
- Chartered Accountants: 45

He indicated that within several of these groups, members of the Committee had followed up the distribution of information with personal visits to these individuals, and that there will be a continuing flow of information which will be sent to them from time to time.

He reported that the Committee was studying the implications of a possible deferred Giving Programme and once the members of the Committee had decided upon the appropriate programme that it would be brought to the Board for its consideration.

COMMITTEE OF PRESIDENTS:

The President reported that the Committee of Presidents has met with the Committee of University Affairs for the purpose of discussion as to the value of the operating unit for next year. Due to the problem of financing faced by the Government, it appears that the Government had been considering an increase of 7 - 10 per cent on the value of the unit over last year, and he indicated that the research people from the Committee of Presidents had been able to demonstrate the need for a greater increase to the Committee of University Affairs. He indicated that other universities were feeling the pinch from the level of assistance now proposed, and unless greater assistance was received it would be difficult to improve the faculty-student ratio, the library facilities and the required support staff. He indicated that these have suffered in the past because funds have had to be used to maintain a level of faculty salaries which were competitive.

RECRUITING:

The President reported that the levels of salaries for the various ranks at Carleton were less than most of the other Ontario universities and that these would provide difficulty in the recruitment of staff and the retention of the faculty now at the University.

He reported that Professor Porter will be leaving the University for the University of Toronto, and though the University had offered to match the salary offered by the University of Toronto, Professor Porter had felt that after 18 years at Carleton, it was necessary for him to move to another university. He reported that two junior
members of the faculty were also going to the University of Toronto because of better offers from that institution, and that three junior people from Political Science were going to McGill because they had been offered higher rank.

In the discussion that followed it was suggested that the universities were generating the competition and that they were now establishing the market, not only from the point of view of salary, but with condition of works, such as the eight month work period in the year, and the opportunity to do outside work, and these factors were providing the University with a more competitive position vis a vis government and industry.

The President reported that it is very difficult to compete for the senior staff necessary to meet the requirements of the graduate programme, and as an example he indicated that the Committee evaluating the request for the Ph.D programme in Economics had suggested that the University needed two additional Ph.Ds on a senior level for Economics before undertaking this programme.

It was suggested that in view of the cut backs by the United States Government in support of research to universities and for some scientific programmes that people in the sciences would be much more readily available. However, it was recognised that for the time being the market for senior people in the Social Sciences would be very tight.

It was suggested that rather than give general increases to the various classifications of faculty within the University, it would be more appropriate to bargain with individuals on a competitive basis. The President indicated that it would be very difficult to retain or recruit staff unless the levels of faculty salaries within the University improved.

The President reported that 3½ days have been spent by Senate in discussing the problems of University Government. It was reported that these discussions have been running concurrently with the discussions by the Board Committee, and that the general conclusions of each Committee seem to be in general agreement with each other.

The President reported that the Committee of Presidents had considered the proposal on the Smith Committee on Taxation that exemption of property taxation for universities terminate, and that the Provincial grants be made to municipalities on behalf of approved institutions of higher learning in lieu of tax exemption, on the condition that the Province would provide the necessary funds for the purposes of grants in lieu. The Committee of Presidents communicated its approval of this proposal to the Minister of University Affairs, and indicated that the presidents would undertake to obtain the concurrence of the respective Boards of Governors.

The Department of University Affairs in reply to this communication reported they are studying this proposal but that some difficulties arise out of the amount of money required, and the ramifications as it relates to denominational institutions, but they expect to make constructive proposals to the Provincial Treasurers in the future.
MUNICIPAL TAXATION OF UNIVERSITY PROPERTY (Continued):

It was agreed that the President communicate to the Committee of University Affairs the concurrence of the Board for the proposed arrangement.

OPERATING EXPENSES:

The statements of Income and Expenses for the Rideau River Campus and the St. Patrick’s Campus were circulated at the meeting. The President reported that the estimated income for the year was somewhat smaller than had been anticipated in the budget but that expenses were also expected to be reduced. At present it is estimated that the Rideau River Campus will have a small deficit and that there will be a small surplus at St. Patrick’s Campus.

APPOINTMENTS, LEAVES, ETC:

On the recommendation of the President it was agreed that the following be approved:

ACADEMIC APPOINTMENTS

Effective July 1, 1968

Dr. A. R. Boothroyd, Professor Engineering $19,000 p.a. plus 1,600 travel
Dr. John Harp, Professor of Sociology $17,000 p.a. plus 800 travel
Marilyn J. Barber, Assistant Professor of History $9,500 p.a. or floor of rank
R. Carter Elwood, Assistant Professor of History plus 100 travel
Barbara Carman Garner, Assistant Professor of English $11,300 p.a. plus 800 travel
Ronald L. Nettler, Assistant Professor of Religion $10,200 p.a.
Dr. J. S. Riordon, Assistant Professor of Engineering $9,500 p.a. plus 300 travel
Dr. J. S. Riordon, Assistant Professor of Engineering $11,400 p.a.

Administrative Appointment

Effective January 29, 1968

Caroline Morris Midgley, Publications Officer $7,500 p.a.

Promotion

Effective December 1, 1967

Mrs. M. Armour, Periodicals Librarian $7,200 p.a.

Resignations

Effective November 30, 1967

Mrs. Judith E. Grove, Data Processing Analyst

Effective November 15, 1967

N. Y. Boucher, Programmer Analyst
The Bursar reported that a lease had been signed by the University with the Agricultural Economics Research Council for their new quarters in the Loeb Building as directed by the Board at their 186th meeting on the 14 June, 1967.

It was reported that the University had issued a debenture of $400,000 on December 15, 1967, following the receipt of the capital advance for this amount on December 20, 1967.

Authority was given by the Board at its 189th meeting on September 26, 1967, to issue debentures totalling $5,000,000 in the sixth month period ending March 31, 1968.

The Bursar reported that the Federal Government has publicly announced the approval of the mortgage for the Residence part of the building, amounting to $2,671,200.

He also reported that the Architectural Services Officer of the Department of University Affairs has recommended approval for the total project to the Minister but that the documents have not yet been received from the Minister’s Office. He reported that the bids for the project were valid up to the 19th January, and because there may be some delay in receiving the formal approval from the Minister, he asked permission to inform the lower bidder, Thomas Fuller Construction Company, to proceed with construction. It was reported that this procedure had been used for previous contracts.

It was agreed that Thomas Fuller Construction Company should proceed with the construction of this project.

On the recommendation of the Bursar it was agreed that the list of Staff Changes, attached as Appendix C, which had been circulated with the Notice of Meeting, be approved.

The Bursar reported that it was his intention to present a less detailed report for the operating statements in the future, but the new form would highlight the significant developments and any departures from the budget and amounts approved by the Board.

The meeting terminated at 2:30 p.m.

D. C. McEown,  D. A. Golden,  
Secretary.  Chairman.