

Item: Senate Minutes, October 2005
Call Number: Senate fonds, UA-5

Additional Notes:

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DALHOUSIE UNIVERSITY

Approved **MINUTES**

OF

SENATE MEETING

SENATE met in regular session on Monday, 24 October 2005 at 4:00 p.m. in University Hall, Macdonald Building.

Present with Mr. Mo El-Hawary in the chair were the following:

Barker, Beazley, Binkley, Bond, Camfield, Caron, Cercone, Chowdhury, Cleave, Cochrane, Cook, Coughlan, Dawson, Dunphy (Recording Secretary), Edelstein, Finbow, Fraser, Geldenhuys, Johnson, Jordon, Kwak, Lane, Leon, Maes, McNeil, Murphy, Oppong, Pegg, Rosson, Saunders, Scrimger, Scully, Shelkovyy, Slonim, Smith B., Smith K., Stroink, Sullivan, Swanston, Taylor, Thornhill, Traves, Urbanowski, Wien, Wright, Zuck.

Regrets: Ben-Abdallah, Butler, DasGupta, El-Masry, Klein, Livingston, McMullen, Phillips, Plug, Salmon, Schroeder, Stone, Wallace, Webster, Whyte, Yeung.

Absent: Breckenridge, Gray, Hicks, Horackova, Hubert, Morgunov, Pelzer, Precious, Rutherford, Wanzel.

Invitees: J. Armson, I. Flint, K. Kierans, L. Makrides, A. Power, M. Satish, R. Stubbart

The Chair of Senate welcomed two new Senators elected by the Faculty of Science: Ms. Patricia Lane, Biology, and Mr. Lawrence Plug, Earth Sciences.

2005:083

Adoption of Agenda

The agenda was **ADOPTED** as circulated.

2005:084

Draft Minutes of the Previous Meeting

i) Approval

The minutes of the meeting of September 26, 2005 were **ADOPTED** as circulated.

ii) Matters Arising

There were no matters arising from the September 26, 2005 minutes.

2005:085

Senate Committee on Inquiry

Mr. Coughlan, Senate Committee of Inquiry member, noted that the October 14, 2005 memo from Ms. Beazley, Chair of the Senate Committee of Inquiry, was self-explanatory and that he, Ms. Thornhill, and Mr. Pegg, fellow Senate Committee of Inquiry members present, would be pleased to answer any questions in regard to the withdrawal of Dr. Horne's grievance filed with the Secretary of Senate.

Mr. Fraser **MOVED**, seconded by Mr. Scully:

THAT, in regard to the grievance of Dr. Gabrielle Horne set out in her letter to the Secretary of the Senate, dated May 31, 2005, the Special Committee of Inquiry is hereby discharged of their duty as the grievance has been withdrawn effective October 5, 2005.

Mr. Stroink inquired if, based on his understanding, the grievance was withdrawn because the matter was settled prior to the commencement of the hearing and if the Committee's Report should include the settlement attained. Mr. Coughlan explained that the Committee was made aware of the withdrawal at noon the day before the hearing was to commence. The only explanation provided was that the parties had settled. No explanation of the settlement was provided.

The motion was **CARRIED**.

2005:086

Senate Academic Priorities and Budget Committee

- a) Proposed Name Change in the School of Journalism: Minor in Journalism to Minor in Journalism Studies

Ms. Kim Kierans, Director of the School of Journalism, University of King's College, presented the name change proposal. The intent of the program is to support the major course of study already at Dalhousie University and the existing name perhaps gives students the impression that they have enough credits and skill to become working journalists. The intent in the name change is to clarify the intent of the program.

On behalf of the Senate Academic Priorities and Budget Committee, Mr. El-Hawary **MOVED**:

THAT the Senate approve the change in name of the Minor in Journalism to Minor in Journalism Studies.

Mr. Cercone questioned if Dalhousie University should change all the names of minors based on the same rationale as the Journalism Studies programme proposed name change. Ms. Kierans explained that the change should only apply to the Journalism Studies programme as it has specialized skills that are offered to graduate students.

The motion was **CARRIED**.

b) Proposed change in designation of the degree MSc (Physiotherapy)

Mr. Jan Kwak, Dean, Faculty of Graduate Studies, and Ms. Lydia Makrides, Director of the School of Physiotherapy, Faculty of Health Professions were present to answer questions related to the name change proposal. It was noted that Senate had previously approved the academic component of the modified program proposal Master of Science (Physiotherapy) (entry to practice) on July 11, 2005.

On behalf of the Senate Academic Priorities and Budget Committee, Mr. El-Hawary **MOVED**:

THAT the Senate approve the change in designation of the degree Master of Science (Physiotherapy) to Master of Science (Rehabilitation Research—Physiotherapy).

The motion was **CARRIED**.

c) Proposed Changes in Designation of the Degree MSc. (Human Communication

Mr. Jan Kwak, Dean, Faculty of Graduate Studies, and Ms. Joy Armson, Director, School of Human Communication Disorders, Faculty of Health Professions were present to answer questions related to the name change proposal.

On behalf of the Senate Academic Priorities and Budget Committee, Mr. El-Hawary **MOVED**:

THAT the Senate approve the changes in designation of the current degree Master of Science (Human Communication Disorders) to:

- **Master of Science (Human Communication Disorders) or MSc (HCD) to be awarded to students completing the thesis program in either Audiology or Speech-Language Pathology;**
- **Master of Science (Audiology) or MSc (Aud) to be awarded to students completing the project-based stream in Audiology; and**
- **Master of Science (Speech-Language Pathology) or MSc (SLP) to be awarded to students completing the project-based stream in Speech-Language Pathology.**

The motion was **CARRIED**.

d) Proposed Master of Business Administration and Master of Engineering (combined)

Mr. Jan Kwak, Dean, Faculty of Graduate Studies, Mr. Ron Stubbert, Faculty of Management, and Mr. Mysore Satish, Faculty of Engineering, were present to answer questions related to the new program proposal. Mr. Satish commented that the Faculty of Engineering and Faculty of Management have been in negotiation for over two years to come up with a combined degree for Master of Business Administration and Master of Engineering. Extensive consultation has been conducted with universities in Canada and in particular Atlantic Canada. There is a natural need for this programme due to the synergies between the two faculties and is a natural evolution that Master of Engineering students want to obtain a Master of Business Administration degree and the combining of the degree will expedite the process. There is a great deal of demand in both faculties. Mr. Satish was thanked for his comments.

On behalf of the Senate Academic Priorities and Budget Committee, Mr. El-Hawary **MOVED**:

THAT the Senate approve the proposed Master of Business Administration and Master of Engineering (combined) program.

The motion was **CARRIED**.

2005:087

Agreement between Dalhousie University and the Nova Scotia Agricultural College

Mr. El-Hawary noted that the current five-year agreement between Dalhousie University and the Nova Scotia Agricultural College expired at the end of June 2005. Since discussions were underway which might lead to significant changes to the agreement, Mr. Scully has recommended that the current agreement be extended for one year to allow for a careful review of the existing agreement and to allow time for the current discussions to be concluded.

On behalf of the Senate Academic Priorities and Budget Committee, Mr. El-Hawary **MOVED**:

THAT Senate extend the existing Agreement between Dalhousie University and the Nova Scotia Agricultural College for one year to the end of June 2006.

The motion was **CARRIED**.

2005:088

Senate Steering Committee – Nominations to Senate Nominating Committee

On behalf of the Senate Steering Committee, Mr. El-Hawary **MOVED**:

THAT

- Ronalda Murphy, Faculty of Law - October 2005 to August 31, 2008**
 - David Hansen, Engineering - October 2005 to August 31, 2008**
 - John O'Brien, Arts and Social Sciences - October 2005 to August 31, 2008**
 - Richard Kroeker, Architecture and Planning - October 2005 to August 31, 2006**
- be appointed to the Senate Nominating Committee.**

Following the requisite three calls for further nominations, the nominees were declared elected.

2005:089

Senate Committee on the Environment 2004-2005 Annual Report

Ms. Zoe Caron, Interim Chair, Senate Committee on the Environment (SCE), presented the 2004-2005 Annual Report of the SCE. The highlights of the report included:

- ▶Maintained cooperative working relationship with Dalhousie Environmental Educators, Practitioners, and Researchers Network (DEEP-R);
- ▶Organized the first Environmental Research Symposium;
- ▶Worked on environmental awareness issues; and
- ▶Created the Annual Senate Environmental Award.

The Senate Committee on the Environment 2004-2005 Annual Report was received by Senate.

2005:090

Senate Academic Appeals Committee 2004-2005 Annual Report

Mr. Ian Flint, Chair, Senate Academic Appeals Committee (SAAC), presented the 2004-2005 Annual Report of the SAAC and was available for questions. Mr. El-Hawary noted that the SAAC have been working diligently with a number of appeals.

The Senate Academic Appeals Committee 2004-2005 Annual Report was received by Senate.

2005:091

Dalhousie University October 2005 Graduands List

Mr. Scully **MOVED**, seconded by Ms. Binkley:

THAT Senate affirm the awarding of degrees and diplomas to the candidates previously approved by the Vice Chair of Senate on behalf of the Senate, and the Registrar of Dalhousie University, in consultation with the Provost of the College of Arts and Science and the Deans, and as identified in the October 6, 2005 correspondence to the Secretary of Senate.

The motion was **CARRIED**.

2005:092

Chair's Report

Mr. El-Hawary announced that the Health Law Institute Annual Report for 2004-2005 was been received in the Senate Office and is available for review in the Senate Office; on September 30, 2005 Mr. El-Hawary received a letter indicating that the Master of Planning Studies Program was been approved by the Maritime Provinces Higher Education Council, MPHEC; and on behalf of the Officers of Senate he would like to thank everyone for attending the 2005 Fall Senate Reception on September 26, 2005.

2005:093

Report/Presentation by the President

Mr. Traves circulated a report entitled President's Strategic Focus: A Statistical Progress Report (October 2005) located at http://senioradministration.dal.ca/files/Strategic_Focus_Statistical_Report_October-2005.pdf. The Report provides a lot of information about our ongoing performance over time in comparison, wherever possible, to national or regional outcomes of other institutions. This is a project that is anticipated to continue and felt to be a useful tool in gauging our standing relative to comparable institutions in the country. Such information gives us a useful perspective on 'how we are doing'. Wherever possible the focus has been on outcome measures. Typically in the university we focus on input measures but the Board and the university community should be focused on output measures. The President's Strategic Focus: A Statistical Progress Report (October 2005) aims to find measures where they are available and where there are national comparisons. Over time some of the categories will change slightly as we become more sophisticated in our approach to this project. It is a useful way for Dalhousie University to measure ongoing progress.

Mr. Traves' presentation today is focused on the current challenges before Dalhousie University. The presentation is entitled President's Strategic Focus: Presentation to Senate (October 24, 2005) and can be found at:
http://senioradministration.dal.ca/files/Strategic_Focus-Presentation_to_Senate,_October_2005.pdf

The focus is not only on providing an excellent education but providing an excellent learning environment, research strengths, broad program choices and successful career development. There is also a focus on a particular enrolment target which Dalhousie University has set a number of years ago and has been moving steadily toward until this year. There are three areas of focus: enrolment management; reputation management; and (both of which are in support of) financial stability. 2005/06 has seen enrolment expectations decrease, in particular for first year students, which has continuing implications for Dalhousie University as the enrolment numbers progress through the system. The two largest regions that decreased were Nova Scotia students by 8.5% and International students by 23%. Every faculty was affected by the decrease in enrolment. Mr. Scully will report to Senate specifically on enrolment in a later presentation.

Reputation management is an important component for Dalhousie University and additional advertising and promotion will assist the enrolment initiative within the university. Corporate Research Associates, CRA, conducted a research study in the spring of 2005 of Atlantic Canadian students. Dalhousie University does well in Atlantic Canada and is considered to have the best reputation. However, Dalhousie University is outranked by other institutions; in particular within New Brunswick and Newfoundland. A second study was conducted by a company in Ontario, Academica Research Group, who survey students who apply to Ontario universities with a variety of reputation questions. Dalhousie University has a presence in the Ontario market but do not have a high profile in a few key Ontario areas: Ontario males; applicants from central or southwestern Ontario; new Canadians; and visible minorities. These data will help us to be focused on our strategy to become more effective in each of these areas. When reviewing reputation by area we see that applicants in Metro Toronto and the Greater Toronto area have a substantially lower reputation opinion of Dalhousie University. These are now two key target areas for us to focus on. The number one tool for recruitment is our website however it will be important for Dalhousie University to use a layered approach to connect with students utilizing each recruitment tool. The Academica Research Group survey has also shown that program prestige, good jobs for grads, and a high admission average are the three highest factors that impact upon reputation.

Earlier this year Mr. Traves sent around a note indicating the current financial challenges for Dalhousie University: increased university pension contributions; rising energy costs; and lost tuition caused by the enrolment drop. The total impact of these financial challenges is a \$4 million shortfall for the 2005-06 budget. Mr. Traves indicated that he would be pleased to arrange for a more detailed additional presentation to Senators specifically addressing the increased university pension contributions. The actions the university is taking to meet the financial shortfall are: utilizing budget surplus funds and the contingency fund; canceling or deferring items/projects; 1% in year budget reduction for unit operating budgets (excluding student assistance and library collections); and establishing a Board of Governors Long-Term Financial Planning Committee.

Mr. Traves wanted to remind Senators that Dalhousie University is a debt free university and is in a very strong position as it relates to research activities, has made a large number of faculty and administrative appointments, and spent a lot of money on campus renewal.

Mr. El-Hawary thanked Mr. Traves for a wonderful presentation and opened the floor to questions. Mr. El-Hawary also thanked the Senate Committee of Inquiry for a job well done. Mr. Coughlan asked if Dalhousie University had any information as a comparison in relation to our drop in 1st year enrolment and what is happening in other universities in Atlantic Canada and across Canada. Mr.

Traves spoke to the Atlantic Canadian figures and will present figures for the rest of Canada at a later date. 2005-06 Nova Scotia enrolment decreased by 1.7% (Dalhousie University's enrolment was down by 2%) and most other Nova Scotia universities had similar decreases. A few of the universities had a modest increase. In New Brunswick enrolments were flat and in Prince Edward Island enrolments were down by 5.5% and in Newfoundland enrolments were also flat. Over time it is anticipated that there will be a decrease in enrolment overall due to the demographics of the population. The Nova Scotia cohorts, over the next decade, are expected to decline by over 20%. 50% of Dalhousie University enrolment comes from outside of Nova Scotia and 35% from outside Atlantic Canada which means that we are in a good position to increase enrolment from other locations.

Ms. Lane asked what would be the cost of adding a student to the university and what would be our net improvement vs. our gross. Mr. Traves explained that in any other environment this would be a totally appropriate approach however in the university environment this is very difficult to calculate as we do not have a costing on a per student basis (there are economies of scale). Also, we often have our budget estimates in place well before we have our enrolment numbers confirmed. Therefore, if we have significantly fewer students enrolled then we have no ability to significantly cut back on our activities to absorb the decrease in revenue. We are almost always running at least one year behind our cost scenario. Our fundamental enrolment/budget plan has gone on the basic assumption that it would cost us less than the revenue to secure growth. If we added students we would secure a certain revenue level and it would cost us less to sustain that then the money we were going to receive and that would give us a surplus which we could allocate to a host of activities throughout the university. We also must be mindful to re-align resources to facilitate better use of resources. The university needs to take, over the next decade, a hard look at where we spend our money and where we get our money.

Mr. Shelkovyy asked two questions. (1) What would Mr. Traves' opinion be on the main priorities for recruitment for international students on a short and long term perspective and (2) could universities expect some provincial government support in a long term perspective? International students are an important source of revenue for the university as well as a social and intellectual diversity on campus. Mr. Traves stated it is important to maintain our focus on increasing international enrolments. For the first time in several years international enrolment has decreased and he would like to see an increase in the numbers and the proportion of international students and personally would like to see the percentage to rise to 10% of students on campus. A significant question that rises from this is what is the best recruitment process for international students to Dalhousie University? The costs involved in sending recruiters to international locations are phenomenal compared to the potential revenues. We need to focus on a limited number of international markets and do so in a more effective and sophisticated manner. One initiative is to encourage our international students who are here to act as ambassadors for the university and potentially to act as recruiters for us. With respect to Nova Scotia government funding we have a 5.6% increase in provincial government funding to the university. This is the first part of a 3 year installment plan to control tuition increases over the next couple of years. Mr. Traves does not expect to see any significant additional investments from the Nova Scotia government other than the anticipated additional 5% increases over the next two years. It is anticipated that in 2006 discussions will commence based on the completion of the present Memorandum of Understanding agreement.

Mr. Slonim suggested that the colors for Mr. Traves' visual PowerPoint presentation could be more collaborated. Mr. Slonim asked what impact the Community College's enrolment has had on the enrolment of the university; specifically in this region. Mr. Traves noted that the provincial government has invested substantially in the community college system. This was a welcome investment as Nova Scotia has had one of the greatest one of need with regard to community college systems. We need to explore this issue further to get a better understanding of who the students are

that go to the community college and are they potentially university students that we are losing and if so what are we going to do in terms of our recruitment efforts, or are they students that would not have gone to university in any event. We also need to focus on facilitating the transfer of students from other educational institutions to Dalhousie University. Over the last 10 years Mr. Traves has had at least 10 meetings with the President of the Nova Scotia Community College to discuss this situation but unfortunately they have not been very many programs where we could apply this philosophy. As the community college program mix develops then perhaps there will be a greater opportunity for transferability.

Another area for us to concentrate on is the transferability of students from other universities to Dalhousie University. We do have some structured agreements (i.e. Faculty of Engineering) with other universities and we have not been paying too much attention to this facet, but now we will take some concerted actions in this area. This helps to demonstrate that our enrolment issue will not be solved through action in one area but rather it will take a multi-faceted approach.

Mr. Slonim asked whether life-long learning has come under the radar. Mr. Traves responded that a number of faculties have branched out to those who are working and looking for additional accreditation or education. The one striking feature for this market is that we, and other universities across Canada, have seen a marked steady decline in enrolment in this sector however this is a good area to review and we should be doing more, and we will be adding this to our portfolio of enrolment initiatives.

Ms. Lane asked if we know what we maybe doing right in regard to recruitment of female students in Ontario. Mr. Scully commented that typically the students that we recruit from Ontario take an Arts programme which, based on overall Arts enrolment, are typically female. The number of high school students enrolled in the first year of the Faculty of Arts & Social Sciences in 2005-06 is 257 and there are 10 in Engineering.

Ms. Jen Bond noted that in 2001-02 there was a large increase in international students and now we seem to be on a steady decline. Is there some way to reverse this trend? Mr. Traves noted that this is a complicated issue and to be careful not to jump to misleading conclusions. Cause and effect could lead one to believe that the increase in the differential fee has resulted in the decrease of international students, however, there are two problems with this inference. 1. The fees have been steadily increasing over the years and the enrolment of international students in the past few years actually saw increases. The last increase in the differential fee could possibly have been “the straw that broke the camels back” but there are other pieces of evidence that run contrary to this conclusion. 2. Countries that have typically sent large numbers of students abroad (i.e. China) are now experiencing a huge increase in post secondary education within their own country. These governments are now reoriented to keep students at home vs. sending them abroad to study.

Clearly, it has become increasingly important for all the members of the university to focus on reputation and enrolment management. We must also invest more money into these two areas in order to ensure that we continue to grow. This investment will be repaid by a return to growing enrolments.

Mr. El-Hawary asked Mr. Traves if at some point in the future a reputation management presentation could be made to Senate. Mr. Shelkovyy also asked if some information about the Lester Pearson Institute could be included, as they play a very important role in reputation management. The focus would be on the international projects undertaken by the institute and how we can better share ideas. Mr. Traves offered to have someone come to a future Senate meeting to do this presentation.

2005:094

Question Period

There were no questions during question period.

2005:095

Other Business

There was no other business.

2005:096

Adjournment

The meeting adjourned at 5:45 p.m.