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Item: Senate Minutes, February 1999

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D A L H O U S I E U N I V E R S I T Y

A P P R O V E D M I N U T E S

O F

S E N A T E M E E T I N G

Senate met in regular session on Monday, 22 February 1999, at 4:00 p.m. in University Hall, Macdonald Building.

Present with Mr. C. Stuttard in the Chair were the following:

Barnes, Belanger, Bell, Bleasdale, Bradfield, Carlson, Chiasson, Clements, Faulkner, Fooladi, Furrow, Galley, Giacomantonio, Girard, Hyndman, Ipson, Kipouros, Lee, Lohmann, MacInnis, Maes, Maloney, McIntyre, Morrissey, Neumann, Pacey, Phillips, C. Powell, H. Powell, Rathwell, Ricketts, Rosson, Ruedy, Russell, Rutherford, Sastri, Scully, Shafai, Shepherd, Slonim, Tindall, Traves, Vohra, White.

Regrets: Abi Daoud, Apostle, Binkley, Bishop, Brett, Coffin, Connolly, Cunningham, Emodi, Guppy, Johnston, Kimmings, McConnell, McNiven, Starnes, Treves, Ugursal, Wainwright, Wallace, Whyte.

99:018.

Adoption of the Agenda

Since the President had no Report, Item #7 was deleted, and the amended Agenda was adopted.

99:019.

Minutes of Previous Meeting

Senators agreed that the Secretary could correct a number of minor errors; the minutes of the meeting of 8 February 1999 were then adopted.

99:020.

Matters Arising

Mr. Stuttard noted that the mailout to Senators had included the Registrar's updated version of the pie charts of total graduate and undergraduate enrolments. He also informed Senators that one of our newest Faculties, the Faculty of Computer Science, had now adopted its Rules and Procedures. These were available in the Senate Office for members to review.

99:021.

Question Period

Mr. Bradfield observed that a year earlier the President had been asked and had agreed to provide written copies of his Reports to Senate; however, during the past twelve months only one written Report had been submitted. Would the President submit written Reports in future? Mr. Traves responded that he had

agreed to such Reports when feasible, and he would continue that commitment. Normally, however, he did not consider typing them up to be an efficient use of his time, particularly given that much of the material in his Reports came across his desk shortly before Senate meetings. Mr. Bradfield also noted that some time ago the President had been asked to provide a written report on the Capital Campaign. When would the President be submitting a report detailing information concerning matters such as the nature and the distribution of the twenty-two endowed Chairs which had been mentioned previously? Mr. Traves had already circulated a written report in response to these questions, but would be happy to provide a further update when the Campaign closed in the near future. He requested that Mr. Bradfield provide him with the specific questions to which he wished answers.

99:022.

Nomination to Search Committee for Associate Vice-President (Research and International Relations)

On behalf of the Senate Steering Committee, Mr. Stuttard moved:

That Senate approve the nomination of Dr. Tom Gill to serve as a member of the Search Committee for Associate Vice-President (Research & International Relations).

The motion was **CARRIED**.

99:023.

SAPBC: Proposed Masters of Electronic Commerce Program

On behalf of SAPBC, Mr. Stuttard presented the motion:

That Senate approve the proposed Master of Electronic Commerce program subject to the following conditions:

- 1. the program be exempt from ERBA, with tuition revenue being distributed as agreed by the participating Faculties, subject to a 5% administrative fee taken from gross revenue;**
- 2. before the program starts, the sum of \$1,500 be transferred to the library for retrospective acquisitions, together with a base budget transfer of \$1,500 for on-going collections costs, to be shared as may be agreed by the participating Deans;**
- 3. an industrial liaison officer be appointed to support the program after the first year;**
- 4. a student representative be added to the Executive Committee governing the program; and**
- 5. the program be reviewed in three years.**

Mr. Ricketts was extremely pleased to be recommending this proposal. This move into a dynamic field represented what could be accomplished when three Faculties collaborated to advance their own interests

and enhance the reputation of Dalhousie internationally. He also thanked SAPBC for the rapid, but thorough consideration given to this program.

The motion was **CARRIED**.

99:024.

Presentation by the Dean of Medicine

Mr. Ruedy took members through a comprehensive report distributed to Senators on the Faculty of Medicine's history and recent record of developments in the areas of research, clinical care, and teaching. Ms. Barnes referred to the third paragraph on page 1 under the heading "Research", which indicated that "[i]n the Medical Research Council of Canada's most recent grants competition, Dalhousie had the highest success rate in the awarding of grants among Canada's 16 medical schools." Did that calculation include the basic science departments? Did it represent grants won by members of the Faculty of Medicine or by the Medical Schools? Mr. Ruedy clarified that the calculation represented predominantly the research emanating from the basic science departments. Forty-one percent was the highest success rate among the Canadian Medical Schools in the last MRC competition. Ms. Barnes also wondered whether \$25 mil in research funding referred to in the previous paragraph came primarily through the basic sciences departments. Mr. Ruedy responded that the largest component of that money now came from the clinical departments, partly through increased contract research.

Mr. Traves congratulated Mr. Ruedy for the Faculty's record of development over the past seven years. This reflected well on all members of the Faculty of Medicine, but Mr. Ruedy had provided exemplary leadership in difficult times. Mr. Traves asked Mr. Ruedy what he perceived to be the major challenges his successor would face in the coming years. Mr. Ruedy highlighted the continuing need to externalize the Faculty into the health care system by working with the private sector and reaching out internationally. Research space was the second major issue confronting the University and the Faculty. Despite the hospitals' success in liberating beds, no research space was being freed up, and the Faculty had no free research space.

Mr. Faulkner asked the Dean to comment on how the quality of research was evaluated in the Faculty of Medicine. Was the correlation between the size of individuals' or groups' grants and the quality of their research sufficiently close that research could be measured by size of grant? Was a \$200,000 grant twice as good as a \$100,000 grant? If the correlation was not that close, how were judgments about tenure and promotion and the quality of a department's work made? Was anything besides the dollar value of a research grant used as an indicator of performance? Mr. Ruedy noted that within the different categories of research the monetary value of grants correlated reasonably well with other indicators of quality used by the Faculty: number of peer reviewed articles in leading journals; number of invitations to international seminars; number of graduate students, post-doctoral fellows, and other students doing research in an individual's laboratory. But members needed to keep in mind when assessing the value of grants that the cost of human clinical trials meant that human research was much more expensive than basic science research. In addition, when comparing research funding across institutions the extent of contractual research as opposed to basic science research needed to be factored in. Finally, in the tenure and promotion process, internal rewards were not valued as highly as rewards received through national and international peer-reviewed competition.

Mr. Slonim understood that part of the money recently designated for health by the federal government

would go towards informatics and other technology-based activities. What would the Medical School be doing to take advantage of this type of funding? Mr. Ruedy believed that over the next three years the Medical Research Council would double its budget, and by the end of that period the level of funding for medical research within Canada would approximate that in the other G7 countries. Hopefully, that could mean that as many as 60% of our grants would be funded. At present, many deemed fundable by the peer-review process simply could not secure funds. The increased funding could only be good news for Dalhousie. Our scientists were competitive and undertaking key initiatives in areas such as cancer research, immunology, transplantation, and neuroscience. The Faculty was excited about advancing in the area of informatics.

In response to a question from Mr. Powell, Mr. Ruedy spoke to the exciting prospect of five new research Chairs for which the Faculty had been working to raise \$10 mil. Those Chairs were in Medicine (generic), Surgery (generic), Alzheimer's, Schizophrenia, and Ophthalmology. Approximately \$7 mil had been pledged to date, and the Dean hoped to announce a competition for these Chairs in June, with plans to fill them by 2000. This was particularly exciting for a Faculty which had never had an endowed research Chair.

Mr. Bradfield wondered whether the three spin-off companies were 100% Dalhousie owned, and if not who held the other shares? Mr. Ruedy explained that varied. Some arrangements had been negotiated with Nu Tech, which owned the greatest proportion of the companies. Faculty members held the major interest in other companies. In the experience of the Faculty, venture capital companies were more interested in having the individual faculty member own the majority interest during the early phase of establishment of a company, and the trend had been for the faculty member to hold approximately 60% and the venture capital company 40%. The Faculty was encouraging faculty members to commercialize their ideas, as a necessary part of establishing and maintaining research scientists' place in the process of commercialization.

On behalf of Mr. Apostle who was unable to attend the meeting, Mr. Stuttard asked whether budgetary constraints had created difficulties for the Faculty of Medicine in the areas of recruitment and retention of faculty and support staff. Mr. Ruedy thought that in general the budgetary constraints of the past years had encouraged some creative and positive financial restructuring. On the basic sciences side, contractual agreements had created difficulty in retaining some faculty members. That had not been a problem on the clinical side, because of the flexibility to provide higher salaries, but the clinical side ran into problems as a result of various regulations. For recruitment and retention the biggest problem was finding jobs for spouses, many of whom had professional careers which required accommodation.

Mr. Stuttard thanked Mr. Ruedy for his presentation.

99:025.

Adjournment

The meeting adjourned at 5:12 p.m.