

Item: Senate Minutes, November 1992

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DALHOUSIE UNIVERSITY

MINUTES

OF

SENATE MEETING

Senate met in regular session on Monday, November 23, 1992 at 4:00 p.m. in the Senate and Board Room.

Present with Mr. K. Dunn in the chair: Angelopoulos, Arklie, Bankier, Barnstead, Belzer, Birdsall, Bradfield, Brett, A. Brown, D.M. Cameron, Carlson, Clarke, Collins, Crowley, M. Doyle, G. Fitzgerald, E. Frick, Gilroy, D.W. Jones, Klassen, L. LeBlanc, Maloney (Secretary), Mason, McIntyre, Nestman, O'Shea, Poel, Pross, Putnam, Ravindra, Richards, Ritchie, Ruggles, B. Sandhu, Schellinck, Schroeder, A.M. Simpson, Sinclair, K. Smith, R.J. Smith, Stairs, Stolzman, Stuttard, Sullivan, J.E. Sutherland, S. Wood.

Invitees: B. Christie

Regrets: Carruthers, H.C. Clark, Clovis, A.D. Cohen, M.M. Cohen, Curri, Elliott, Fingard, Friedrich, J.V. Jones, Kimmins, MacInnis, Makrides, Purdy, Rees, M.H. Tan, Wassersug.

The meeting was called to order at 4:03 p.m.

Mr. Dunn informed the meeting of the fact that President Clark had been hospitalized for an operation and was resting comfortably. The President had asked Mr. Dunn to convey his sincere thanks for all the best wishes for a speedy recovery received from members of staff and faculty.

92:156

Minutes of the Meeting of October 26, 1992

The minutes of the meeting of October 26, 1992 were approved upon motion (R. Carlson/B. Mason).

92:157

Nominations to Senate Committees

After three calls for further nominations, the Chair declared the following individuals elected by acclamation:

Senate Meeting
November 23, 1992

2

Advisory Board for Black Canadian Studies
Andrew Oppong (Business Administration)

Vice-President (Academic & Research) Search Committee
J. Barkow (Faculty of Arts and Social Science)

Senate Academic Planning Committee
I. Oore (Faculty of Arts and Social Science/French)

Senate Library Committee
Choong Foong (Dentistry)

In response to a question from Mr. Smith, Mr. Dunn confirmed that the addition of a FASS representative to the Vice-President (Academic and Research) Search Committee was in response to representations made by individual faculty members from that Faculty, not in response to any representation made by the Faculty itself.

92:158

Nominations to University Tenure Panel

It was moved and seconded (E. Angelopoulos/K. Sullivan)

that, having met with the approval of the President of the Dalhousie Faculty Association and the President of Dalhousie University, Senate approve the following nominations to the University Tenure Panel:

One-Year Term Appointment (1993)
J. Lovas (Dentistry/Oral Biology)
R. Sandhu (Management/Business)

Two-Year Term Appointment (1994)
A. Wainwright (FASS/English)
J. Armour (Medicine/Physiology/Biophysics)
L. W. Mealiea (Management/Business)

Three-Year Term Appointment (1995)

G. Muecke (Science/Earth Sciences)
D. Clairmont (FASS/Sociology and Social Anthropology)
H. W. Cook (Medicine/Paediatics)
W. F. Doolittle (Medicine/Biochemistry)
I. Christie (Law)
D. Jones (Dentistry)
D. Yung (Health Professions/Pharmacy)
F. Cohen (Management/Resource & Environmental Studies)
B. Roald (Education)

The motion was carried.

92:159

First Report of the Budget Advisory Committee

Mr. Dunn indicated that, while the Budget Advisory Committee (BAC) is a Presidential committee, it has written a report which is now public. In light of that he invited the Chair of the BAC to offer comments and answer questions at today's meeting.

Mr. Sinclair introduced the report by drawing attention to Appendix A and Appendix B. He indicated that these two documents emphasize the severity of the financial crisis facing Dalhousie in the next five years and point out several specific examples. He indicated that even after having recommended severe measures for 1993/94, the University still faced a deficit of \$1.85 million. More significant is the anticipated deficit of close to \$8 million in 1994/95 and continuing significant deficits up to 1997/98. He reminded the meeting that these projections were made on the basis of rather optimistic assumptions - given more pessimistic assumptions (for example, less government revenue than expected) the projected deficits could be larger. Furthermore, the BAC had assumed a tuition increase of 10% and there is no certainty about this assumption.

Mr. Carlson indicated that SFPC is required to monitor and comment on such reports as the BAC Report. In this case it is an extremely important report because it defines assumptions for the next budget. He indicated that the SFPC has considered the report and, with respect to the four recommendations (pages 4 & 5) approved the following response at its meeting of November 9, 1992:

Senate Meeting
November 23, 1992

4

"The SFPC recommends endorsement of the four recommendations in BAC's first report as long as this endorsement is coupled with a commitment by Senate, Faculties and their appropriate committees to undertake the long-term planning necessary to keep from repeating such actions in future years."

Mr. Carlson emphasized that, while the measures recommended by BAC were necessary for 1993/94, SFPC felt strongly that they not be repeated in future years.

Mr. Bradfield indicated that the Financial Strategy Committee was not in favour of across-the-board tuition fee increases. In response, Mr. Sinclair said the BAC is considering differential tuition increases in the future. This may also be given consideration for 1993/94.

Mr. Pross indicated the steps recommended by the BAC were not unexpected but are certainly significant and will result in long-term consequences. He said that it will be very important that all parties and constituencies receive the data and information necessary to justify these actions. With regard to decisions on program priorities and program cuts, Mr. Pross emphasized there was a need for fairness and asked if there was any information on SAPC's progress in this area. Mr. Dunn indicated the Academic Review Committee (ARC) is in the process of preparing a report that will include guidelines. This will go to SAPC and then to Senate within the next few months.

Mr. Stuttard referred to the intention to carry out further complement reductions and asked if any units had exercised their right to appeal under Article 25.03 of the Collective Agreement. Mr. Stairs indicated there were no formal appeals.

Mr. Sinclair indicated that the BAC had submitted a second report that contained suggestions about how Dalhousie University could further reduce the existing \$1.85 million deficit for 1993/94. A third report will address the long-term strategy. While these reports eventually become public documents, Mr. Sinclair noted that the BAC considers them confidential until the President has time to review and respond. As a result he said he was not at liberty to reveal the recommendations contained in the second report.

In response to a question from Mr. Bradfield regarding line 4 of Appendix A, Mr. Mason reminded the meeting that revenue from the annual fund is generally designated revenue that goes to units - it is not directed to the general operating budget unless so directed by the donor. He indicated page 6 section (d) of the BAC report offers suggestions about the future management of this issue. Mr. Sinclair emphasized that we should not assume annual fund donations are not presently being used wisely by the units that receive them - in fact, they are put to very good use. Both Ms. Sutherland and Ms. Bankier warned that significant changes to this policy might result in decreased revenue. Ms. Sutherland suggested many donors are willing to give because they can support a particular need. Ms. Bankier said the current system acts as an incentive for volunteers to give freely of their time in fund

raising efforts for particular causes.

In response to a question about the projected 3% increase in government funding, Mr. Sinclair indicated this assumption was based on statements by the Premier that committed increases of 0%, 0% and a maximum of 3% beginning with the 1992/93 fiscal year.

Mr. Pross suggested that, in view of the "full service" nature of Dalhousie's program offerings, the financial problems faced by the University are Nova Scotia and Maritime Region problems as well. In light of this, he asked what the University has done to convince governments of this argument and provide more substantial assistance in resolving the problem. Mr. Stairs indicated that representations are made to governments on every possible occasion. Mr. Stairs agreed with Mr. Pross who suggested program cuts will generate reactions in the external communities, but he said such representations at this time may be futile as the financial restrictions on governments appear to be getting worse.

In commenting on the process of setting academic priorities, Mr. Brett indicated it has been done in the past but the results have been so conflict ridden they were not made public. Mr. Dunn indicated that the Senate-approved document Suggestions on Planning Criteria for Dalhousie's Programs and Priorities - Final Report (approved by Senate February 26, 1990) will be used as a framework by the ARC.

Mr. Bradfield expressed his understanding that there is a 5% holdback on endowment funds to protect against inflation and asked if that could not be reduced in light of much lower inflation rates in the past few years. Mr. Mason said it was not a holdback policy - rather there was an attempt to move to establish a spending limit of 5% of the endowment.

Mr. A. Brown noted that inordinate increases in tuition might have detrimental effects on accessibility, the University's status as a National University and student enrolment. Mr. Sinclair said the BAC recognizes these as potential problems - thus his earlier caution about the tuition fee assumption. He said most Canadian universities are facing similar problems, but the BAC recognizes the danger in allowing fees to get too far out of line.

In response to a further question from Mr. A. Brown, Mr. Sinclair indicated that five-year budget projections such as those found in Appendix B are not generally available from other universities - Dalhousie is an exception in allowing such information to become public.

92:160

Merging of SSHRC and Canada Council (Correspondence)

Senate Meeting
November 23, 1992

6

Mr. Maloney drew attention to a letter received from Ron Duhamel, M. P. who was circulating a petition regarding the merger of SSHRC and the Canada Council. The Chair of Senate had forwarded the letter and petition to the Dean of the Faculty of Arts and Social Science for appropriate action. Mr. Maloney said the petition was available for signature after the meeting.

92:161

Library Hours During Christmas

Mr. Maloney noted receipt of correspondence from Mr. Wm. Birdsall that outlined Christmas hours at the Killam and Kellogg Libraries. That information is available from the Senate Office.

92:162

Notes of Thanks from LL.D. Recipients

Mr. Maloney noted receipt of letters of thanks from Paul Murray and Desmond Conacher, the two honorary degree recipients at Fall Convocation.

92:163

Proposed Certificate in Health Services Administration

Mr. Dunn drew attention to the written proposal distributed at the meeting and indicated that SAPC had given approval to this proposal several months ago pending confirmation of financial accountability for the program from the Dean of the Faculty of Health Professions. Correspondence from Dean McIntyre was received confirming that the Faculty of Health Professions would take responsibility for any losses incurred by the program. This being the case, SAPC and SFPC had reviewed and approved the program for recommendation to Senate.

On behalf of SAPC, it was moved and seconded (K. Dunn/L. McIntyre)

that Senate approve the proposal for a Certificate in
Health Services Administration program.

Mr. Pross tabled three issues. First, he noted that the School of Public Administration offers a Certificate in Public Administration, and while it is a more broad-based program than the one in question, this new program will likely draw students away from Public Administration. Second, Mr. Pross suggested this appears to be the first time in Dalhousie's history that revenue generated from

Senate Meeting
November 23, 1992

7

tuition fees will go directly to a Faculty and asked if this is how the system will operate in the future. Finally, he noted the long list of new classes to be offered and asked how this was to be done without added faculty.

Ms. McIntyre noted that this was viewed as a revenue generating program for which a great deal of demand has been expressed by members of the professional community external to Dalhousie. She indicated the Faculty has had extensive discussions with the Vice-President (Finance and Administration) who agreed to adapt the ERBA system to allow revenue to be directed to the Faculty as long as the Faculty assumed responsibility for losses within its normal operating budget. She noted that the Faculty of Health Professions has advanced funds to the School of Health Services Administration for the development of courses that will be taught by sessional instructors. The use of sessionals rather than the appointment of new full-time faculty is key to funding the program from tuition revenue.

Mr. Carlson noted that under the ERBA policy, each Faculty has a "corridor" that defines allowable enrolment fluctuations (increase or decrease) without having operating budgets affected. Under a recent revision to that policy,-----In the case of this new program, tuition funds would be retained by the Faculty for a period of four years. At the end of this period, the Faculty would either cover the losses or retain the increase over costs and then revert to the normal ERBA "corridor" limits on enrolment fluctuation. Finally, Mr. Carlson noted that the proposal also includes a 35% overhead figure from tuition fees that goes to the University.

Mr. Pross asked if we were moving toward a system of funded and unfunded programs and asked whether this proposal was going to be sent to MPHEC. Mr. Stairs indicated that if approved by Senate and subsequently by the Board of Governors, it would then be sent to MPHEC.

In reply to a question from Mr. Jones, Mr. Dunn said this certificate program was not a graduate program and had no implications for the funding of graduate students.

In response to a query from Mr. Stuttard, Mr. Nestman said the Space Planning Office confirmed that requirements for classroom space could be accommodated with that which currently exists.

Mr. Nestman indicated that six professional associations in Nova Scotia support the proposal. He said his concern is not being able to fill the demand. In fact, because we have not met the need to date, one association has considered asking an American University to offer its program in Nova Scotia.

In response to questions from Ms. Ritchie, Mr. Nestman said enrolment limits remain as noted in the proposal and courses will be open to students from other programs if enrolment limits permit.

Mr. Carlson reminded the meeting that there is an active Ad Hoc Committee on Certificate and

Senate Meeting
November 23, 1992

8

Diploma programs. Approval to proceed from this committee was given on the understanding that the names of this and other similar programs (i.e. "Certificate") might need to be changed when the Committee finishes its deliberations.

Ms. Ritchie received confirmation from Mr. Nestman that the courses offered in this program were credit courses.

Mr. Hubert expressed concern about the financial arrangements and worried that in four years time it may be too late to withdraw the program if costs became much higher than revenue. He also expressed concern that, because the courses were credit courses, there would be a temptation to change the program to a graduate program. Mr. Nestman assured the meeting this was not the case as a masters program in this area already exists.

Mr. Jones asked if this program represents a duplication of the Certificate in Public Administration program. Mr. Pross replied that the fact the Certificate in Health Services Administration program might attract some of the Public Administration students does not mean it should not be offered - it is designed to fill a particular need in that particular field of study.

Mr. Bradfield asked if revenue generation projections and subsequent budgeting include pro-rating of shared courses. Mr. Nestman confirmed the arrangement for 35% overhead for the University as well as ERBA adjustments.

In response to a question from Mr. Stuttard, Ms. McIntyre confirmed the financial agreements did make provisions for an early review of the program.

The motion was carried with two negative votes.

92:164

Report of the President

In view of the President's hospitalization, there was no report from him.

92:165

Question Period

Mr. B. Clarke referred to the last report of the President and asked about the status of the framework

Senate Meeting
November 23, 1992

9

paper being prepared by J. Halliwell and the Nova Scotia Council of Higher Education. Mr. Stairs indicated that there was nothing to report and it is a matter of waiting until the Council's paper is released. He also reported that he had met with the Deans of Dalhousie's undergraduate Faculties to discuss the transfer of credit issue. He indicated he and the Deans had agreed to support the proposal from the Nova Scotia Council of Higher Education with a number of qualifications that refer to special circumstances. He will be reporting this to a meeting of Nova Scotia Academic Vice-Presidents in the near future.

Mr. Bradfield returned to his question tabled at the October 21, 1992 meeting of Senate in which he asked about the number of current faculty members who had returned from non-bargaining unit administrative positions who were receiving administrative stipends in the last 3 years. He indicated the answer provided previously did not provide appropriate information. Mr. Stairs replied that the Collective Agreement specifies clearly the amount of administrative stipends retained based on the number of years service in the administrative position.

Mr. Bradfield asked for information on the total expenditures on the MacDonald Library renovations for administrative offices. He also asked for confirmation of the revenue in support of the renovations. Mr. Mason indicated there was an expenditure of \$1 million as budgeted. He indicated the Senate and Board Room could not be completed as planned within the original budget so \$40,000 from the Annual Fund was used to complete the job. He indicated it was not the University's practice to report on the receipt of commitments. Finally, in response to a further question from Mr. Bradfield, Mr. Mason confirmed that this project was not started until a commitment for funding had been received.

With respect to the provision of answers to questions such as those asked by Mr. Bradfield, Mr. Stairs indicated that the institution is taxed considerably when data had to be compiled. Such tasks demand substantial staff time to develop the documentation in an environment where there is no surplus of staff time and energy. He noted that since the mandate of Senate is to develop academic policy, it would be helpful to have questioners note the policy issue they intended to address. Currently extensive effort is directed at answering questions that do not appear to have academic policy implications. Mr. Bradfield noted that the University is facing significant financial challenges whose resolution could very well impact on academic matters. As such he felt his question was relevant. In reply, Mr. Stairs confirmed that it is the University's policy that administrative stipends are lost upon termination of the administrative appointment unless covered by the Collective Agreement. Mr. Bradfield questioned whether there were individuals who have not lost their stipends due to the application of a policy different from the current one referred to by Mr. Stairs.

92:166

Other Business

Senate Meeting
November 23, 1992

10

There was no other business.

92:167

Adjournment

There being no other business, the meeting was adjourned (R. Carlson) at 5:25 p.m.