

Item: Senate Minutes, June 1994
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DALHOUSIE UNIVERSITY
MINUTES
OF
SENATE MEETING

Senate met in regular session on Monday, 13 June 1994 at 3:00 p.m. in University Hall, Macdonald Building.

Present with Mr. Dunn in the chair were:

B.P. Archibald, Bankier, Bérard, J. Black, Bradfield, Butlin, Carlson, Chandler, Clark, Conrod, Cross, Eberhardt, L. Fraser, E. Frick, S. Frick, Hare, Hobson, Holloway, Laidlaw, Lewis, K. MacDonald, MacInnis, MacKinnon, MacLennan, Mahony, Mann, McCabe, McKee, McNulty, Nugent, Richards, Ruedy, Schenk, A.M. Simpson, Sinclair, Sinclair-Faulkner, Sketris, Starnes, Stone, Stuttard, Sutow, Taylor, Wainwright, Yogis.

Invitees: B. Christie.

Regrets: Angelopoulos, Atherton, Clarke, Clovis, M. Crowley, DeMéo, Fingard, Friedrich, Gilroy, J. Gray, Haley, J.V. Jones, Mason, Maxner, McNiven, Murray, Roald, Sullivan, M.H. Tan, C.N. Williams, K.S. Wood.

94:079

Additions to the Agenda

Mr Dunn asked permission to add to the Agenda the selection of a replacement to the Presidential Search Committee, the establishment of an ad hoc appeal panel in a sexual harassment case, and the approval of a new Ombud and Assistant Ombud. There being no objection, these items were added to the Agenda.

94:080

Minutes of Previous Meetings

The minutes of the meeting of 25 April 1994 were approved, with the following change:

p. 6, SM 94:058, ¶1, ll. 3-5: the sentence beginning "Ms Bankier ..." should read "Ms Bankier said that the Morale Committee report recommended the establishment of a committee to look at open decision-making in the University."

upon motion (J. Ruedy/D. Hobson).

The minutes of the meeting of 2 May 1994 were approved, with the following change:

p. 4, SM 94:064, ¶1, l. 1: the first line should be deleted.

upon motion (J. Ruedy/D. Hobson).

94:081

Matters Arising - University Rationalization

Mr Bérard read correspondence from the Minister of Education, Mr J MacEachern, and the Chair of the Nova Scotia Council on Higher Education, Ms J. Halliwell, in response to Senate's motion of 2 May (SM 94:064) deploring the intervention by political authorities in the academic affairs of the University.

94:082

Presidential Search

Notice of motion having been given, it was moved (T. Sinclair-Faulkner/J.A. Wainwright)

that Senate regrets the decision of the Presidential Search Committee not to have candidates on the short list meet with members of the campus community; and

that the Senate urges the Presidential Search Committee to reconsider its position, particularly in the light of Senate's discussions of this matter.

Mr Sinclair-Faulkner said that the decision of the Presidential Search Committee to provide for a closed process was a departure from immediate past practice in a presidential search and current practice in searches for deans and other administrators. Also, the report of the Morale Committee promoted increased openness in decision-making at the University. He said that he understood the concern about the position of candidates from other universities at their home institutions, but he noted that people who were named to a short-list would be serious candidates whose reputations would not be diminished by their names being known. He added that it is highly likely that the names of short-listed candidates will become public despite efforts to maintain a closed process.

Ms Bankier also called for an open short-list, citing support from a CAUT document dealing with searches for senior administrators. She said that the people who know the prospective candidates best are those at their home institutions. Ms Bankier also argued that a variety of constituencies at the University were not adequately represented on the Presidential Search Committee.

Mr Taylor said that he saw good arguments on both sides of the question and noted that the Committee did not actually institute a closed search but only sought to make that option available if one or more candidates on the short-list requested it. Mr Wainwright responded that the Committee's direction is toward a closed search and argued that candidates should not be discouraged from meeting with all interested groups. Mr Hare suggested that the need of the Dalhousie community to be involved and informed in the search process outweighed the need of the candidates to maintain a closed search.

Ms Stone said that she was uncomfortable with a candidate who would not put his or her name before

the University community, and Ms Bankier said that a candidate selected from a closed search would have a more difficult time establishing trust and consensus at the beginning of her or his term.

The question having been called, the motion carried unanimously.

94:083

Nomination to Senate Committee Committees

On behalf of the Committee on Committees, Mr Bérard tabled the following names for election to committees:

Senate Steering Committee

P. Brown (Management)

Senate Academic Planning Committee

T. Marrie (Medicine)

L. Barnes (Health Professions)

P. Girard (Law)

N. Brett (FASS)

Senate Committee on Academic Administration

R. Singer (Medicine)

Senate Financial Planning Committee

H. Cook (Medicine)

Senate Physical Planning Committee

J. Novak (Henson College)

University Hearing Committee

N. Treves (FASS)

University Environment Committee

G. Faulkner (Medicine)

P. Saunders (Law)

Ombud Advisory Committee

J. Barnstead (FASS)

Senate Library Committee

W. Moger (Medicine)

Mr. Dunn called for further nominations three times and hearing none declared the nominees elected by acclamation.

94:084

Vice-Chair of Senate

Mr Dunn reported that the Senate Steering Committee had not yet agreed on a nominee to fill the position of Vice-Chair of Senate. He asked that members of Senate forward nominations or suggestions to the Secretary of Senate.

94:085

College of Pharmacy Bridging Curriculum

Mr Dunn reported that the Senate Committee on Academic Administration had considered and approved a proposal for changes in the required curriculum for students in the Bachelor of Science in Pharmacy programme. It was moved on behalf of SCAA (G. Curri/F. Chandler)

**that Senate approve the proposed bridging curriculum
in the College of Pharmacy.**

Mr Bradfield asked why only one of two introductory biology classes was accepted as meeting the requirements of the curriculum. Mr Chandler said that he believed that the second introductory class was not in place when the proposal was first drawn up and indicated that the proposal could be amended accordingly.

The question having been called, the motion carried.

94:086

Residency Programmes in the Faculty of Medicine

Mr Dunn reported that the Senate Steering Committee had approved and recommended to Senate (SC 94:055) proposed residency programmes in Radiation Oncology, Gynaecologic Oncology, Adult Nephrology, and Maternal-Fetal Medicine.

It was moved on behalf of the Steering Committee (R. Bérard/J. Ruedy)

**that Senate approve the proposed residency programmes
in the Faculty of Medicine.**

The motion carried.

94:087

University Rationalization - Engineering

Ms Hobson explained the response of the University to the recommendations of the NSCHE review team on Engineering. She said that the response attempted to incorporate the University's continuing concerns about the whole rationalization process while maintaining Dalhousie's cooperative approach to that process. She asked that Senate give its support, in principle, to the University's response. It was moved (D. Hobson/D. Lewis)

that Senate endorses, in principle, the response of the University to the NSCHE Report on Engineering Education.

The motion carried.

94:088

Morale Committee Report

Mr Bérard read a letter from Ms McIntyre (appended) on this item, calling attention to "the inequalities experienced by members of the Dalhousie community" and suggesting that the division between academic and non-academic staff constituted "the last remaining apartheid system in Canada". Ms Bankier said that the report stressed the importance of treating all groups with fairness and respect.

Ms Hobson called attention to the two reports done for Concordia University in the wake of the murders of several professors at that institution. She noted that the person responsible for the shootings had long been the subject of complaint by staff members but that his behaviour had not been taken seriously until he began to harass members of the faculty.

94:089

Senate Reform

Mr Dunn announced that a special meeting to discuss the report of the Ad Hoc Committee on Senate Reform would be held at 10:00 a.m. on 24 June.

94:090

Replacement for a Member of the Presidential Search Committee

Mr Dunn reported that a member of the Presidential Search Committee, Mr J. Grude (Management), had resigned from the Committee for personal reasons. On behalf of the Senate Steering Committee, it was moved (R. Bérard/M. Bradfield)

that Ms J. Conrod (Management) be named to the Presidential Search Committee.

The motion carried.

94:091

Ad Hoc Appeal Committee

Mr Dunn reported that the Steering Committee wished to strike an ad hoc committee to hear an appeal of a decision relating to alleged sexual harassment. On behalf of the Steering Committee, it was moved (R. Bérard/M. Cross)

that the Steering Committee be authorized to establish an ad hoc appeal committee.

The motion carried.

94:092

Appointment of Ombud and Assistant Ombud

Mr McKee reported that the Ombud Advisory Committee had recommended the appointment of Ms J. Fowler as Ombud and Ms A. Leach as Assistant Ombud for the coming academic year. It was moved (E. McKee/M. Bradfield)

that the nominations of the Ombud Advisory Committee be approved by Senate.

The motion carried.

94:093

Report of the President

Mr Clark outlined his written report (appended). He noted further his disappointment in the university rationalization process conducted to date by the Nova Scotia Council on Higher Education. He said that, while he believed rationalization was a desirable goal, he had hoped that the process would be honest, grounded in a concern for academic excellence, and carried out with integrity. In fact, he said, the process to date appeared to be irresponsible, inconsistent, and highly politicized, so much so, he added, that Dalhousie would have to consider putting its efforts toward stopping the process. Mr Hare asked if the President wished to stop the whole rationalization process being carried out by the NSCHE or just reverse the recommendations with respect to Computer Science. Mr Clark said that he wished to see the process stopped until there was a vision and plan for the university system as a whole. Ms Stone said that she was concerned that neither the recommendations relating to Education or Computer Science gave sufficient attention to the links between those units and other programmes at the University. Mr Clark was asked if there was any indication that Dalhousie would receive any special funding to deal with transitional arrangements with respect to teacher education programmes. He responded that the University had not received any indication as yet that it would receive any such funding.

Mr Clark also noted the two reports prepared at Concordia University referred to above. He said that Dalhousie also needed to address many of the issues raised in those reports, not least that of policies and procedures to deal with research fraud. He said that he has asked the Senate Steering Committee to consider establishing a committee to help develop such policies and procedures. Ms Bankier said that the CAUT has prepared material related to the issue of research fraud, including a model clause for collective agreements. She observed that the matter could not be dealt with by Senate alone but would

have to involve the DFA and other affected groups. Mr Bradfield asked if it would be possible to have access to the two reports through electronic mail. It was pointed out that the material was already available on the Internet.

94:094

Question Period

Mr Bradfield asked if the University will be looking into possible lower rates for long-distance calling services which may now be available. Mr Clark said that the University was always looking to make the most cost-efficient arrangements in securing services.

94:095

Adjournment

The meeting adjourned at 4:20 p.m. upon motion (C. Stuttard/F. Chandler).

Secretary

Chair

DALHOUSIE UNIVERSITY

MINUTES

OF

SENATE MEETING

Senate met in special session on Thursday, 24 June 1994 at 10:00 a.m. in University Hall, Macdonald Building.

Present with Mr. Dunn in the chair were:

Aucoin, B.P. Archibald, Atherton, Bankier, Bérard, Birdsall, Butlin, D.M. Cameron, Carlson, Clark, Clovis, Curri, Fingard, E. Frick, S. Frick, Gardin, Hansell, Hoskin, Hobson, Klassen, Kussmaul, K. MacDonald, MacInnis, Mahony, Mason, McIntyre, McNulty, O'Shea, Poel, Ruedy, A.M. Simpson, Sinclair-Faulkner, Stone, Stuttard, Sullivan, J.E. Sutherland, Rutherford, Sutow, Taylor, Walker, R.J. Wood.

Invitees: J. Eastman.

Regrets: J. Black, M. Crowley, DeMéo, J. Gray, Haley, Maxner, McNiven, Roald.

94:096

Discussion of Report of the Ad Hoc Committee on Senate Reform

Mr Dunn explained the purpose of this special meeting and invited the chair of the Ad Hoc Committee on Senate Reform, Mr P. Aucoin, to present the report. Mr Aucoin outlined the main principles underlying the report and explained its major recommendations.

Mr Aucoin said that Dalhousie was a highly decentralized institution with two major corporate responsibilities, namely, academic governance and financial allocation. He argued that Senate's role has been peripheral with respect to the latter and suggested that Senate can and should play a role in financial management, rather than leaving this arena to the Board, through the senior administration. The committee's recommendations for a smaller, largely elected, and proportionately representative Senate, he said, would enable Senate to take a more prominent role.

Mr D.M. Cameron said that Senate has not been an effective governing body and that the recommendations would make the Senate more coherent and effective. Such a Senate would, he suggested, change the political culture at Dalhousie and bring the branches of governance at the University closer together in order to make decisions.

Mr Klassen said that Senate, which has the responsibility to set priorities at the University, needs to have widespread respect. He expressed concern about how a reformed Senate might deal with conflicts of interest and about the lack of representation for clinical faculty.

Ms Bankier disputed the view that Senate has been ineffective, noting that it has always been a political body. While she supported the idea of electing members of Senate, she was concerned that the electoral

process might not secure adequate representation of minorities and urged that the University's equity officer or chair of the equity committee be made an ex officio member of Senate. She outlined the differences between the committee's report and the recommendations of CAUT on university governance, and both she and Mr Stuttard argued that the ad hoc committee should incorporate many of the provisions in the CAUT document.

Mr Sutow asked if the proposed priorities and budget committee would have any real power, and Mr Aucoin replied that it would exercise influence within the framework set by the Board of Governors and that any Senate vote on the budget would be advisory to the Board.

Mr Sinclair-Faulkner said that it was his understanding that ex officio members of a body would normally have a vote, as provided for in the proposal, but would not be counted in the determination of a quorum. Mr D.M. Cameron disputed this understanding, but Mr Sinclair-Faulkner recommended that the ad hoc committee consider such a provision. Mr Sinclair-Faulkner also pointed out that the Senate Office has undergone serious budget reductions, greater, proportionately, than other central administrative bodies. To make reform work, he said, the Senate needs to have adequate staff and resources. Finally, Mr Sinclair-Faulkner suggested that deans should not hold seats in Senate ex officio but should offer themselves for election along with other members of their Faculties.

Mr McNulty urged Senate to be cautious in changing its composition. He said that, contrary to many of the statements that had been made, Senate functioned reasonably well and that the proposed changes could undermine the University's academic priorities. Mr McPhee responded that many students did not believe that Senate had acted responsibly in recent years, and he urged support for the reform proposals. Ms Bankier said that much of the public perception that Senate was not working was based on the grumbling of interest groups who had failed to get their way in Senate.

Mr Taylor objected to a reformed Senate's proposed role in setting budget priorities. He said that time would not allow a Senate committee to review each Faculty budget adequately, nor did he believe that such scrutiny of each Faculty was desirable. Mr Ruedy also suggested that Senate would be better occupied in long-range planning, rather than in annual Faculty budgets, the modifiable parts of which were relatively small. Ms McIntyre, too, warned against Senate attempting to micro-manage Faculty budgets. Ms Bankier said that she was disturbed by the fact that the meetings of the proposed priorities and budget committee would not be open.

Mr Sutow pointed out that administrators in the proposed Senate would hold 25% of the seats and asked what safeguards were in place to prevent a tyranny of the majority. Mr Aucoin said that the proposal provided no more or fewer such safeguards than currently existed.

Ms McIntyre said that, in general, she liked the proposal but was concerned that the proposal contained no amending formula, especially to deal with adjustments to the distribution of seats by Faculty. The Faculty of Health Professions had suggested that each Faculty have equal representation, but if the current proposal were to be accepted, the Faculty's collaborative programme with the hospital schools of nursing will entitle Health Professions to an increased number of seats in Senate.

Ms Stone said that she agreed with the idea of reform and believed that the proposal balanced representation of students and faculty. On the other hand, she said that she wished to see guarantees of representation for women and visible minorities and of continuing accountability on the part of Senate members to their constituencies.

Mr R.J. Wood and Ms Walker objected to the omission of the Registrar as an ex officio member, and

Mr Wood also suggested including the director of University Computing and Information Services.

Ms Walker said that she rejected the view of representation taken in the report and suggested that the distribution of seats should reflect the University's academic priorities and should guarantee representation of women. She objected to the distribution of seats to the Faculty of Medicine, suggesting that it was inequitable to give such a large percentage of seats to members of a single profession. She also objected to the provision of an ex officio seat for the Director of the School of Education when the directors of schools in the Faculties of Management and Health Professions did not have such seats. Mr Poel suggested that representation in Senate be by programme, rather than by Faculty.

Ms Hobson said that Senate needed to be smaller to work effectively and noted that the proposed size of Senate was greater than the number of people who consistently attend Senate meetings currently. She also noted that, while administrators would make up about one-quarter of the proposed Senate, they seldom acted or voted en bloc. Mr Sullivan suggested that the proposal should list the Deans with their Faculties, rather than putting them off in a separate category.

Ms Bankier said that she feared making all the non-administrative seats elective might reduce the number of women who would play an active role in Senate decision-making and might remove from Senate a number of experienced and knowledgeable people. She also pointed out that no amount of reform would really improve governance at Dalhousie until all groups were willing and able to talk frankly and openly with one another.

Mr Aucoin thanked members of Senate for their comments and invited further written submissions. He suggested, however, that the ad hoc committee's proposal be looked at as a whole and that suggestions for change recognize the impact of those changes on the total package.

Mr Sullivan asked how many meetings in the Fall would be given to this matter and when a vote or votes would be taken. Mr Dunn said that he expected there to be two votes, the first on an agreement in principle to a Senate of reduced size and the second on the details of the structure of the new Senate, and that voting would take place, by a mail ballot, before the end of the calendar year. Ms J.E. Sutherland suggested that the proposals be made available through electronic mail, and Mr Dunn agreed that this would be done.

94:097

Adjournment

The meeting adjourned at 4:40 p.m. upon motion (J.E. Sutherland/K. Sullivan).

Secretary

Chair