

Item: Senate Minutes, October 1998

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DALHOUSIE UNIVERSITY

APPROVED MINUTES

OF

SENATE MEETING

SENATE met in regular session in the University Hall, Macdonald Building, on Monday, 26 October, 1998 at 4:00 p.m.

Present with Mr. Colin Stuttard in the chair were the following:

Apostle, Barnes, Belanger, Bishop, Bleasdale, Bradfield, Carlson, Chiasson, Coffin, El-Hawary, Emodi, Faulkner, Farrow, Galley, Guppy, Ipson, Johnston, Kipouros, Lee, Lohmann, MacDonald, MacKenzie, Maes, Maloney, McConnell, McIntyre, Morrissey, Neumann, Pacey, Phillips, H. Powell, Rathwell, Rosson, Ruedy, Russell, Rutherford, Sastri, Scully, Shafai, Thiessen, Tindall, Ugursal, Wainwright, White, Woolf.

Regrets: Abi Daoud, Bell, Binkley, Clements, Connolly, Cunningham, Giacomantonio, Hyndman, MacInnis, McNiven, C. Powell, Treves, Wallace.

Mr. Stuttard drew members' attention to the sheet containing Mr. Mason's answers to questions raised at the previous Senate meeting.

98:131.

Adoption of Agenda

The agenda was adopted as circulated.

98:132.

Minutes of Previous Meeting

The following amendments were made to the draft minutes of the September 28 meeting: in 98:129 on page 5, top paragraph, line 6, insert "partially" before "offset"; on page 7, last paragraph, line 8, delete the initials "IUC", replace with "Interuniversity Services"; page 8, second sentence of 1st complete paragraph, lines 2 and three, insert "financial" before "schedules", delete "sent out to" and replace with "set for".

The minutes of the meeting of September 28, 1998 were then adopted as amended. The draft minutes for the October 8, 1998 meeting were adopted as circulated.

98:133.

Changes to Graduation List

Mr. Stuttard reported that the individuals named in the October 15, 1998 memorandum from Mr. Kimmins, Provost of the College of Arts and Science, were added to the Graduation List for the College of Arts and Science. Reasons for the additions were contained in the memorandum.

98:134.

Proposed B.A (Minor in Film Studies)

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

That Senate approve the proposed program BA (Minor in Film Studies)

The motion was **CARRIED**.

98:135.

Presentation from the Dean of the Faculty of Management

Dean Rosson spoke briefly to some of the main points in the document which had been circulated with the Senate agenda. In 1993 the Faculty had developed a Mission Statement which captured the essence of what the Faculty had been attempting to accomplish. In particular, he drew members' attention to: fostering excellent management practice; exploring and crossing traditional boundaries; and strengthening interdisciplinary and international activities. After the particularly severe cut (10%) to its operating budget from BAC III, the Faculty had worked to develop sources of external revenue through new, targeted niche programs. The Faculty had also worked through the Capital Campaign to maintain its existing strengths while exploring new collaborations and partnerships. Consolidation of the Faculty in one location remained a primary goal to which the Faculty had been working slowly. Five years ago its four Schools had been spread across four locations, but were now in three. Further consolidation was necessary to create the proximity which fostered intra-Faculty work and interdisciplinary work throughout the campus. In this area, the Faculty had been encouraged by the growth of positive linkages with DalTech.

In preparing his Report for Senate, Mr. Rosson had been pleasantly surprised to find that registrations had grown by 40% over the past five years, no small feat. The School of Business Administration now accounted for 80% of the Faculty's students, and two-thirds of its revenue from tuition. The other three Schools (Library and Information Studies, Public Administration, and Resource and Environmental Studies) were much smaller and of a similar size. In maintaining and expanding enrolments in its programs, the Faculty had adopted three basic strategies: the expansion of enrolments where demand was strong and could be accommodated; the offering of new generation programs with a new twist; and program innovation.

Turning to the specific programs outlined on page 2 of his summary, Mr. Rosson explained that a "0" in the column indicating registration as of September 30, 1998, reflected the fact that the programs had been approved but had yet to enrol students. Next year the Faculty would begin its Bachelor of Management program; the MBA (Information Technology) would begin in February 1999. The MBA (Financial Services) demonstrated what could be accomplished with an innovative program. Within two years the program had reached an enrolment of slightly less than 200 students drawn from across the country, and 3 or 4 Canadian bankers had been seconded to countries such as Argentina, Saudi Arabia, and the United States. The MPA (Management) had begun in September. In an agreement with the government of Nova Scotia, each year for three years the province would nominate 25 mid-career civil servants for customized programs. This was the beginning of a program which could be broadened across a number of jurisdictions.

Mr. Rosson emphasized the Faculty's desire to increase the number of programs offered in combination with other Faculties. The B.Mgmt/B.Sc.(Recreation), starting next year, provided a template for such programs. Three programs offered in combination with the Faculty of Law demonstrated the value of inter-Faculty cooperation; the MBA/LL.B. continued strong, and the two relatively new programs, the MLIS/LL.B. and the MPA/LL.B., showed promise. The minor in business within the B.A. and the B.Sc at present reached approximately 200 students. The Faculty of Management also participated in the interdisciplinary Ph.D. program.

Mr. Rosson could offer no monetary figures to represent research within the Faculty; however, he characterized the general level of research activity as good, though uneven across the faculty members. Encouragement of research was a priority, and a seminar series this year was designed to encourage greater research linkages. Recent faculty cuts meant that for many faculty research had become a residual activity, squeezed in between teaching and administrative responsibilities. However, the Dean could point to major initiatives such as that in Business Informatics, and the Eco-Efficiency Project, as excellent examples of the extent to which research could touch the community.

After a few quiet years, the Faculty was again active on the major project front. The Public Sector Innovations Project had already won a contract in Cuba, and the School of Resource and Environmental Studies had several project proposals under development or review, focussing on environmental and sustainable development in Bangladesh, China, and Russia. The Library and Business Schools had been less involved in projects because of resource constraints; however, the School of Library and Information Studies, along with sister Schools across the country, was discussing with the federal government the outsourcing of work to the universities.

Finally, the Faculty continued to wrestle with the budget cuts resulting from the BAC III. Salaries for staff and faculty represented approximately 93% of the total operating budget. This made non-salary savings almost impossible, and the Faculty was attempting to manage through selective replacement of faculty and staff, and the salary savings resulting from early retirements. The generation of new revenue from sources such as student fees, recoveries, overheads, and government grants, also helped to offset cuts, and in 1998-99 would be responsible for an estimated \$2.4 million in revenues. This would make the Faculty's budget almost 50% larger than the annual allocation from the University. Still, in 1998-99 the Faculty would only be back up to where it had been in 1994-95.

In addition to the obvious problems associated with budgeting, the Faculty faced challenges in the area of recruiting and retaining "top" faculty members. These resulted from the levels of salaries and research support. The salaries for key staff members also topped out too quickly. Difficulties in recruiting students, most noticeable at the graduate level, had necessitated the devotion of more energy and time to active recruitment. The creation of new programs was rewarding; however, the approval process within Dalhousie and by the MPHEC consumed considerable time, and could be frustrating given the delay in approval caused by the politics of Universities and particularly the Nova Scotian University political scene. Two final challenges involved the attempt to implement a performance management process, and the pressing need for space to house the expanding activities of the Faculty.

Mr. Rosson believed that many, if not most, of the 28 recommendations arising from the 1992-93 Senate Review of the Faculty had been addressed, and in the near future he would be submitting a Report to Senate Office concerning the actions taken on those recommendations.

Mr. Ruedy asked whether the Faculty of Management had means such as external evaluations or processes of accreditation for measuring faculty performance relative to similar programs throughout Canada and North America. Mr. Rosson explained that the Master of Library and Information Studies program was accredited by the American Library Association, and in its most recent review had been accredited for a further seven years, the longest term possible. The site visit had also produced a glowing Report. To date the Business School, like most Business Schools in Canada, had not opted to seek accreditation, since that accreditation was offered by a U.S. rather than by a Canadian or North American body. Many Canadian Business Schools were reconsidering their position on this issue, however, particularly in light of recruitment concerns. Other possible comparative data was difficult to secure since Universities did not like to share that type of information.

In response to Mr. Kipouros' question as to why enrolment in the SRES were increasing, Mr. Rosson explained that MES graduates were expanding into new areas. Over the past five years fewer graduates had taken jobs with government, moving instead into a mix of opportunities: establishing their own businesses; offering consulting services; and taking work in a variety of businesses, but not with one or two dominant employers. Mr. Chiasson asked whether the Faculty had set a target for the number of students it would admit into the Bachelor of Management program. Mr. Rosson foresaw the program expanding to meet the already demonstrated considerable interest in this type of education, and had budgeted for about 100 students per year. The Faculty also anticipated growth in the area of combined programs such as the Bachelor of Management/Bachelor of Science (Recreation).

Mr. Chiasson also noted the Faculty of Management's interest in distance education programs, and wondered how the provincial government was responding to the idea of funding programs which did not require students to spend any time within Nova Scotia. Mr. Traves responded that to date, based on his enquiries to NSCHE, for reporting purposes the province was not treating students in distance education or cost recovery programs any differently than other students. Mr. Rosson noted that for the MBA(IT), which the Faculty planned to offer in key locations across the country, one of the challenges was moving across provincial boundaries. British Columbia had approved the program, and approval by Alberta was anticipated. However, in Ontario the program required a Ministerial permit. Recently the Dean had been advised that the Minister who oversaw issuance of such permits had twelve applications for programs in a file which he had not opened for eighteen months. This was discouraging since Ontario was a crucial base for the MBA(IT). This was also a restriction of trade, and the Faculty was pursuing a

resolution of the problem. The situation seemed particularly strange given that Queen's University was offering its video-conferencing MBA in Nova Scotia without restrictions.

Mr. Bradfield asked whether Mr. Rosson used the term "performance management" to mean performance evaluation, performance management, or management performance. The Dean clarified that performance management included professional development. The process involved submission of a written report by each faculty member on activities over the previous year, followed by a meeting with the Director of the relevant School. Directors went through the same process with the Dean.

Mr. Apostle asked by what portion the Dean would like to see the Faculty's budget increased to enable it to maintain top quality personnel. Mr. Rosson noted that the highest quality Ph.D. graduates of finance program in North America could ask \$100,000 (U.S.), way beyond any scale for Assistant Professors at Dalhousie. That was the worst case, but business professors in new areas such as information technology and finance could almost write their own contract. Dalhousie was securing good people, but not the best people. Salary levels were also a problem for a number of key staff members crucial to the running of programs. Administrative salaries topped out at approximately \$50,000, but some of these key individuals could make \$20,000 per annum more in the private sector.

Mr. El-Hawary asked the Dean to speak to item 4 under Challenges: getting new programs approved. Mr. Rosson pointed out that the Faculty had succeeded in getting two innovative programs through the University's internal approval process in record time, but only as a result of the considerable time and energy invested in ensuring that everything had been done in the correct way at the correct time. For example, approval of a new graduate program required seven levels of internal review and approval. In his experience, that process needed to be streamlined. Outside the University, the Faculty had been frustrated by the political shenanigans which held up program approval, most recently the delays which had held up for one year, for no good reason, implementation of the Bachelor of Management.

Mr. Stuttard thanked Mr. Rosson for his presentation.

98:136.

President's Report

The President informed Senators that in the next few days he would be circulating by email a Report on the Capital Campaign as of September 1, 1998 when our total stood at approximately \$66.8 million. The Report would discuss the nature of the sources of funding; where the money was going, according to the priorities laid out; and what the money was supporting and how it was being distributed among the Faculties and units. He also noted the recent celebration of the beginning of construction of the Faculty of Arts and Social Sciences Building, and congratulated the Alumni Association for what had once again been a very successful Annual Dinner with over 300 in attendance.

The President also reported that the Registrar was preparing a report on enrolment levels and recruitment. Total enrolments showed a marginal increase of approximately 1%, in comparison with what appeared to be a 1% decline regionally. Finally, Mr. Traves reminded members to please forward to the Task Force on Research Policy and Administration their concerns over issues related to both policy and administration.

Ms. Furrow noted that at some point over the summer the University Library's policy had changed to

allow for only two renewals for library material. From what body had this policy originated, and how could it be reversed? The policy change appeared reasonable on the face of it, but had detrimental effects on certain types of research, such as long-term book projects undertaken by members of the Faculty of Arts and Social Sciences. The University Librarian, Mr. Maes, explained that the policy had come out of a meeting of the Novanet group libraries, and was designed to address two major concerns: the problem of ever-diminishing resources; and the need to get books back on the shelves and into the hands of users. The time involved in recalling books was a particular problem for students who worked to very tight deadlines. Under the new policy books could be renewed three times. Faculty could take out a book for one and a half years; return the book and wait two days; then take it out for another one and a half years. Both the Law Library and the Medical Library had exceptions to the policy. Mr. Maes understood that this policy had created problems for a few, particularly since the policy had been implemented retroactively; and those individuals had been compensated where a clear case of hardship could be made. However, he saw the need to improve on the old system under which some faculty members had held books for as long as seven years. Those books needed to be in broader circulation.

Mr. Bradfield asked how many people the University had sent to the SCT BANNER "Summit" Conference at the San Diego, California, headquarters, and whether the University or SCT had paid the costs of their attendance? Mr. Traves agreed to pass the question on to those in a position to know.

Given that Senate was the governing body which brought together administrators and members of academic units in a spirit of cooperation, Mr. Wainwright considered it appropriate that the President respond to remarks made by Sir Graham Day, Chancellor of Dalhousie, at a recent meeting of the Commonwealth Universities, reported in the October issue of University Affairs. Specifically, the Chancellor was reported to have suggested that the non-management members of the Dalhousie community were "inmates", and that inmates could not be in charge of the institution, whatever the institution. The Chancellor had also suggested that the management of a university had nothing to do with academic considerations; and had drawn a line in the sand between management and those who were scholars who merely had the respect of their peers. Mr. Wainwright found such remarks outrageous and potentially damaging to the University.

Mr. Traves had left the Conference before the speech, and had not read it, but from Mr. Wainwright's characterization it sounded controversial to put it mildly. He thought the Chancellor had probably been drawing on his broader experience of universities in a number of countries, and not necessarily making specific reference to Dalhousie. The President would make a point of reading the speech, but from his understanding of academic freedom, members of the University were free to comment and others were free to respond to those comments. Mr. Wainwright suggested that Senate ask Sir Graham to make a presentation concerning how he viewed his role as Chancellor, and how representative he believed his opinions were of administrators at Dalhousie. This would be appropriate given the series of presentation by Senior Administrators. Mr. Traves knew that Sir Graham received some sharp criticism of his comments from some quarters, and that other universities had invited him to make presentations concerning his position. He was certain the Chancellor would be happy to speak to the University on the issues raised. However, Mr. Traves asked Senators to remember that the Chancellor served in a primarily ceremonial capacity. He did not function in an administrative or management role, and he was not an Officer of the University. Mr. Ugursal requested that the President comment on the Chancellor's remarks once he had read the speech. This would be an excellent opportunity to hear all of our Administrative Officers responses to the ideas expressed by Sir Graham.

Mr. Kipouros asked when the President would be in a position to comment on the results of his meetings with groups and individuals across campus over the past few months. Mr. Traves indicated that he and Mr. Scully intended to continue to meet with groups and units; however, as this first round of consultation was drawing to a close they were preparing a report for presentation to Senate and the Board in the very near future.

Following up on the recent report of the Vice-President (Finance & Administration) concerning the paying down of the debt through pension contribution holidays, Mr. Kipouros asked whether those funds could be used to support the creation of new Chairs in addition to the existing faculty complement. It was Mr. Traves' understanding that the funds were intended to be used to deal with the debt. The Board and the various parties to the pension agreements would need to agree to any other expenditures.

98:137.

Adjournment

The meeting adjourned at 5:05 p.m.

Secretary

Chair