

Item: Senate Minutes, April 2003
Call Number: Senate fonds, UA-5

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DALHOUSIE UNIVERSITY

***APPROVED* MINUTES**

OF

SENATE MEETING

SENATE met in special session on Monday, April 21, 2003, at 4:00 p.m., in University Hall, MacDonald Building.

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

Ben-Abdallah, Binkley, Blunden, Breckenridge, Caldwell, Caley, Campbell, Cercone, Cochrane, Coughlan, Cunningham, Downe-Wamboldt, Earl, Finley, Fraser, Galarneau, Guy, Hamilton, Hankey, Hart, Jalilvand, Jost, Keast, Kwak, Lahey, B. MacDonald, N. MacDonald, MacInnis, MacLean, Macrae, Maes, McGrath, McIntyre, McNiven, Mitchell, Moore, Neumann, Pelzer, Rajora, Rathwell, Scott, Scully, Sommerfeld (Recording Secretary), Stroink, Stuttard, Traves, Ugursal, Watters.

Regrets: Coffin, Corke, DasGupta, Louden, Meagher-Stewart, Murphy, Neves, Phillips, Russell, Schroeder, Starnes, Whyte.

Absent: Connolly, Emodi, Grantmyre, Harvey, Huebert, A. Mitchell, Rheault, Rowe, Workman.

Guest: J. Conrod

2003:034.

Adoption of the Agenda

The agenda was ADOPTED as circulated.

2003:035.

Approval of Bachelor of Commerce (Co-op) with Major in Business Management

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

THAT the Senate approve the proposal for a Bachelor of Commerce (Co-op) with a major in Business Management.

The motion was CARRIED.

2003:036.

President's Strategic Focus Document

Mr. El-Hawary invited Mr. Traves to introduce the President's Strategic Focus document. Mr. Traves noted that as Senators would have had previous opportunities to discuss the document at Faculty-level meetings which he had attended, he would present highlights as related to the Budget Advisory Committee (BAC) Reports XXIV and XXV. In those reports, the issue of Dalhousie's sustainable future was targeted whereby Dalhousie would need to secure substantial additional resources and to allocate those resources to a number of defined areas that the BAC had established were significantly underfunded and thus undermined capacity to offer high quality programs in a high quality learning environment for students in the long term. At a subsequent Senate meeting, there was discussion of the three options that had been put forward by the BAC including the cutting of programs to fit existing budgets, very substantial increases in tuition fees while maintaining the current size of student body, and significantly increasing enrollments in ways that would result in additional resources to funnel into underfunded areas of the University. In that discussion there appeared to be most support for a growth model for the University. Thus, the starting premise of the President's Strategic Focus was the need for substantial growth in enrollments with target figures for the next five years that were placed in context of the analysis of the BAC Reports as well as the work that was on-going within the University's Enrollment Management Committee. The next step was to identify the key strategic objectives to realize the model with the ultimate goal not only for growth but for improving the quality of the institution overall. Objectives identified included those related to enrollment, the quality of academic and research programs, the quality of the internal and external environments, and the need for a human resource strategy that would enable achievement of the plan. Mr. Traves noted that he had recent discussions across campus related to specific projects identified under each strategic objective, and had noted a receptivity on the part of the University community of the analysis of the issues as presented by BAC, and an understanding of the serious need to plan specifically to address those issues in a concrete manner. He noted that the response to the document that was prepared by the Senate Academic Priorities and Budget Committee (SAPBC) was similar in character to the issues raised in the Faculty-level discussions in which he had participated.

Mr. El-Hawary invited Mr. Fraser to present a synopsis of the pre-circulated document, Response by the Senate Academic Priorities and Budget Committee (SAPBC) to the President's Strategic Focus. Mr. Fraser stated that the one-page response document was a concise summary of extensive discussions held at SAPBC meetings over the previous months. He noted that the SAPBC commended the President for taking this initiative and for the broad discussion of the document across the campus. SAPBC also supported the basic thrust of enrollment growth as the best option available. He noted that while emphasis had been placed on enrollment growth and the related teaching role of the University, caution should be exercised such that it was not to be interpreted as the sole vision for the foreseeable future given that research and community service roles had not been identified to the same depth. Mr. Fraser also noted that the five objectives as

articulated in the President's Strategic Focus were seen to be interdependent and thus in proceeding with any one objective, the positive and negative impacts on the other four need to be attended to as well. Mr. Fraser commented that increasing enrollment significantly while increasing resources only marginally, was indeed a difficult challenge. He noted that in comparing Dalhousie University to comparator universities (as in the BAC Reports), SAPBC identified the need for comparisons at Faculty levels or discipline levels rather than University aggregate levels so as to have a better sense of where our capacity for growth, in reality, may be and to match it appropriately with enrollment demand. Mr. Fraser also noted concerns identified as related to the relationship between undergraduate and graduate enrollments, the impact on current faculty to continue commitments to research, the implications for recruitment of potential faculty, and the need for attention to effective labour-management relations as part of human resource strategies. He stated that SAPBC and Senate looked forward to being informed of the individual Faculties' Strategic Focus Plans, and to receiving regular progress reports from the President, other senior officers of the University, and Senate committees so as to chart implementation progress and related concerns as they emerge.

Mr. El-Hawary opened the forum for discussion. Mr. McGrath commented that frequent and serious discussion between and amongst Faculties as well as University administrative levels of day-to-day issues and concerns was needed to adequately accommodate the increased enrollment in satisfactory teaching situations such as, for example, adequate numbers of sections per course. Mr. Scully responded that the Enrollment Management Committee and the Deans have strived to handle such issues responsibly and were expected to continue to do so. In situations where enrollments were related to direct-entry from high school, "what-if" scenarios were being considered to assist in projecting solutions to possible problems that may arise should more or less new students than expected enroll. He noted that in June the Enrollment Management Committee would be sending a report to Senate that would identify the most current figures for September 2003, and a first presentation of the enrollment plan through to 2008. Mr. Scully added that faculty staffing had been part of on-going discussions and included the whole of the academic structure, including faculty appointments and graduate student teaching. He indicated that within the five-year plan for enrollment growth, a clear public accountability would be needed in terms of faculty staffing and as such regular reports would be forthcoming to Senate.

Ms. MacDonald commented that in terms of Faculties such as Medicine and Dentistry which do not have high-school entry, neither the President's Strategic Focus nor the BAC Reports had addressed well the serious research infrastructure issues within those Faculties.

To conclude the discussion, Mr. Traves thanked faculty for participating in the discussion of the President's Strategic Focus. He commented that in terms of the SAPBC response, it would be incorrect to assume that the President's Strategic Focus focused only on teaching and undergraduate education without emphasis on research, graduate studies or

community service. He stated that these components were essential parts of the revenue growth aspect of the model. He noted that as the University was founded upon its research strength, part of the vision was to expand that strength in terms of graduate studies and in Faculties' research activities as well as improving the related infrastructure elements including space issues. He stated that those thrusts had been identified in the document. He noted that at the same time, balance between enrollment growth and teaching resources needed to be a primary concern. He stated that the Deans of each Faculty and the heads of the Service units had been asked to prepare parallel strategic documents that operate within the same template as the President's Strategic Focus to get a simple comparison and coordination of those plans which he hoped to bring forward to Senate in the early Fall.

Mr. El-Hawary stated that he would be sharing the SAPBC Response with the Board of Governors at its meeting on April 22, 2003.

2003:037.

BAC XXVII Presentation and Discussion

Mr. El-Hawary invited Ms. Conrod to comment on the BAC XXVII report. Ms. Conrod noted that when the BAC had brought reports forward in previous years, there had been criticism regarding the lack of strategy contained in those reports. Thus, BAC XXIV and XXV were an attempt to generate discussion around strategy development, and as a result the President's Strategic Focus had identified growth as a strategy for the coming years. The BAC then had a clear mandate to move in the face of that articulated strategy, informed by the analysis of BAC XXIV.

Ms. Conrod noted that in previous years Dalhousie had not chosen the same spending priorities as had its comparator universities. Further, government grants had decreased significantly in real dollars. The result was that the University, in terms of infrastructure factors, had been seriously compromised although staffing levels, for example, remained similar to those of comparator universities. BAC XXVII then has incorporated growth in terms of numbers of students and in infrastructure spending, in a progressive program of \$15.6 million in spending in critical areas to support growth over a five-year period. This had resulted in serious decision-making within BAC and acknowledged the commitment of BAC members in this process. Ms. Conrod reviewed highlights of the BAC Report: in terms of expenditures needed to fuel the planned growth: salaries and benefits (4-4.5% increase); \$6.1 million for pension; \$1.35 million in student assistance (> 20% versus the usual inflation increment including \$350,000 for graduate scholarships; \$500,00 for undergraduate support including \$250,000 for bursaries to students with highest need; \$100,00 dedicated to medical and dental students and an additional \$400,000 for the Vice-President in consultation with advisors to be spent in areas identified as highest need; \$600,000 for the Library; \$300,000 for maintenance; \$200,000 for information technology for faculty and staff; \$200,000 for student services; \$200,000 for administrative support in areas with service needs; \$300,000 to be targeted by Vice

President Scully in areas of academic priority; \$500,000 for classroom space; and \$1.55 million for financial support for deferred maintenance. Ms. Conrod noted that these amounts would remain as base budget amounts. In terms of revenue, Ms. Conrod highlighted the \$3 million increase to the government grant (3% increase); increase in tuition revenue due to increased enrollment and increase in tuition fee (7.5%); additional increase in medical and dental tuition fees (\$1000 per student); ERBA formula adjustment whereby in 2003-04, 70% of fee revenue earned through growth will be allocated to the Faculties concerned and the remaining 30% to strategic investments, and for 2004-05 and thereafter, a 50-50 sharing model will be used; and budget cuts of 1.7% to Faculty Units and 1% to non-Faculty Units. Ms. Conrod concluded by referring to the challenges implied in implementing this growth model.

Mr. El-Hawary invited Senators to comment. Mr. Mitchell commended the BAC on the substantial increase to scholarships and bursaries, and regarding the budgeting for increased enrollment, wondered about the number of new students expected to actually enroll. Ms. Binkley commented that FASS is expecting 106 students. She noted that in terms of the double cohort from Ontario, Dalhousie is the "insurance", that is, if not accepted by an Ontario university, the student from Ontario would choose to come to Dalhousie. She pointed out that the students whom FASS was recruiting have >80% averages and so were competitive with Ontario universities and that it remained to be seen how many would actually come. She noted that FASS' greatest growth would be in retaining students from previous years.

Mr. Traves noted that in budgeting for growth numbers, should the numbers result in being higher than planned for in this budget, that surplus would be retained in the general revenues of the University to be used as a contingency fund for unexpected expenditures, such as increases in fuel costs, with any remaining amounts being carried forward into the next year.

Mr. Hankey commented that in relation to the Ontario cohort last year King's experienced the largest drop-off from expected students in their paid deposits in mid-August than in over a decade. He noted that there were a number of 'inconveniences' in terms of growth in terms of 'what-if' scenarios, and a balance with incentives for growth needed to be in place. Ms. Conrod responded that this balance would need to be monitored. Ms. Binkley commented that ERBA funds at the Faculty level go not only for regular salaries but for infrastructure needs as well, such as part-time salaries to address increased numbers of students, secretarial support staff and student advisement. She noted that FASS had planned for needs one year ahead of the budget and thus the change to ERBA would affect that planning.

Mr. Stroink commented on the new federal grant to support the indirect costs of research which in the current year had been used to improve research infrastructure at the Faculty levels particularly for new researchers and thus attract researchers to Dalhousie. He asked for assurance that this would be an on-going practice. Ms. Conrod responded that while the initial grant had been for this year only, the grant was now an on-going item in the

Federal budget, established as a result of lobbying from universities for financial support for existing research infrastructure costs. She noted that as the actual amount and terms of this year's grant were not yet known, the BAC's draft budget contains the same amount as was awarded in 2002-03.

Mr. Fraser commented that in terms of ERBA, at SAPBC the issue had been discussed in relation to the longer term enrollment growth that was being projected and whether or not the processes and mechanisms were in place to sustain that growth. SAPBC had discussed the need to address faculty/student ratios at the Faculty level rather than the University level, such that concentrations and patterns of student growth could be more specifically linked with corresponding capacity to absorb that growth. Implications for ERBA changes as related to long-term growth would likely need further examination. Mr. Ugursal inquired if BAC had examined faculty/student ratios across Faculties. Ms. Conrod replied that BAC had not examined such data. Mr. Scully commented that he had obtained data from three of the comparator universities which was being examined by the Office of Institutional Affairs to determine processes used in the reporting and accounting on such matters across those universities as well as at Dalhousie.

Mr. McGrath inquired as to how any unexpected revenues would be spent. Ms. Conrod responded that as the President had indicated it would be spent either on unanticipated expenditures or would be carried forward to the next year. Mr. McGrath noted that the boat navigation metaphors used by Ms. Conrod in describing the situation at Dalhousie might be helpful in marketing Dalhousie's situation.

Ms. Macrae re-iterated comments she indicated having made at SAPBC – a 7.5% increase in tuition was too high regardless of how much of a similar increase was being levied by other universities, and that with the limited amounts of student loans available more students would likely need increased part time work hours to pay for increased tuition and/or living expenses. She asked Mr. Traves what strategies Dalhousie was using to obtain increased provincial-core funding. Mr. Traves responded that Dalhousie was continuing to work with other universities in Nova Scotia to seek increased provincial funding. He pointed out that significant amounts of provincial funding for education in the recent past have been targeted for the public school and community college system with less emphasis on secondary education at the university level. He reiterated comments made at previous Senate meetings regarding the lobbying efforts that the universities' presidents have made with government officials in this regard. He indicated that there seemed to be greater understanding at the Deputy Minister level at least of the nature of issues being faced by universities in terms of long-term funding, with long-term strategies beginning to be discussed. Mr. Traves stated that final steps were being taken to develop a University government liaison position as a trial two-year appointment and noted that the individual would need to be familiar with federal, provincial and municipal levels of government operations and would provide support to senior management as well as Deans who must interact frequently with government departments.

Mr. El-Hawary concluded the discussion by calling Senators' attention to the pre-circulated excerpt from the draft minutes of the SAPBC meeting of April 14, 2003 regarding an approved motion "that SAPBC commends the Budget Advisory Committee for an excellent job in balancing the competing priorities and concerns of the university community while providing for the implementation of new strategic directions for the university."

2003:038.

Any Other Business

There was no other business.

2003:039.

Adjournment

The meeting adjourned at 5:35 p.m.

DALHOUSIE UNIVERSITY

APPROVED MINUTES

OF

SENATE MEETING

SENATE met in regular session on Monday, April 28, 2003, at 4:00 p.m. in the University Hall, MacDonald Building.

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

Ben-Abdallah, Blunden, Breckenridge, Caldwell, Caley, Cercone, Cochrane, Coffin, Coughlan, Cunningham, Earl, Fraser, Galarneau, Hamilton, Huebert, Jalilvand, Jost, Keast, Kwak, Lahey, B. MacDonald, MacInnis, Macrae, Maes, McGrath, McNiven, Meagher-Stewart, D. Mitchell, Moore, Murphy, Neumann, Pelzer, Rajora, Rathwell, Russell, Schroeder, Scott, Sommerfeld (Recording Secretary), Starnes, Stroink, Stuttard, Traves, Ugursal, Watters, Whyte, Workman.

Regrets: Binkley, Campbell, Corke, Emodi, Grantmyre, Hart, Louden, N. MacDonald, McIntyre, A. Mitchell, Neves, Parpart, Phillips, Rowe, Scully.

Absent: Connolly, DasGupta, Downe-Wamboldt, Finley, Guy, Hankey, Harvey, MacLean, Rheault.

2003:040

Adoption of the Agenda

The agenda was ADOPTED as circulated.

2003:041

Draft minutes of Previous Meeting

i) Approval

The minutes of the meeting of March 24, 2003 were ADOPTED as circulated.

ii) Matters Arising

There were no matters arising.

2003:042

Report of the Chair

Mr. El-Hawary reported that the Report of the Senate Review Committee for the Faculty of Architecture and Planning had been accepted by the Senate Academic Priorities and Budget Committee (SAPBC), noting that the Report was available in the Senate Office. The SAPBC had

no recommendations for Senate action with respect to the Report. In keeping with the current terms of reference for Senate's Reviews of Faculties, in October 2004, the SAPBC will ask Mr. Scully for a follow-up report on the status of the Report's recommendations.

The MPHEC had approved the following program proposals: Bachelor of Community Design, Bachelor Community Design with a major in Urban Design Studies, Bachelor of Community Design with a major in Environmental Planning, Master of Resource of Environmental Management, Residency Program in Health Care for the Elderly, and the Residency Program in Medical Oncology.

Mr. El-Hawary reported that Mireille Duguay, MPHEC's Chief Executive Officer, in her March 24, 2003, letter to President Traves, communicated MPHEC's recent decision that proposals for the addition of an optional co-op stream to an already existing approved program did not need to undergo review by the Commission where the co-op requirement was not mandatory and when no other significant changes in academic content occurred. Therefore, the Senate's approved optional co-op stream within the approved Master's program in the Faculty of Engineering (M.A.Sc., M.Sc. and M.Eng) did not require MPHEC approval.

On behalf of the Senate, Mr. El-Hawary thanked outgoing student Senators Ben Rheault, Adam Mitchell and Dave Mitchell for the time they had so diligently contributed to the operation of the Senate this past year. He also congratulated student senator Johanne Galarneau on her re-election as the DSU President for 2003-2004, to student senator Curtis McGrath on his election as the 2003-2004 DSU Vice President Education, and to student senator Joanne Macrae, the outgoing 2002-2003 DSU Vice President Student Advocacy, on her election as a student senator for 2003-2004. Mr. El-Hawary stated that their participation in the academic governance of the University was sincerely appreciated.

2003:043

Question Period

Mr. Huebert raised a question directed at the Senate Computing and Information Technology Planning Committee (SCITPC) to which Mr. Maes and Ms. Macrae as members of SCITPC agreed to respond. Mr. Huebert's question was in regards to the University's e-mail system which in the recent past had been inundated with unsolicited messages related to risqué information and/or requests. He asked what efforts were being made to screen such unsolicited messages from the e-mail system. Mr. Maes commented that SCITPC had been investigating this matter over the last months, and that there were filters available to screen "spam" as described on the SCITPC website. He pointed out however that use of such filters sometimes results in the elimination of legitimate messages as well and there were issues around what some faculty were or were not willing to allow University Computing and Information Services (UCIS) to have control over in terms of filtering messages. He commented that UCIS has continued to work on resolving the problem and the matter will be coming forward to SCITPC for further discussion. Mr. Cercone added that several large computer and computer product companies, in good faith, sometimes add "spy software" on some products that may enhance this problem and he advised that it is may be beneficial to check out any such invisible add-on's in purchasing software and computer products.

2003:044

Approval of Degrees

Nova Scotia Agricultural College

Mr. Coffin, Principal of the Nova Scotia Agricultural College, moved:

THAT the awarding of the degree of Bachelor of Science (Agriculture) to the 65 candidates and the degree of Bachelor of Technology to the 9 candidates listed in correspondence to the Secretary of Senate be approved.

The motion was CARRIED.

Mr. Kwak, Dean of the Faculty of Graduate Studies, moved:

THAT the awarding of the degree of Master of Science (Agriculture) to the 8 candidates listed in correspondence to the Secretary of Senate be approved.

The motion was CARRIED.

Mr. Kwak moved:

THAT the Principal and the Registrar of the Nova Scotia Agricultural College, and the Dean of Dalhousie's Faculty of Graduate Studies, in consultation with the Chair of Senate, be authorized to amend the graduation list to correct any errors or omissions discovered before the relevant Convocation, and that each amendment and its explanation be reported to Senate.

The motion was CARRIED.

2003:045

Appointment of Ombudsperson and Assistant Ombudsperson

It was moved by Ms. Galarneau, seconded by Mr. McGrath:

THAT the Senate approve the re-appointment of Ms. Dahlia Bateman as Ombudsperson and the re-appointment of Ms. Candice Smith as Assistant Ombudsperson for 2003-2004.

The motion was CARRIED.

2003:046

Report of the President

Mr. Traves invited Mr. Coffin to make an announcement regarding his successor at the NSAC. Mr. Coffin announced that Dr. Phillip Hicks would become the first President of the NSAC.

Born in New Brunswick, Dr. Hicks completed his undergraduate degree in psychology at Carleton University, studied science at Dalhousie University and received his PhD in Physiology from the University of British Columbia. He had been a professor at the University of Calgary and the University of North Carolina, and in 1996 joined the National Research Council in Ottawa. For the last three years he has been the Science and Technology Counselor with the Canadian Embassy in Japan. Dr. Hicks will assume the President's position at the NSAC in late summer. Mr. Coffin will be leaving the office of Principal at the end of June, and an Acting Principal will be appointed for the interim. Mr. Coffin thanked the Senators for their continued support and interest in NSAC.

Mr. Traves extended appreciation to Mr. Coffin for his work as Principal of NSAC, noting that the relationship with Dalhousie had been a very cooperative and productive one over his tenure as Principal.

Mr. Traves stated that the Report of the Budget Advisory Committee (BAC) XXVII had been discussed at the Board of Governors' meeting the previous week and the fee adjustments recommended in that Report were approved. The full budget will be discussed and formally approved by the Board at its June meeting.

Mr. Traves stated that earlier in the year, there was an initiative of the University Environmental Health and Safety Committee regarding the University's smoking policy. That Committee distributed an on-line survey which had generated considerable response indicating strong objection from students as well as faculty and staff to being exposed to second-hand smoke. As a result he had accepted that Committee's recommendation that effective September 1, 2003, the University will adopt a policy that prohibits smoking for the entire campus, including all University-owned property and grounds, in student residences and in University vehicles. He noted that the University will implement efforts to assist faculty, staff and students who currently smoke to take advantage of smoking cessation programs, and will implement efforts to encourage compliance with this new policy. Details on the policy's implementation will be developed over the summer months.

Mr. Whyte enquired as to the "policing" of the new non-smoking policy. Mr. Traves responded that while the University's policy is in keeping with that being addressed in the larger community, with regard to enforcement, it will be up to the University to enforce the policy, and as with the current policy, it would be more a matter of community peer pressure to encourage those who smoke to respect the policy. Should that not be effective, a second level of "polite" approach from University Security may be needed, although with the current policy that approach had not been necessary. He stated that specific details of the policy would be distributed in the near future, with maps to indicate what is University property and what is not, should the question arise.

Mr. Traves encouraged faculty to attend the up-coming Convocations as such attendance was greatly appreciated by graduands and their families. Mr. Traves also thanked faculty for their excellent work on behalf of students, the community and the institution, noting that this had been a year of many positive developments.

The question was asked in regards to the revenue estimates in the BAC XXVII Report, as to where the fifteen percent of funds which the University takes off the top of all Canadian

Research Chairs funding, could be found. Mr. Traves responded that the amount was assigned to the Office of the Vice-President Research but would seek clarification of the current status of the specific amounts and then report back to Senate.

2003:047

Other Business

There was no other business

2003:048

Adjournment

The meeting adjourned at 4:50.