

Item: Senate Minutes, November 2005
Call Number: Senate fonds, UA-5

Additional Notes:

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DALHOUSIE UNIVERSITY

Approved **MINUTES**

OF

SENATE MEETING

Senate met in regular session on Monday, November 28, 2005 at 4:00 p.m., in University Hall, Macdonald Building.

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

Beazley, Binkley, Bond, Breckenridge, Butler, Camfield, Cercone, Cochrane, Coughlan, Dawson, Dunphy (recording secretary), Edelstein, El-Masry, Finbow, Fraser, Gray, Horackova, Johnson, Kwak, Maes, McMullen, McNeil, Murphy, Oppong, Pegg, Pelzer, Phillips, Saunders, Schroeder, Scrimger, Scully, Smith, B., Smith, K.E.M., Stone, Sullivan, Taylor, Thornhill, Traves, Wien, Whyte, Wright, Yeung, Zuck.

Regrets: Barker, Ben-Abdallah, Caron, Chowdhury, Cleave, Cook, DasGupta, Hicks, Jordan, Klein, Lane, Leon, Livingston, Plug, Precious, Rosson, Rutherford, Salmon, Shelkovyy, Stroink, Swanston, Urbanowski, Wallace

Absent: Geldenhuys, Hubert, Morgunov, Slonim, Wanzel, Webster.

Invitees: A. Kachan, A. Power

2005:097

Adoption of Agenda

The agenda was adopted as circulated.

2005:098

Draft Minutes of Previous Meeting

a) Approval

The minutes of the meeting of September 26, 2005 were **ADOPTED** as circulated.

b) Matters Arising

Mr. Traves had indicated that several presentations could be made available to Senate: Enrolment Management - Mr. Sam Scully and Ms. Asa Kachan will present today under Agenda Item #9, Pension Plan - Mr. Bryan Mason has offered to do a presentation on January 23, 2006, and Reputation Management and International Projects of the Lester Pearson Institute at some later date. There were no further matters arising from the September 26, 2005 minutes.

2005:099

Report of the Senate Nominating Committee

On behalf of the Senate Committee Nominating Committee, Mr. Jost **MOVED**:

THAT the nomination of Esmeralda Thornhill (Faculty of Law) to the Senate Steering Committee for the period of November 2005 to June 30, 2007 be approved;

THAT the nomination of Carmichael Wallace (Faculty of Medicine) to the Senate Committee on Academic Administration for the period November 2005 to June 30, 2008 be approved;

THAT the nomination of Alison Thompson (Faculty of Science) to the Senate Computing & Information Technology Planning Committee for the period November 2005 to June 30, 2008 be approved;

THAT the nomination of Chidi Oguamanan (Faculty of Law) to the Senate Library Committee for the period November 2005 to June 30, 2007 be approved;

THAT the nomination of Grant MacDonald (College of Continuing Education) to the Senate Committee on Learning & Teaching for the period November 2005 to June 30, 2008 be approved.

After the requisite three calls for further nominations, the candidates were declared elected to their respective committees.

The motion was **CARRIED**.

2005:100

Senate Steering Committee

a) Revised Terms of Reference –Senate Discipline Committee

1. Code of Student Conduct

Mr. Dunphy noted that on February 28, 2005 the revisions to the Code of Student Conduct were approved by Senate. The implementation of the Code throughout the university community could not be done until it had been successfully disseminated to the student body through the university calendar (inclusion in the 2005-06 calendar was not possible). In late September 2005 it was decided that the revised Code, if distributed via email, would fulfill the requirement of 'informing the students'. On Monday, October 31, 2005 Ms. Bonnie Neuman, Vice-President Student Services, sent an email to the student body indicating the revisions, the location of the Code of Student Conduct, and that as of November 7, 2005 the revised Code will be in effect for all students.

The Terms of Reference for the Senate Discipline Committee pg. 37-39 outline several procedures within the Code of Student Conduct and also list the sanctions. As a consequence of changes made to procedures and sanctions within the revised code of conduct, the SDC Terms of Reference require revision in order to reflect those changes.

On behalf of the Senate Steering Committee, Mr. El-Hawary **MOVED**:

THAT the section, Code of Student Conduct: Procedures, pages 37-39 of the Senate Discipline Committee terms of reference,

Constitutional Provisions Governing the Operations of Senate, be deleted and on page 35, the line:

“Penalties for breaches of the Code of Student Conduct are set out below under “Code of Student Conduct: Procedures”,

be revised to read as follows:

“Sanctions and interim suspensions for breaches of the Code of Student Conduct (revised February 28, 2005) are set out under Sections E and F respectively in the Code of Student Conduct.”

The motion was **CARRIED**.

2. Discipline Advisor *Draft* Terms of Reference

Mr. Dunphy indicated that the draft Terms of Reference for the Discipline Advisors were approved at the April 20, 2005 Steering Committee meeting. The Discipline Advisor sections within the Senate Discipline Committee Terms of Reference were somewhat out of date in relation to the current practices. Under the current Terms of Reference for Advisors they were expected to do a number of administrative related duties such as:

- Organize what hearings would take place and keep documentation. These activities are currently, and will continue to be, undertaken by the Senate Office; and
- Advisors were responsible for ascertaining if students had committed prior offences; which is inappropriate.

The other changes relate to what faculty the advisors come from. At present, the membership is comprised of members from the Faculty of Law. The proposed change is for members to be drawn from past members of the Senate Discipline Committee.

Mr. Whyte noted that the terms of reference for the Senate Discipline Committee refer entirely to students. At a past meeting of Senate he had raised a question in regard to Faculty discipline and he was reassured that the committee mandate could apply to a faculty code as well as students. Mr. Whyte has had an occasion in the last few weeks to question the academic conduct of a faculty member and spoke to a discipline advisor and after some thought the Advisor came to the conclusion that he was able to advise Mr. Whyte about the situation of academic dishonesty involving a faculty member. This discipline advisor interpreted his role to be applicable against students and faculty. At present, the SDC Terms of Reference are directed toward breaches of students and Mr. Whyte would like to clarify whether this process applies to complaints of faculty.

Mr. El-Hawary explained that it is unclear if the intent of the process for the SDC was to include faculty and he would suggest that this question be referred to the Senate Steering Committee. Once deliberated at the Steering Committee the resolution will come back to Senate in the New Year.

Mr. Whyte **MOVED**, seconded by Mr. Oppong:

THAT the Senate Steering Committee will review the Terms of Reference for the Senate Discipline Committee to determine if the process applies not only to students but to faculty as well and report back to Senate early in 2006.

Ms. Bond inquired if the discussion of the review of the terms of reference requires passing a motion and if passing the motion in regard to the revisions to the terms of reference for discipline advisors is integral to the discussion of the motion on the floor. Mr. El-Hawary called the motion out of order and requested that Senate come back to this motion upon conclusion of the motion pertaining to the revisions of the discipline advisors terms of reference.

On behalf of the Senate Steering Committee Mr. El-Hawary **MOVED**:

THAT Senate approve the proposed revisions to the Panel of Discipline Advisors' terms of reference in the Constitutional Provisions Governing the Operations of Senate as outlined in the November 21, 2005 memo to Senate.

The motion was **CARRIED**.

Mr. Traves noted that the question does not require a motion as it will come forward to the next Senate meeting as matters arising. Mr. Whyte felt it was best to continue with the motion and determine if there is a seconder for the motion and if there is no seconder then the motion dies.

Mr. Whyte **MOVED**, seconded by Mr. Oppong:

THAT the Senate Steering Committee will review the Terms of Reference for the Senate Discipline Committee to determine if the process applies not only to students but to faculty as well and report back to Senate early in 2006.

The motion was **CARRIED**.

b) Electronic Mail outs – Senate & Senate Standing Committees

On behalf of the Senate Steering Committee Mr. El-Hawary **MOVED**:

THAT Senate and Senate Standing Committees meeting packages be distributed in electronic format.

Mr. Cercone spoke against the motion as written indicating that the increased costs should not be passed onto other units. Also, he does not see how this saves any money and there is the question of whether the email has indeed reached the addressee. Ms. Stone noted that in order for her to print the Senate mail out she would have pay for this herself or she could print it out on the English Department printer resulting in the cost going to the department. If this results in less copies being produced as a result of Senators not attending a particular meeting then this could be a persuasive rationale. Ms. Binkley noted that if copies were prepared in the print center then perhaps efficiencies of scale could be optimized. Mr. Edelstein is very much in favor of the motion because Senate wastes a large amount of paper both in duplicating the distribution of program proposals and not printing two sided pages. Passing the motion will ensure a reduction in paper. Mr. Whyte noted that there are a number of alternatives rather than strictly in electronic format. Members of Senate could ask for a paper copy to be sent to them on a monthly basis and there is also the option to project the material on a screen to allow members who do not bring a printed copy to each meeting to ensure members are literally 'on the same page'. Ms. Binkley said that, when the Senate material is received electronically, she will print the package on a single sided and she will mark up the document and then save it in the faculty office files to ensure other members have access to the file. The suggested process will not promote efficiencies for Senate but rather will download the costs associated to individual Senators. Mr. Coughlan commented that he reviewed the material online and printed out the few pages that he felt he

needed in a hardcopy format. If everyone prints the material out then we would not save money; however, if everyone does not need to print the entire package then we would save money. Ms. Bond noted that she does not have the ability as a student Senator to download the cost of printing onto anyone else and would only print certain items in the package and therefore would not require a printed copy of the entire package.

The motion was **CARRIED**.

2005:101

Senate Representative on Board of Governors Students Relations & Residence Committee Nomination

Mr. Lloyd Fraser **MOVED**, seconded by Mr. Dunphy:

THAT Andrews Oppong, Faculty of Management, be elected as the Senate representative on the Board of Governors' Student Relations & Residence Committee for the term October 2005 to June 30, 2007.

The motion was **CARRIED**.

2005:102

Report of the Chair

Mr. El-Hawary reported that arrangements for the joint annual meeting of the Board of Governors and Senate, a.k.a. "Six + Six", will take place soon. If you have any suggestions for agenda items please send them to the Chair and copy to the Senate Office Manager.

2005:103

Question Period

Mr. Scully asked if any Dalhousie University students were successful in the Rhodes scholarship. Indeed, Ms. Kimberley Rutherford who graduated earlier this year in microbiology was one of the recipients of the Rhodes scholarship. Mr. Rutherford was a transfer student from Acadia University. Ms. Binkley asked if Mr. Scully knew who the other Rhodes scholars were. Mr. Scully noted that he did not know who the other successful candidates were as the announcement arrived only on Saturday evening.

2005:104

Report of the President

In news reports there has been support for district heating arrangements with joint support from the federal and provincial governments. This is a \$47M project that involves Dalhousie University, Saint Mary's University and the hospital who will come together for a district heating system. The heating system at Dalhousie University will soon need to be replaced and if the proposal goes forward this would have considerable benefits for us. It will save us a capital expenditure and it will allow us to respond to some of the environmental issues that are attached to our current arrangements. We burn heavy oil and this creates a number of environmental issues. The project will also bring natural gas to the peninsula creating far reaching potential consequences.

The federal government has also produced a fiscal update and the university feels that this is a very important budgetary statement insofar as there have been many issues introduced. There

have been substantial efforts over several years by various elements in the university system; the Association of Universities and Colleges of Canada were very active in presenting ideas and student groups were also very active. There was a significant increase proposed for the indirect costs for the research budget that would represent several million dollars for the Dalhousie University community, a major increase to support the Canada Innovation for Foundation, and the improvement of student assistance programs.

Mr. Butler asked about the McLean's numbers and if the Customer Satisfaction Survey of Students that was produced by the Globe and Mail and the Strategic Council was monitored. Mr. Butler noted that a key focus should be customer satisfaction as this has a direct impact on student enrolment numbers versus whether there are books in the library or research grants. Mr. Traves noted that the enrolment presentation will address some of these issues. The McLean's results are disappointing and there is some discussion on the methodology of the survey and Dalhousie University is taking some steps to improve our position vis a vis that methodology. This process will take time as there are some averaging arrangements that are built into their methods. Mr. Traves noted his understanding of the importance of customer surveys and Dalhousie University has participated in a very useful survey that is run by a consortium of universities that mails out 1000 survey instruments to students to each of 30 campuses with a 45% response rate. The survey is a very detailed response survey of services they receive, education they receive and what type of interactions they have with faculty. It provides some sociological data of the character of the student body as well. It also measures student responses to cohorts of students within other universities of similar sizes and character. In that survey Dalhousie University does quite well in terms of student satisfaction, better than other similar cohorts and better than other groups participating. The main question is how to improve student satisfaction and this is a question that Mr. Scully and his team will be working on over the next while. There are several areas that need to be improved upon to increase student satisfaction and one area that needs to be reviewed is the number of tenured professors who teach 1st year students. Five years ago this figure was approximately 64% and last year it was 50%. There are some issues, similar in nature to this one, which faculty members need to address within their own faculties. We need to look at ways to make change and at times, in Mr. Traves' opinion, we can be complacent. The surveys have helped to demonstrate that we need a push to improve and force us to ask ourselves what we can do to improve in many different quarters of the university.

Mr. Edelstein asked if Mr. Traves knew of a timeline for the proposed steam project. Mr. Traves noted that it could take a few years based on the length of time it took for similar projects and there is a lot of work yet to be done before the completion of such a large project.

2005:105

Enrolment Presentation

The Integrated Enrolment Presentation to Senate by Mr. Scully and Ms. Kachan can be found at: http://senioradministration.dal.ca/files/Integrated_Enrolment_Mgt_Presentation_Nov_28.pdf
The Dalhousie University enrolment initiative extends beyond just enrolment registration and includes the entire student experience. A steering committee oversees a series of teams focused in a number of core areas: Research, Awareness and Reputation Management, Recruitment, Recruitment and International Strategy, Retention and Student Engagement, and Policy and Process Review.

Dalhousie University has come out of a strong enrolment period; however, we know that the increases gained in the past will need to be enhanced by going into new regions or audiences. The 2005-06 enrolment numbers are below the anticipated enrolment which has a knock on effect on enrolment numbers in subsequent years. Ms. Kachan spoke to the recruitment section of the

enrolment initiative and one key area that has changed for Dalhousie University is that the recruitment process will now be conducted on an annual basis as compared to a process which uses to only confine itself to the fall and into the winter session. There are several new markets, Middle East and the Caribbean, which we will explore. A new international student ambassador program has been initiated utilizing the skills of current international students in the recruitment process for additional international students. We have also formed a new agreement with ESL programs in that we have altered the registration process that some international students can be admitted to Dalhousie University while completing the ESL program. One tool that would serve Dalhousie well is a television ad which could also be used for other recruitment initiatives across the country. Another new approach for advertising is one that is geared specifically for parents and in particular mothers. Mothers exert quite a bit of influence on their children in regard to their choices and several of our vehicles are targeted to this market. We are also trying to target to specific markets in Ontario but it is a very large market and the initial approach will be to target a specific area that we already have a foothold in and monitor the progress in this specific area. A perspective student portal has been developed and we are now in the process of developing a parent's portal. One of the key changes in this year's Open House was to create a parents program that was separate from the prospective students on that day. The feedback from the parents was that this was very welcome.

The second strategy we are going to employ is the expansion of the view book which is the main print piece that is distributed to potential students. Other institutions that have expanded this tool have had great success and we look forward to utilizing this tool as well. New web content is the primary tool and we need to continually update the site to ensure it is comprehensive and each page fits with the new branding image.

We will focus as well on ensuring campus tours allow for a view of the residences. Even finding parking for parents and prospective students on campus can be difficult but critical to our recruiting plan. Increasing alumni involvement is another piece of the initiative.

Quality improvement is part of the overall strategy and helps to ensure that we say the same thing without repeating ourselves in the process. This begins with the first contact that each student has with Dalhousie University. We need to balance a high tech approach with a high touch approach. We would also like to streamline the application process and ensure that each piece is online and not cumbersome. We also would like to simplify credit transfer. We need to assess the transfer credits in a timely manner. At present, the assessment takes several weeks and articulation agreements will help to speed this process along. We are also reviewing our scholarship process and bursary program for transfer students. Another key area to review is the budget for an integrated recruitment process and staffing levels which are required to successfully complete the recruitment tasks. We are also performing a communications audit with 10 other institutions with grade 12 students who have volunteered to participate. We will monitor all the communication they receive over the year which will help us to improve how we do business next year.

Mr. Scully noted that enrolment management was initiated at Dalhousie University initially in 2000 and was a comprehensive effort compared to what we are doing now; however, looking back it appears naive but appropriate for the time. The prior program was built on a foundation of recruit, retain, and research. Now we use the three Ps: new plan (enrolment and strategic plan), process (examining our present processes), people (have the right people engaged in the right way, at the right time in a variety of activities).

Mr. Whyte has heard it said that the Dalhousie campus is not as friendly to the average undergraduate but can be very friendly for a student who has high academic goals. We definitely do not excel in the undergraduate sector like some of our fellow institutions in Sackville,

Wolfville and St.FX who make it their special goal to make happy undergraduates. We benefit from their transfers. Other key areas that could be improved are:

- Buildings that are institutional in appearance with little greenery;
- No identifiable student center;
- No decent place to eat or multiple places to eat – other institutions have malls or student centered areas; and
- Faculty professors are not taking a progressive approach with regard to our 1st year undergraduate students.

Mr. Scully noted that the customer surveys mentioned earlier by Mr. Traves refute the notion of not satisfying students. Mr. Scully stated that we do have shortfalls and gaps but one could cherry pick from institutions across the country as not one institution would have all of the items listed above. Smaller institutions do have some advantages over a larger institutions and one of the largest challenges is the transition of our 1st year students to 2nd year. One area that gets overlooked is students who commute a long distance from the university. However, we must still do a better job with students who are in residence.

Ms. Stone had four questions which were answered by Mr. Scully:

- How does Dalhousie University compare to Saint Mary's University in regard to 1st year students and are they seeing an equivalent drop?
 - We have past year's information but the current information is still not readily available.
- The new markets that we are recruiting in are we developing any new recruitment initiatives within these immigrant communities that might involve ads in the language that is spoken in these communities to ensure we can take advantage of secondary migration?
 - One key issue is economics for students who come from a particular immigrant community and the support that we can offer them is not enough for them to leave their community. One additional piece is the connection with the parents and the language barrier demonstrates that we do need to produce material in the language of the particular community.
- Are we looking at the Middle East or India in terms of our recruitment strategy?
 - India is an area that we do need to look at and the Middle East is definitely an area that we need to review. We must ensure that we have sustainability for each area. The use of agents in each of these areas is critical and we must have continued discussion with partners in this regard.
- Do we have guidelines for our web materials to ensure we do not promote sexual or sexist stereotypes?
 - One key focus is enhancing our photo library to ensure we have a meaningful approach to publishing marketing material and this is a key concern for communications and marketing.

Ms. Pelzer asked what has been implemented and what is yet to be implemented and if Dalhousie University has been to the Halifax Grammar School and Queen Elizabeth High School. Ms. Kachan assured Ms. Pelzer that Dalhousie had recently visited both schools and that several of these initiatives are underway and will take time to fully implement all the initiatives.

Mr. Pegg inquired if we are losing students to the Community Colleges. Mr. Scully noted that it is critical to work with Community Colleges in establishing programs where students, once they have completed a program at the community college, can transfer to Dalhousie University and potentially receive credit for some of the course work received at the Community College level.

Mr. Wien noted that if we offer more interesting academic programs this would directly impact on enrolment numbers.

Mr. El-Hawary thanked Mr. Scully and Ms. Kachan for an insightful presentation which will undoubtedly lead to continued discussions.

2005:106

Other Business

There was no other business.

2005:107

Adjournment

The meeting adjourned at 6:10 p.m.