

Item: Senate Minutes, May 2008

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, May 12, 2008 at 4:00 p.m., in University Hall, Macdonald Building.

Present with Lloyd Fraser in the chair were: Bodorik, Breckenridge, Camfield, Campbell, Chowdhury, Cochrane, Coffin, Cook, Croll, El-Hawary, Fanning, Frank, Geldenhuys, Harman, Haslam, Helland, Hughes, Kroeker, Larkin, MacLaren, McLarney, Moukdad, Nowakowski, Pegg, Richard, Robinson, Ross, Rutherford, Sadek, Shaver, Shepherd, Slonim, Smith, B., Snow, Tremblay, Wanzel, Watters, Wheeler.

Regrets: Adshade, Binkley, Butler, El-Masry, Fraser, K., Grundy, Kesselring, Leon, Maes, McConnell, Plug, Precious, Saunders, Schroeder, Singleton, Sutow, Thornhill, Tindall, Traves, Webster.

Absent: Barker, Garduno, Gray, Johnson, Johnston, Pelzer, Persaud, Schellinck, Scherkoske, Smith, J., Spence Wach, Taylor, Willison, Yeung.

Guests: M. Bliemel, S. Brousseau, S. Budge, R. Klapstein, P. Lindley, A. Power, P. Ryall.

Messrs. Fraser and Shaver presented the following awards: 2008 Sessional and Part-time Instructor Award of Excellence for Teaching to Mr. Darrel Doman, Department of Mechanical Engineering, Faculty of Engineering and Mr. Matthew Mitchell, Department of Comparative Religion, Faculty of Arts & Social Sciences. The President's Graduate Teaching Assistant Awards were presented to Ms. Leona Chu, Department of Biology, Faculty of Science; Mr. Timothy O'Leary, Department of Psychology, Faculty of Science; and Ms. Meagan Timney, Department of English, Faculty of Arts & Social Sciences.

Mr. Fraser then welcomed the new student Senators: Ms. Courtney Larkin, President; Mr. Mark Coffin, Vice-President Education; Ms. Kaylyn Fraser, DSU representative; Mr. Eric Snow, DSU representative; Mr. Jonathan Hughes, DSU representative; and Mr. Yannick Tremblay, DSU Graduate Rep. The Chair then called the meeting to order.

2008:56

Adoption of Agenda

The agenda was **ADOPTED**.

2008:57

Draft Minutes of April 14, 2008 Meeting of Senate

2.1 Approval

The minutes were approved as circulated.

2.2 Matters Arising

There were no matters arising.

2008:58

Question Period

Ms. Harman had posed a question for Mr. Traves in regard to security at the University and the recent emergency text messaging initiative and if there might be an opportunity to educate Senators with regard to the University's emergency plans. Mr. Fraser indicated that Mr. Traves would respond to the inquiry at the next meeting.

2008:59

Senate Nominating Committee: University Tenure & Promotions Panel Nominations

Mr. Fraser welcomed Ms. Brenda Richard, School of Social Work, Chair, Senate Nominating Committee. Ms. Richard presented the slate of nominees for the University Tenure and Promotions panel which had received the requisite approval of the University President and the President of the Dalhousie Faculty Association.

On behalf of the Senate Nominating Committee, Ms. Richard **MOVED**:

THAT the Senate approve the nomination of the following faculty members to the University Tenure & Promotions Panel for the term April 11, 2008 – June 30, 2010:

Mr. Jon Grant, Faculty of Science

Mr. Bruce Grindley, Faculty of Science

Ms. Jean Hughes, Faculty of Health Professions

Mr. Denis Riordan, Faculty of Computer Science

Mr. Sunny Marche, Faculty of Management

Mr. Leonard Diepeveen, Faculty of Arts and Social Sciences

After the requisite three calls for further nominations, the nominees were declared elected.

2008:60

Senate Steering Committee: Senate Nominating Committee Nomination from the Faculty of Medicine

On behalf of the Senate Steering Committee, Mr. Fraser **MOVED**:

THAT the Senate approve the nomination of Dr. Roger McLeod, Department of Biochemistry and Molecular Biology, to the Senate Nominating Committee for the period May 12, 2008 to August 31, 2010.

After the requisite three calls for further nominations, Mr. Fraser declared Dr. Roger McLeod elected to the Senate Nominating Committee.

2008:61

Senate Review of the Faculty of Computer Science

Mr. Fraser noted that the Senate reviews Faculties approximately once every seven years. In the past, the reports have been dealt with primarily by the Senate Academic Priorities and Budget Committee (SAPBC) in consultation with the Review Committee and the Faculty concerned. The report to Senate typically has been limited to acknowledging that the report had been received. The terms of reference for Senate Reviews indicate that after 18 months the Vice-President Academic is to report to SAPBC on progress in implementing the recommendations. SAPBC had expressed the view that the Senate Reviews reports should be much more widely shared than has been the case in the past. The Senate Review of the Faculty of Computer Science was the first review report following that decision.

Mr. Fraser welcomed the Chair of the Senate Review Committee for the Faculty of Computer Science, Mr. Bruce Smith, Faculty of Science. Mr. Smith noted that the Review Committee believed that the Faculty of Computer Science had done an exceptional job under very difficult circumstances. Mr. Smith provided a brief history of the Faculty of Computer Science and noted the cyclical nature of the undergraduate enrolment. The Review Committee generated several recommendations including the need for an academic plan to lay out research directions, curriculum development, budgetary and complement plans, concerns relating to the relationship between the faculty and the University Computing and Information Systems, and a recommendation to the Senate regarding reporting guidelines for Faculty and other reviews.

Mr. Michael Shepherd, Dean, Faculty of Computer Science, outlined the Faculty's response to the recommendations and the actions that had already taken place with regard to the recommendations. One key area highlighted was the fact that the Faculty of Computer Science now has a strategic plan that has been approved by the Faculty. In addition, ad hoc committees have been struck to define the tasks, metrics and the overall plan. The review of undergraduate programs will be a priority under the strategic plan and a focus for the coming year. The Faculty response was discussed in full with a comprehensive outline of each

recommendation. The Faculty found the Review Report helpful and believed that the recommendations were achievable.

One recommendation outlined in the Faculty Review Report dealt with a more clear delineation of the content required to go into a self-study. This recommendation is directed to Senate and will be examined in greater detail by SAPBC in due course.

Discussion of the Senate Faculty Review Report and the Response centred on adequate study space, the adjusted hours for the Computer Science building, long term sustainable finances of the Faculty, and concerns related to cross-faculty salary standards. Mr. Fraser expressed thanks to Mr. Bruce Smith, Chair of the Review Committee for the Faculty of Computer Science; Mr. Michael Shepherd, Dean, Faculty of Computer Science; and Mr. Larry Maloney, Associate Vice-President, Academic.

2008:62

Dalhousie University Policy on the Ethical Conduct of Research Involving Humans

Mr. Breckenridge, Vice-President, Research, spoke to the draft Dalhousie University Policy on the Ethical Conduct of Research Involving Humans. Ms. Patricia Lindley, Coordinator, for the Office of Research Ethics Administration, was also present to answer questions relating to the document. Mr. Breckenridge noted that in 1998 the three granting councils implemented the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans. In order to comply with the Tri-Council policy, Senate approved an interim Dalhousie policy in September 1999, and forwarded this to the Tri-Councils. This policy has now been revised substantially in accordance with the Memorandum of Understanding the university signed with the Tri-Councils.

The new document provides a policy framework for ethics review processes across all levels of the university. There has been consultation with the University Legal Counsel, and a presentation to the Deans' Council and the Dalhousie Research Advisory Committee.

On behalf of the Senate Academic Priorities and Budget Committee (SAPBC), Mr. Fraser **MOVED**:

THAT the Senate approve the Dalhousie University Policy on the Ethical Conduct of Research Involving Humans.

Mr. Slonim asked how long the approval process takes once a protocol is submitted to the Board. Ms. Lindley explained that there are two pathways that research can take through the ethics review process: one is a full review and the other, an expedited review. A full review is reserved for those protocols which have significant ethical issues identified or which deal with vulnerable populations, or are above the threshold of minimal risk. Those projects must go before the full Board and a decision may be determined in approximately three weeks.

Mr. Coffin inquired about section 3.2, which states that "excluded from this policy are those activities carried out internally within the University, including quality assurance, teaching and course evaluations, and research conducted by the University administration intended solely for use internally, and those are excluded from this policy." Ms. Lindley described the distinction made between research and quality assurance; quality assurance are those activities the institution uses to run and conduct its business and they are considered internal. They fall outside the mandate of the research ethics board.

Mr. Helland said that he is aware that there is a lot of work for the people who belong to the ethics review committee and that there is a fairly high turnover for members on that committee. He inquired whether the review addressed this issue. Mr. Breckenridge responded that Research Services has been encouraging the Deans to take into consideration the other administrative duties of individuals that serve on these committees because the work of the ethics review boards is very important for the research activities at the University. Mr. Sadek inquired about the research protocol within the various hospitals. Mr. Breckenridge said that the coordinators work closely with the hospitals and the University, but because of the responsibility to the Boards of the hospitals, the ethics review process at the hospitals is essentially distinct from the review process at the university.

The motion **CARRIED**.

2008:63

Senate Academic Priorities and Budget Committee:

a) Proposed Program Modification: Bachelor of Science, Minor in Food Science

Mr. Patrick Ryall, Associate Dean, Faculty of Science; Mr. Mike Pegg, Chemical Engineering; and Ms. Suzanne Budge, Undergraduate Coordinator in Food Science, were present to speak to the program modification for the Bachelor of Science with a Minor in Food Science. Mr. Ryall explained that this proposal was initiated because of industry and student demand.

On behalf of the Senate Academic Priorities and Budget Committee (SAPBC), Mr. Fraser **MOVED:**

THAT Senate approve the modified program proposal for a Bachelor of Science, with a Minor in Food Science.

The motion **CARRIED.**

b) Proposed Program Modification: Bachelor of Management

Mr. Wheeler, Dean, Faculty of Management, was present to speak to the program modification for the Bachelor of Management and indicated that the modifications tie into the strategic direction of the Faculty and in particular, to the commitment to increasing undergraduate enrolment. Ms. Vivian Howard, Academic Director, Bachelor of Management program, was present and outlined the proposal and the rationale. She explained that the modification to the Bachelor of Management program arose from requests and consultation with students. The current program structure requires students to take all core courses in their first two years. When in third year, students are starting to specialize and focus on a particular area of interest. Currently in the Bachelor of Management program, there are no majors. Advisors take a lot of time with students to help them organize a more coherent program of electives. Students have indicated that they want more structure in their final years in order to complete a major within the Bachelor of Management. The Faculty of Management conducted market research with the first and second year Management students in the Fall and asked them if they would be interested in majors. There was an 87% confirmation that they would. Students, School Directors and faculty were then asked what majors should be developed and a list of six very interdisciplinary majors was created. Students would not be required to select a major if they did not wish to.

On behalf of the Senate Academic Priorities and Budget Committee (SAPBC), Mr. Fraser **MOVED:**

THAT the Senate approve the modified program proposal for the Bachelor of Management.

Ms. Larkin inquired if it was still an option for a student going into fourth year in Management to do a major. Ms. Howard said that any student who is currently in the program can declare a major even if they are in fourth year. Mr. Fraser indicated that, if the motion was approved, the modification would be effective immediately to ensure the option of majors would be available to existing students.

The motion **CARRIED.**

c) Modified Program Proposal: Master of Business Administration

Mr. Fraser explained that, rather than providing the full program proposal plus the various amendments, Senators had been provided with a condensed, shorter document that covers the essential elements of the modifications to the Master of Business Administration (MBA) program. Mr. Wheeler was invited to address the proposal and he acknowledged all the support that the Faculty had received from the University.

The Faculty of Management is attempting to create a world-class MBA program, one that Dalhousie can be justifiably proud of, and this cannot be done under the current model. There is a need to differentiate, to go after both the local market and a national market and a new cost structure is required as well. In the proposed modification, the MBA content doesn't change dramatically, but the sequencing and the delivery of the program does change. The most significant change is the introduction of a mandatory internship, which makes this a unique program in Canada. For many years, the Faculty of Management has had a highly successful Commerce co-op program, which allows for the development of very deep and positive relationships with employers, and so the Faculty is now in a sense parlaying that capability it has developed into the new MBA design. Students will come to Dalhousie for six months to get their basics of business administration, then go

into the workplace for an eight-month internship, and then back to Dalhousie University for eight months to finish off the program. For very smart, dynamic students who want to fast-track their business careers, this is an excellent opportunity as nothing else quite like it exists in Canada. The market research for the program design was independently conducted. The Faculty has conducted quite a number of outreach visits to employers and Mr. Wheeler has been personally involved in that process. Employers have already committed to make available approximately 70 internship placements.

On behalf of the Senate Academic Priorities and Budget Committee (SAPBC), Mr. Fraser **MOVED**:

THAT the Senate approve the modified program proposal for the Master of Business Administration.

Mr. Coffin stated his concern in regard to the tuition which, under the modification, is more than double the current tuition of \$16,000 and the fact that, over the years, the program may generate a surplus from the fees. He inquired if, once a surplus had been generated, tuition could be reduced the following year. Mr. Wheeler noted that there would be a slightly different profile of students who would want to pursue this program as compared to our current students. In terms of local students, there is no diminution of opportunity because Saint Mary's University has a very good MBA program. In terms of low-cost MBAs in this part of the world, nothing is being taken away by modifying the Dalhousie MBA program. In fact, Dalhousie is creating more choice for local students as well as for students nationally and the Faculty of Management believes this will be very beneficial for students. In terms of the way the fees work, Mr. Wheeler said that we would love to have the problem that Mr. Coffin had identified, which is a positive cash flow; however, it is too early to anticipate this. While some aspects of the program may not be hugely more expensive to offer than in the existing program, significant additional time, energy and effort will be going into the pedagogy and the support for the students around the internship.

During the internship the students will be paid, which then allows them to offset their fees. A student who may be paying \$35-40,000 for this new program should be able to earn \$30-35,000 back through their internship based on conversations with employers. Mr. Fraser added that while Senate certainly can advise on financial matters, it does not control the program finances; therefore, he suggested that one way of registering the concern raised by Mr. Coffin is to have it minuted. The program fees also would need to adhere to the terms of the Memorandum of Understanding (MoU) with the Province. Mr. Shaver indicated that the MoU does envision increases and subsidiary fees if the cost is shown to go up. It envisions the addition of new fees for new services and it also envisions the creation of full-cost recovery programs and a conversion of programs to full-cost recovery. In all cases, consultation is required and those consultations have already been initiated. It is a process whereby we work to get some kind of definition so that the spirit of the MoU will not be violated.

Mr. Wanzel said he is interested in the structure of the program as indicated on page five of the proposal and was wondering how the program develops areas of concentration and what the outcome of an area of concentration is. Mr. Bliemel explained that the MBA program is not a research based program. The learning is more practical, professionally based and an area of concentration and is achieved by taking a set number of classes in a specific functional area that have content related to what each individual intends to do when they graduate. In the first year there is a lock-step core; every student takes exactly the same courses. In the second year of the program, there are four areas of concentration and students would satisfy the requirements for a concentration by completing four additional courses beyond the introductory course taken in their first year. There are senior capstone courses that are built upon the junior of the first-term courses.

Mr. Haslam also spoke to the increased tuition, but felt that there will be the initial cash layout, which will be much higher which could restrict access to students. He inquired, given the financial structure of this program, if there had been thought given to increasing scholarships in this area to increase access to students who may not be able to afford that initial cash layout so they can have access to this high quality program. Mr. Bliemel affirmed that they have given due consideration to that and that is something that the program would be very committed to following through on. It is somewhat contingent on budget model discussions with the province. Another thing that the Faculty of Management can definitely do is to arrange preferential loans from financial institutions that are already involved in the program. Some employers also may pay the fees of the students. A comparison of fees in MBA programs across North America indicates that the Dalhousie University program is not particularly expensive in comparison with others.

Mr. Pegg noted that there are some combined MBA programs mentioned and he would like to confirm where these programs are going. The proposal provides for suspending admission to the combined programs for a year to give time for a proper re-evaluation of the various combined degrees. What are the implications, and what kind of modifications should we anticipate? Mr. Pelzer, Associate Dean of Graduate Studies indicated that

the combined programs will have to be modified and approved by the Faculty of Graduate Studies, Senate and the MPHEC. Mr. Shaver assured Senate that the students who currently are in the program will be looked after and will not suffer any disadvantage. Mr. Fraser said that the Senate has procedures clearly laid out for the approval of new programs, modification of programs, and for the termination of programs; however, Senate does not appear to have very clear processes laid out for the suspension of admission to programs. The intent here is not to terminate the programs, but to suspend admission to the programs for a year, providing some breathing space. This involves a relatively small number of students. There has been consultation with the Faculties concerned and they are in agreement with this approach.

The motion **CARRIED**.

Mr. El-Hawary requested that at the next Senate meeting Senators be provided with further information regarding the suspension of the joint programs, to which Mr. Fraser agreed.

2008:64

Chair's Report

Due to time restraints, Mr. Fraser will provide a report at the June meeting. He encouraged faculty to attend the 2008 Spring Convocations and noted that the new Chancellor will be officially installed on May 21, 2008.

2008:65

Adjournment

The meeting adjourned at 6:00 pm.