

Item: Senate Minutes, January 1983  
Call Number: UA-5, Accession 2007-039, Box 6

Additional Notes:

This document is a compilation of Senate minutes, staff matters and miscellaneous documents for January 1983. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional documents for this year which have not yet been digitized can be found in the Dalhousie University Senate fonds (UA-5) at the Dalhousie University Archives and Special Collections.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

DALHOUSIE      UNIVERSITY

MINUTES

OF

SENATE      MEETING

Senate met in regular session in the Board and Senate Room on Monday, 10 January 1983 at 4:00 p.m.

Present with Mr. A. M. Sinclair in the chair were the following:

Andrews, Axworthy, Belzer, Betts, Birdsall, Bishop, Braybrooke, Brett, Byham, Cameron D.M., Chambers, Charles, Chaytor, Cohen, Comeau, Cromwell, Cross, Duff, Easterbrook, Ettlenger, Fraser (Philip), Friedenberg, George, Gesner, Graham, Haley, Hare, Hartt, Heard, Irwin, Jones W.E., Josenhans, Kent, King, Klassen, Kussmaul, Laidlaw, Lawrence, Leffek, MacKay W.A., Maloney, Manning, Manos, McNulty, Myers, Myrden, Nestman, O'Shea, Ozier, Pereira, Pooley, Rans, Renner, Richards, Rodger, Shaw, Sherwin, Sinclair-Faulkner, Smith, Stairs, Stern, Tan, Thiessen, Thompson, Tingley, Tonks, Treves-Gold, Waterson, Mercer (invitee).

Regrets: Blecher, Fulton, Gold, Jacobson, Jones J.V., Pronych, Varma, Yung.

83:01.      New Members

The Chairman introduced and welcomed to Senate Ms. Phyllis Stern, newly appointed Director of the School of Nursing, and Mr. Victor Thiessen, Acting Chairman of the Department of Sociology and Social Anthropology.

83:02.      Minutes of the Meeting of 30 November 1982

Upon motion (Lawrence/Heard) the minutes of the meeting of 30 November 1982 were approved with the following correction. The words "and procedures" were added after the word "decisions" at the end of line 2 of the amendment to the first motion in Minute No. 82:96 (contained on page 2 of the minutes).

The minutes of the meetings of 13 and 20 December 1982 were distributed at the meeting. It was agreed to postpone discussion of these minutes until the next meeting.

83:03.      Question Period

Mr. Pooley enquired about students enrolled simultaneously in two faculties. He stated that they have to pay extra fees even if they

are limited to the normal five-class course load. He asked for an explanation of this.

The President stated that he will ensure that an answer is provided at the next meeting.

Mr. Graham raised questions about the new Collective Agreement. He noted that there were provisions in the earlier contract for conscientious objections to membership in the Dalhousie Faculty Association. He added that the current contract recognizes previous conscientious objectors, but that it also contains a provision that a "quota" of only 16 conscientious objections be allowed. Mr. Graham stated that it was a strange provision to recognize that there are grounds for conscientious objection and then to put a quota on them. He asked what was the reason for this in the current contract.

The President stated that the Board of Governors did ratify the contract and did ask representatives of the Senate to meet with representatives of the Dalhousie Faculty Association in order to put forward a single view. When it did not appear to be possible to do this, the provision was recommended since both parties to the Collective Agreement agreed to it.

Mr. Kussmaul, on the same point, stated that, as well as upholding those who objected successfully in the past, there was also provision for those who applied in the past and whose applications were turned down. He asked whether the President had assumed that those members who had not applied for conscientious objector status, but may have wanted to, did not do so because they found it acceptable to make dues payments to the DFA.

The President replied that no assumptions were made about the interests and intentions of such people and no provisions were made for them.

Ms. Ozier, on a point of clarification, stated that Mr. Graham had apparently assumed that Clause 7.03 of the Collective Agreement gives validity to those people who objected under such provisions and whose objections were denied. She stated that the present provisions do not address the validity of previous objections at all; they simply allow the equivalence of dues for those persons who were previously denied to be paid to the Dalhousie Scholarship Fund.

Mr. Smith asked how many appointments had been made since the declaration of financial constraint. The President replied that two appointments have been made, one in Medicine and one in Dentistry, and two others have been authorized in the Faculty of Arts and Science.

Mr. Chambers asked (1) whether or not it was true that the Committee to Administer the Collective Agreement did not keep records on conscientious objections or record the results of votes; (2) whether such objections could be defeated by committee members simply abstaining from voting; and (3) how many of the 16 "positions" were still open.

In answer to (1), the President stated that the CACA does keep records of its proceedings but not a record of the actual numbers of votes on any matter. In reply to (2), he stated that a concurrent majority of both parties to the Agreement is required to approve a conscientious objection. He said the answer to (3) was one.

Mr. Chambers reported that he could not obtain the reasons why his application for conscientious objector status was not approved, and no information at all had been given to him.

83:04. Reports and Recommendations -- Committees of Senate

A. Committee on Committees

1. Nomination to the Audio-Visual Advisory Committee

The nomination of Mr. L. Haley as Senate representative on the Audio-Visual Advisory Committee was moved and seconded (Runte/Duff).

There being no further nominations, Mr. Haley was declared elected.

2. Joint /Senate Committee to Investigate Circumstances Surrounding the President's Declaration of Restraint and Renewal -- Results of Balloting

The Secretary reported that Messrs. Axworthy, Chambers, and King were the three non-elected members of Senate elected to the Committee, and Messrs. Bradfield, Cohen, and Dunn were the three elected from the slate of elected members of Senate. After discussion it was agreed that no information about any candidate should appear on the ballot.

3. Nomination of Senate Observer to the Committee to Administer the Collective Agreement (CACA)

Mr. Darby's nomination as Senate Observer to the Committee to Administer the Collective Agreement was confirmed upon motion (King/Runte). Mr. Darby had been elected to the Board-DFA Consultative Committee at the November meeting of Senate (Minute No. 82:89.A.I).

B. Honorary Degrees Committee

Upon motion (MacKay/Klassen) the awarding of Dalhousie degrees at the King's College Encaenia on Wednesday, 11 May 1983, at 2:30 p.m. was approved.

83:05. Faculty of Arts and Science -- Notice of Motion

Ms. Waterson moved, on behalf of the Faculty of Arts and Science, and Mr. Andrews seconded, the following motion

**that, as an integral part of its planning process, the University make vigorous and immediate efforts to bring funding to an adequate level by increasing the public's understanding and appreciation of the University's activities and contribution to society, by making continuous, forceful representations to all appropriate government bodies, by seeking to maximize external support, both attitudinal and financial, among alumni and other potential patrons.**

On a point of order, Mr. Heard asked whether the motion was sufficiently different from the Rans/Ozier motion passed on 30 November 1982 (Minute No. 82:96) to be considered.

The Chairman ruled that it was, and gave the floor to Ms. Waterson to speak to the motion.

(At the request of a number of members of Senate, Ms. Waterson's remarks are included in detail as an appendix to these minutes.)

The President spoke in support of the motion and stated that actions advocated in the motion would contribute to a demonstration of collective support for higher education.

The motion was carried.

83:06. Joint Meeting - Senate Representatives and Executive of the Board

The Chairman reminded members of the joint meeting to be held on 20 January 1983. He invited anyone having suggestions for agenda items to submit them to the Officers of Senate or the Chairpersons of the major Senate Committees.

83:07. Report from the President

The President distributed a memorandum to Senate on the progress of Phase I of restraint and renewal. A copy of this memorandum is appended to these minutes. He spoke briefly on the progress to date and stated that nearly all faculties and administrative units had responded by the deadline date of 20 December 1982, and all reports had been received by the end of December. He indicated that the process was useful and that he had been impressed with the quality and content of the statements.

The President also reported verbally on a number of other matters and indicated that he would submit a written report on these matters for distribution to Senate.

He reported on meetings held with representatives of the governments of the three Maritime Provinces to discuss matters of concern related to medical education. At these meetings, the request that commitments to support the programme in Occupational Therapy be met was also discussed.

He stated that meetings had been held with the N.S. Minister of Education, the Deputy Minister, and representatives of the Atlantic Institute of Education to discuss arrangements for Dalhousie to assume responsibility for students who were already enrolled in AIE programmes at the time support was terminated.

The President also reported on discussions held concerning funding arrangements, scholarships and bursaries, and other matters of university financing.

On matters within the University, he reported that the DFA and the Board had successfully concluded negotiations on the

Collective Agreement, and that an Agreement with staff represented by CUPE had been negotiated as well. Both are two-year contracts.

He indicated that requests to open meetings of the Board of Governors will be considered further at the Joint Meeting of Senate representatives and the Executive of the Board.

The President stated that the Consultative Committee on Planning had been struck and consisted of:

Mr. Sinclair representing Senate  
Mr. Sharma representing the Student Union  
Ms. Hodgson representing the DSA  
Mr. Ritchie representing the Alumni Association  
Ms. Tidmarsh representing the Administration Office

He also thanked the members of the Advisory Committee on Computers and Computer Usage for their work and indicated that the results of their survey would be available by Spring.

On inter-university matters, the President reported that the agreement with Mount Saint Vincent University had been signed. He also stated that monthly meetings between representatives of St. Mary's, Dalhousie, and Mount Saint Vincent were being held, and that the newly initiated joint purchasing arrangements was one result of these meetings.

He also reported on meetings held with various alumni groups.

The President indicated that greater detail and other information will be included in his written report.

Mr. Braybrooke suggested a scheme for repayment of student loans in terms of a student's likely career earnings. The President indicated that such schemes have been considered before in Canada and one such scheme was a recommendation of the Graham Royal Commission.

Mr. Rans asked if the President knew when the proposed Commission on Higher Education was going to be established. The President replied that the issue had been discussed with the Minister of Education, and terms of reference have now been established and the Commission should be set up shortly.

Mr. Axworthy asked if (1) the President would indicate the Board's response to Senate's amendment related to the Board's not joining Senate in condemning the provincial government for the closure of AIE, and (2) whether or not the President was prepared to present a comprehensive plan in line with the motion passed in Senate Minute No. 82:96.

In response to (1), the President indicated that the matter did come to the attention of the Executive Committee of the Board and will be discussed at the Joint Meeting. With respect to (2), the President stated that he will continue to report to Senate monthly but has difficulty coming up with one, single, comprehensive plan.

Mr. Axworthy asked if the President were saying he would not provide the information required by the motion in Senate Minute

No. 82:96.

The President indicated that he would like time to consider the matter and will report at the next meeting.

Mr. Andrews stated that budget cuts were, in his opinion, beginning to erode some of Dalhousie's programmes. He asked who actually constituted the Association of Atlantic Universities which had recommended the basic grant increases.

The President replied that the Association is represented by the heads of the institutions of higher learning in the Atlantic region. He agreed that the current level of funding is inadequate to meet what Dalhousie wants to do.

83:08. Departmental Fee Charges

Ms. Waterson raised the matter of extra fee charges and stated that it was her understanding that the matter was to be considered at the December meeting of the Committee on Academic Administration.

The President stated that adequate information was not yet available, but the matter would be dealt with at the January meeting of the Committee on Academic Administration, as agreed by that Committee (Minute No. CM 82:46).

83:09. Adjournment

The meeting adjourned at 6:10 p.m.

## Appendix A

This motion is offered in the spirit of comments made at recent Senate meetings which emphasized the necessity for all segments of the university community, however diverse their philosophy and approach, to co-operate in an effort to insure that, while responding to the present economic crisis, Dalhousie remains, to paraphrase President MacKay's statement on Roles and Goals (p. 3), a university "worthy of the name . . . [which] depends upon a broadly shared sense of purpose . . . goodwill and trust among all those who participate in its life."

The text of this proposal is a policy statement that the Faculty of Arts and Science has formally adopted. It has already led to the creation of an ad hoc committee to assist the Dean's office in building support for the Faculty's activities. It is now being advocated in Senate since such a policy would be vastly more effective if implemented on a university-wide scale.

It is viewed as vitally important because of our intellectual interdependence and because that sense of common purpose so, accurately identified by President MacKay as characteristic of a university, cannot be maintained if our primary concern becomes to determine which form of a truncated university can best survive a financial crisis, if we limit ourselves to asking whether we should sacrifice our right leg and left arm or vice versa.

The recent history of the Atlantic Institute of Education amply demonstrates how easily an institution can be condemned to oblivion by its own passivity and a publicly expressed negative self-image. My own, very brief experience as an underfunded administrator also suggests that a courteous, reasoned refusal to accept the unacceptable can indeed wring some blood from the proverbial stone.

Among the general public and our alumni, ignorance, misconceptions and indifference, regrettably on both parts, has diluted the potential support we desperately need to draw on. We do, indeed, have an enormous public relations job ahead of us. But, if we are inclined to view it as an impossible task, I must ask that we consider the severe self-condemnation and gross underestimate of our collective strength that such a conclusion implies.

Surely we are not prepared to say that a university, which requires its undergraduates to communicate effectively in writing, which trains courtroom lawyers, which has a thriving theatre department, cannot plead its case eloquently in public. Surely we would not grant that a university, which prides itself on excellence in teaching, which trains many of tomorrow's professionals, which conducts research that touches every area of human experience, cannot establish the importance and relevance of its work.

Surely we do believe enough in what a university is all about to make others believe in it too.

Clearly we have the collective resources to help ourselves in significant ways. But it is equally clear that we have reached a point in our history when we not only can but must act on these convictions, or be condemned by our unnecessary but fatal silence.

There is a bumper sticker I would like to see blazoned across this campus. It reads: "if you think education is expensive, try ignorance!"

Surely we can and must show that education has always been the soundest of investments and that severe underfunding is economically and educationally absurd.



How many taxpayers will continue to believe their governments support quality education if we are reduced to offering social science courses in the fall, humanities courses in the spring and science courses in the summer?

Even well insulated civil servants cannot help but feel threatened if, in order to balance our budget, the Faculty of Medicine trains cardio-vascular specialists in even-numbered years, radiologists in odd-numbered years and dentists in ... leap years.

If we pass the motion before us and incorporate its approach into a multi-faceted response to the present economic crisis, we will be responding creatively to a serious challenge and moving toward the goal, outlined on the first page of the President's memorandum on Restraint and Renewal of "regaining a significant measure of control over our own destiny as a University."

Such an approach, nourished by an informed pride in our own worth, can help us generate enough resources, both psychological and financial, to support genuine renewal without sacrificing the health of that complex, symbiotic community of scholars, teachers and disciplines without which a university ceases to be worthy of its admirable etymology.

## Appendix B

January 10, 1983

Memorandum To Senate

### Planning for 1983-84: Phase I of Restraint and Renewal

Members of Senate will be aware of the undertaking which I gave in last October's memorandum on Restraint and Renewal to report further in January, particularly with regard to the framework for preparation of the 1983-84 budget expenditure estimates and the implications of financial constraint. I would like, as well, to comment briefly on these first three months of the process of restraint and renewal, and on some of the considerations which, in my view, should be central to our efforts in the period ahead.

All of the reports requested from academic and administrative units as part of Phase I were received by the end of December, many by December 20. The preparation of these reports was a demanding task, which obviously involved a great deal of thought and effort by many people. Deans of faculties, heads and chairpersons of departments, directors of schools, centres and institutes, and faculty and staff members have devoted long hours in departmental meetings, Faculty and Senate committees and administrative task forces to address important questions concerning their programming and responsibilities. These reports represent building blocks of Dalhousie's future, and all who have contributed to them deserve my appreciation, and that of their colleagues.

In this material can be found many of the reasons why Dalhousie is the preeminent post-secondary educational institution in the region, with an international reputation in some fields and a solid tradition of academic excellence, scholarly activity and research. As well, persuasive cases are made for new or redistributed resources to support the development of new programmes and to meet other academic needs, and strategic issues are raised on matters ranging from enrolment policies to the evolution of the faculties themselves.

January 10, 1983

More disturbing are the indications that the cumulative effects of erosion of funding and the extension of activity in recent years have placed the quality of many of Dalhousie programmes under some degree of strain and, in some cases, in jeopardy. Indeed, many academic departments and units assert strongly that they cannot continue even the degree of restraint that is being applied in 1982-83. The reports confirm that it remains difficult for us to think of academic integrity in terms other than the full sustenance of our current programming.

The unfortunate conclusion is that the work so far, though thoughtful and searching, does not provide a solution to our chronic financial difficulties through measures immediately at hand

The financial difficulties facing the University are not likely to be resolved by increased revenues. We are not alone in facing severe restraint, and provincial governments will be hard pressed to provide even minimally adequate funding. We must face the very difficult situation before us, since even the most optimistic fiscal projections, using the basic grant increase recommended by the Association of Atlantic Universities, would appear to leave Dalhousie with an operating shortfall in the order of \$3 million to \$4 million or more for 1983-84 if we were to maintain our existing programmes at their present levels.

The question of revenue projections presents us with a real conundrum. If, on the one hand, we were to proceed to develop an expenditure budget on the basis of relatively optimistic revenue forecasts, we might well find ourselves locked into salary and other commitments exceeding our resources in the event that more realistic funding increases were forthcoming. If, on the other hand, we were to develop a budget using pessimistic revenue forecasts, we could find ourselves providing unintended support for the view that higher levels of funding were not required. This is a difficult choice and presents us with a situation of unusual uncertainty. We must act quickly, however, since delay will only further limit the choices that may be open to us in our pursuit of excellence within a diminishing resource base.

In order to deal with the situation that now faces us, the following steps will be undertaken during the coming three weeks:

1. The general freeze on new and replacement appointments and on the renewal of certain limited-term appointments as outlined in the memorandum of October 15 will continue.
2. The effects of the staffing freeze on existing programmes will be reviewed in detail with each Dean and limited approval may be possible for those appointments that are absolutely essential. This will provide the minimum salary expenditure base for 1983-84.

3. Simultaneous with (2) above, efforts will continue to refine our estimates of cost and income increases for next year and to identify potential expenditure reductions and revenue increases in non-academic, support and ancillary areas.
4. I will be communicating forcefully to the provincial government that, even with continuing restraint on our part, reasonable increases in funding levels for 1983-84 and beyond are necessary if we are to maintain quality in our programmes and avoid further operating deficits.
5. Using the best information then available, budget guidelines will be prepared by the end of January providing the limits (envelopes) within which Deans and administrative cost centre managers will prepare detailed budget submissions.
6. As soon as feasible after preparation of these budget guidelines, the general financial situation facing Dalhousie will be described as clearly and accurately as possible, perhaps through a special presentation, so that as many members of the Dalhousie community as possible will have an opportunity to appreciate our situation.

Disturbing though these immediate prospects are to all of us, they underline the importance of exploring the longer-run options that would provide a more solid footing and clear direction for Dalhousie. Senate has already begun to contribute to this, through the work of the Academic Planning Committee and sub-committees and in its own more general deliberations on the process of restraint and renewal. The Faculty Association has provided advice on the general approach. Together with on-going work within faculties and departments concerning academic planning, this attention to key university-wide issues must proceed to the consideration of more specific options and choices. I am making available both to Senate and the DFA all of the information submitted under Phase I. The Academic Planning Committee in particular may be prepared to undertake a more careful examination of this important material. All constructive advice will be appreciated and taken into account as we grapple with the longer-term agenda.

The purpose of this report is not to address particular items on that broader agenda, but it is worth noting that there is now in place an array of policy and planning structures which are equipped to deal with them. In addition to the standing Faculty, Senate and Administrative processes, special mechanisms have been created where necessary, such as the Consultative Committee on the Process of University Planning, the

January 10, 1983

joint Senate-Board review of financial pressures, and the various groups looking into such specific questions as computing needs. Problems of coordination will no doubt persist, but with goodwill and a sense of our collective objective to seek the best for Dalhousie, we shall bring forward and deal with those issues which will determine the future course for the University.

W. Andrew MacKay