

**DALHOUSIE UNIVERSITY  
APPROVED MINUTES  
OF SENATE MEETING**

Senate met in regular session on Monday, November 25, 2013, at 4:00pm in University Hall, MacDonald Building.

Present with Lloyd Fraser in the chair were the following: Ali, Baur, Baylis, Beale, Becke, Boran, Boudreau, Bourne-Tyson, Brooks, Burton, Byers, Chowdhury, Cochrane, Crago, Cunningham, Dionne, Eldridge, Florizone, Gibson, Grant, Habib, Harman, Hoyle, Hughes, Kesselring, Killham, MacDonald, MacLennan, Macy, Manion, Mansour, Marrie, Matte, Mazzanti, Mitchell, Moore, Mopoho, Osberg, Packer, Pegg, Pinder, Ross, Shepherd, Smirnov, Stadnyk, Stanish, Steeves, Summerby-Murray, Taylor, Wach, Watters, Webster, Woodman, Yiridoe.

Regrets: Barrett, Cooper, Cox, Doman, Goodday, Gray, Gruzd, Kozey, Langille, Leach, Shukla, Treiger.

Absent: Denike, Hartigan, Hewitt, Jha, Johnston, Khan, Leon.

Guests: Alain Boutet, Catherine Bagnell-Styles, Philip Coppard

**2013:108**

**Adoption of Agenda**

The November 25, 2013 agenda was **adopted**.

**2013:109**

**Consent Agenda**

**Approval of Draft Minutes of October 28, 2013 Senate Meeting**

**THAT** Senate approve the draft Senate minutes of October 28, 2013.

**Approved by Consent.**

**2013:110**

**Matters Arising from October 28, 2013 Senate Minutes**

**Update on Library Acquisitions Budget**

Carolyn Watters provided an update on the review of the Library acquisitions budget. Over the past ten years the Library has provided access to a significantly larger range of material, much of it electronic, and the Library also has provided a much wider range of services to students and faculty. While the Library operating budget has sustained three years of cuts totaling just under 10%, the acquisitions budget has been protected from cuts until the current year, when a 1% cut was applied (\$64,000). Other

factors affecting the acquisitions budget have included the dip in exchange rate, and the impact of inflation.

Although serials and standing orders continued to arrive, in September 2013 the placement of new orders was stopped, causing widespread concern across the university. On November 1<sup>st</sup>, special funds were provided to the Library to complete the purchases needed for this academic year.

To ensure more consistent purchasing capacity over time, the Vice-President Academic and Provost, the Vice-President Finance and Administration, the University Librarian, and an Associate University Librarian also conducted a review of the acquisitions budget. The review determined that monies in the acquisitions budget are used for the purchase of library materials and for limited directly-related expenses (such as interlibrary loans). The review recommended the following to ensure sustainability of this protected fund:

1. A three-year moratorium on any further cuts to the acquisitions budget;
2. The annual shortfall in purchasing power from exchange rate fluctuations to be covered by central funds;
3. An annual adjustment for increases due to inflation to be built into the acquisitions budget based on an external metric (for example, the Consumer Price Index (CPI));
4. Funds in the acquisitions budget to remain restricted to the purchase of library material and select related expenses (such as interlibrary loans);
5. A base adjustment for inflationary increases that were not covered in recent years.

#### **2013:111**

##### **Chair of Senate's Report**

Lloyd Fraser congratulated two members of Senate who were inducted as Fellows of the Royal Society of Canada: Tom Marrie, Dean, Faculty of Medicine; and Mary Anne White, Professor, Department of Chemistry and a member of the Senate Honorary Degrees Committee.

A new Senate Work Group will be created to address policy and procedural issues with regard to Certificates and Diplomas. A group of 30 individuals will first meet in a facilitated discussion in early January 2014 to identify key issues and develop appropriate follow-up processes.

After considering alternative forms of address, the Senate Planning and Governance Committee has suggested that the Senate Chair continue the current practice of using "Mr." or "Ms." when formally addressing individuals at Senate meetings.

The next Senate meeting is scheduled for December 9, 2013. Following the meeting, members of Senate are cordially invited to a Holiday Reception at the President's House from 6:00-8:00 pm.

#### **2013:112**

##### **President's Report**

Richard Florizone noted that 100 Days of Listening ended on November 13, 2013. The 100 Days included meetings with over 550 students, staff, faculty, alumni, community leaders and government officials. He noted there was great participation from the community with close to 800 online submissions. The next step will be to submit the final 100 Days report before the end of December. This report will form the foundation for further discussions through the spring of 2014 concerning Dalhousie's strategic

directions.

An external team from the Association to Advance Collegiate Schools of Business was recently on campus to complete an accreditation review of Dalhousie's Rowe School of Business. The official results will be presented soon. An external accreditation review of the Faculty of Engineering is also currently underway.

The Consortium of Canadian Ocean Research Universities, chaired by Martha Crago, Vice-President Research, launched an expert panel report on the state of ocean science in Canada in Ottawa on November 6, 2013. This report has been well received and is an example of Dalhousie's leadership in Ocean's Research.

Ian Nason has been named Acting Vice-President, Finance and Administration, and Susan Robertson is now acting in Mr. Nason's former role as Assistant Vice-President, Finance. A search for a new Vice-President, Finance and Administration will begin early in 2014. The search for a new Dean for the Faculty of Medicine is also underway.

In relation to external government relations, Kelly Regan was named the Minister of Labour and Advanced Education in the new provincial government. The Deputy Minister, Sandra McKenzie remains unchanged. The Council of Nova Scotia University Presidents will be meeting with Dalhousie University to discuss areas of mutual interest and to garner support for the university sector. One priority for Dalhousie is advancing conversations on the funding gap for the Faculty of Medicine. An external assessment recently has confirmed this gap to be in the range of \$8-\$10 million annually.

### **2013:113**

#### **Senate Academic Programs and Research Committee: Draft International Strategy**

Alain Boutet, Executive Director, International Relations, presented the revised draft of the International Strategy document, incorporating changes suggested at the previous Senate meeting. The Strategy was once again discussed thoroughly, with agreement that the document would be further strengthened by three additional edits:

1. In the executive summary on page 3, and on page 13 of the document, following the reference to impact on resources, it was agreed to add the words "as agreed with the academic units concerned;"
2. At the bottom of page 5, it was agreed to delete the sentence making reference to DFAIT; and
3. It was agreed that there should be a stronger emphasis placed on the recruitment of graduate students and post docs through the exploration of new sources of support for graduate students and post docs.

On behalf of the Senate Academic Programs and Research Committee, L. Fraser **MOVED:**

**THAT** Senate approve the draft Dalhousie University International Strategy, dated November 14, 2013 with the noted amendments.

The motion **CARRIED.**

**2013:114****Senate Learning and Teaching Committee: Approval of Academic Dates for 2014-2015**

Mr. Pinder presented the academic dates for the 2014-2015 academic year. It was noted that the academic scheduling principles were used in the development of the dates.

On behalf of the Senate Learning and Teaching Committee, L. Fraser **MOVED**:

**THAT** Senate approve the Proposed Schedule of Academic Dates for 2014-2015.

The motion **CARRIED**.

**2013:115****Senate Planning and Governance Committee: Senate Review of the Schulich School of Law**

Krista Kesselring, Chair of the Senate Review Committee for the Schulich School of Law, reported that the review committee had been very impressed by the school's operation and its contribution to the legal profession and community. In the Senate Planning and Governance Committee's discussion of the review it was noted that some key issues related to building maintenance and to continuous funding deficiencies faced by the School. Overall, however, the School of Law was seen to be one of the finest law schools in Canada, with many unique attributes.

Kim Brooks, Dean, Schulich School of Law, indicated that the Law School has very high student engagement as evidenced by the particularly high scores (in comparison with other law schools in surveys of student engagement) on the quality of relationships between faculty members and students. It was also noted that the school has a longstanding commitment to the Indigenous Black and Mi'kmaq (IB&M) communities. The school has had 150 graduates from the program; however, the financial commitment to the program is becoming strained. There are also financial pressures to maintain the resource intensive Legal Aid Clinic in the North End community. Overall, the School of Law found this review to be incredibly helpful, assisting in the identification and shaping of priorities.

There was some discussion of the university's role in continuing to fund 18 places within the IB&M program. Ms. Watters responded that a committee was set up in September 2013 to do a holistic review of Indigenous Black and Mi'kmaq programs at Dalhousie University. Ms. Watters indicated that she would report back to Senate on the committee's findings.

There was a question with respect to the 42 recommendations and whether they would be particularly difficult for the school to address. It was noted that the school could deal with most of the internal issues on its own, and action on many of the recommendations already was underway. Somewhat more difficult were issues beyond its control, such as funding for the IB&M program, and building maintenance. It was noted that by the review raising such issues, it assisted the wider university community in identifying priorities for Law School support.

**2013:116****Update on the Budget Advisory Committee Consultation Process**

Ms. Watters reported that the Budget Advisory Committee (BAC) is moving toward a new reporting process in which it will provide one report near the end of February in which the committee describes

two or three budget scenarios for the following year. BAC has met with almost all the Deans, and has had several discussions on debt, finance, pensions and investment strategies. By developing a nuanced picture of the pressures across campus, when the University has to make cuts, it will do so based on realities within units on campus. An additional four to five weeks will be required to finish all consultations, including those with the Dalhousie Student Union. As this is a new process to BAC, it is trying to be as thorough as possible. One of the anticipated outcomes from the BAC report is not just a balanced budget, but also recommendations on where there are friction points and areas for further discussion.

**2013:117**

**Information Technology Services Annual Update**

Due to time constraints, this item was deferred.

**2013:118**

**Reputation Research Project**

Catherine Bagnell-Styles, Assistant Vice-President, Communications and Marketing, introduced a report on the Reputation Research Project, which was launched approximately one year ago. Almost 500 faculty members participated in the quantitative research, and internal engagement was a foundational piece to the project. This project was developed to build and enhance Dalhousie's reputation as this influences student, staff and faculty recruitment. Reputation also influences ranking, alumni pride and is critical for donor support. There are three phases to this project: qualitative and quantitative research phases, followed by planning and implementation. The project has completed the research phases and is now in the middle of the planning and implementation phase.

Philip Coppard, Stormy Lake Consulting, presented the findings from the research phase, conducted through a variety approaches including dialogic research sessions, in-depth interviews, and online surveys completed by 2377 individuals. It was found that every area of Dalhousie had a positive reputation with stakeholders; however, it was felt that the "general goodness" attributed to Dalhousie did not sufficiently distinguish it from other Canadian universities—for whom the general goodness reputation also applied. There was a strong belief that Dalhousie should be comparing itself primarily with larger, rather than smaller, institutions. The unfocused set of attributes of Dalhousie University did not assist it in distinguishing itself from other universities. Overall, Dalhousie is well regarded, but needs to specialize and strengthen its relationship with the community.

In due course a more detailed analysis will be available to Senators. There was also a discussion around facility renewal. Neither facility renewal nor small class sizes are major influencers of reputation, but both may affect students' decisions to enrol. Also, while some alumni are disappointed that there is no football team, it is not driving reputation. It was suggested that the university should try to work in cooperation with the government and other stakeholders to be part of the plan to move the province forward.

**2013:119**

**Question Period**

There were no questions.

**2013:120**

**Other Business**

There was no other business.

**2013:121**

**Adjournment**

The meeting adjourned at 6:00 pm.