

Item: Senate Minutes, October 1992

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DALHOUSIE UNIVERSITY

MINUTES

OF

SENATE MEETING

Senate met in regular session on Friday, October 9, 1992 at 10:00 a.m. in the Board and Senate Room.

Present with Mr. Dunn in the chair were: E. Angelopoulos, M. Arklie, M. Banerjee, J. Bankier, M. Bradfield, R.W. Carlson, D.B. Clarke, G. Curri, M. Dykstra, J. Fingard, E.A. Frick, L. LeBlanc, W.A. MacInnis, T.L. Maloney, B. Mason, L. McIntyre, J.D. McNiven, J.D. Myers, F. Myrick, C. Putnam, J.A. Ritchie, D. Silvert, R.J. Smith, C. Starnes, C. Stuttard, D. Tamlyn, J.A. Yogis, A.J. Young.

Invitees: C. Gates, M.D. MacDonald

Regrets: B.P. Archibald, D.D. Betts, W.C. Breckenridge, A. Brown, S.A.M. Burns, H.C. Clark, J. Clovis, A.D. Cohen, M.M. Cohen, J. Elliott, R. Friedrich, P.V. Girard, J.D. Gray, D.W. Jones, C. Kozey, L.C. MacLean, B.J. O'Shea, A.P. Pross, R.A. Purdy, M.J. Stewart, J.D. Stolzman, J.E. Sutherland, M.H. Tang, R.J. Wassersug.

The meeting was called to order at 10:02 a.m.

92:135

Minutes of the Meeting of September 14, 1992

The minutes of the meeting of September 14, 1992 were approved upon motion (R. Smith/R. Carlson) with the change in spelling of Mr. B. Clarke's name on pages 10, and 11.

92:136

Awarding of Degrees and Diplomas

Mr. Dunn asked representatives of each Faculty to present their candidates for degrees, diplomas and certificates.

College of Arts and Science

Mr. Smith proposed that degrees, diplomas and certificates be awarded as follows:

Bachelor of Arts	66
Distinction 2, Honors 2, First Class Honors 1, Adv. Major 8)	
Bachelor of Arts Advanced Major Certificate	1
Bachelor of Arts Honours Certificate	3
(Honours 2, First Class Honours 1)	
Bachelor of Education	4
Certificate in Costume Studies	1
Bachelor of Science	64
(Distinction 2, Honours 3, First Class Honours 3, Adv. Major 7)	
Bachelor of Science Advanced Major Certificate	2
Bachelor of Science Honours Certificate	1
(Honours 1)	
Diploma in Engineering	12
TOTAL	154

Faculty of Graduate Studies

Ms. Fingard proposed that degrees and diplomas be awarded as follows:

Doctor of Philosophy	25
Master of Arts	63
Master of Science	41
Master of Arts in Teaching (French)	3
Master of Business Administration	2
Master of education	13
Master of Environmental Studies	8
Master of Laws	7
Master of Library and Information Studies	2
Master of Public Administration	3
Diploma in Public Administration	1
Master of Developmental Economics	3
Master of Nursing	9
Master of Social Work	16
TOTAL	196

Faculty of Medicine

Ms. Mann proposed that the degree be awarded as follows:

Doctor of Medicine.....	1
TOTAL.....	1

Faculty of Management

Mr. McNiven proposed that degrees and certificates be awarded as follows:

Certificate in Public Administration	1
Bachelor of Commerce	21
TOTAL.....	22

Faculty of Law

Mr. Yogis proposed that degrees be awarded as follows:

Bachelor of Laws.....	7
TOTAL.....	7

Faculty of Health Professions

Ms McIntyre proposed that degrees and diplomas be awarded as follows:

Bachelor of Recreation	1
Bachelor of Science (Occupational Therapy)	1
Bachelor of Science (Health Education).....	8
Bachelor of Science (Nursing).....	3
(Distinction 1)	
Diploma in Outpost and Community Health Nursing.....	6
Bachelor of Social Work.....	15
(Distinction 2)	
TOTAL.....	34

It was moved and seconded (D. Myers/E. Angelopoulos)

that the candidates proposed and identified in correspondence to the Secretary of Senate should be awarded their respective degrees, diplomas and certificates by Senate.

The motion carried without dissent.

It was moved and seconded (E. McKee/S. Young)

that the Provost of the College of Arts and Science or the Dean of the appropriate Faculty and the Registrar, in consultation with the Chair of Senate, be authorized to add to and remove from the graduation list the names of any students which have been omitted from or included in the graduation list due to demonstrable errors on the part of the University or one of its servants, and that any such additions or deletions be reported to Senate.

The motion was carried without dissent.

Mr. McNiven expressed strong opposition to the process of degree/diploma/certificate approval at the Senate level and suggested it was an "asinine" use of time. He reminded Senate that at these degree approval meetings there is always a discrepancy between the Dean's report of numbers and the Registrar's report. Ms. Angelopoulos noted that Senate always passes a motion delegating authority for changes to the graduation list to the Provost of the College of Arts and Science, Deans and the Chair of Senate. Mr. McNiven suggested we might be more efficient if we had a continuing motion that delegated this authority to the Registrar with a responsibility to report to Senate on the matter.

Mr. Stuttard reminded the meeting that approval of degrees/diplomas/certificates was a fundamental responsibility of Senate and the process as structured provides a formal opportunity for dissent in a public forum.

Mr. Smith encouraged Senate to take its responsibilities in the matter of degree approval much more seriously in order to prevent discrepancies such as those observed at this meeting. He noted that in the past there had been successful challenges at Senate meetings to some names included on the graduation list.

Mr. Dunn suggested it would be appropriate for Senate to consider the process as it now exists and seek changes that address concerns expressed.

92:137

Request to Rescind M.A. Degree Awarded in Error

Ms. Fingard informed the meeting that, due to a clerical error in her office, a Master of Arts in Political Science had been approved in the Spring of 1992 when in fact the student had not submitted the final version of the thesis. While the degree was approved by Senate, it was not given to the student.

It was moved and seconded (J. Fingard/J. McNiven)

that Senate rescind the Master of Arts in Political Science degree awarded to Sean Thomas Smith by mistake in May of 1992.

The motion was carried.

92:138

Nomination to Senate Committee on Committees

After the third call for further nominations, Mr. Dunn declared William Lobb elected by acclamation to the Senate Committee on Committees.

92:139

Nominations to Senate Committees

After a third call for further nominations, Mr. Dunn declared the following people elected by acclamation to the committees noted.

Senate Academic Planning Committee

P. Saunders (Law)

E. J. Sutow (Dentistry)

Ad Hoc Committee to Review Student Discipline Policy

W. C. Breckenridge (Medicine/Biochemistry)

Senate Physical Planning Committee

I. Christie (Law)

92:140

Progress Reports - Capital Campaign Task Forces

Mr. Dunn noted that all of the Task Force Reports will be circulated to members of Senate with the next agenda.

Student Life Task Force

Mr. McKee reported that the committee had submitted its final report and had listed the

following as critical issues: residences/housing; financial support for students; registration and academic advising; student gathering and meeting space; computers; class availability; bookstore; accessibility; athletic field; and international study and exchange.

Development and External Relations Task Force

On behalf of Mr. Pross, Mr. Maloney reported that this Task Force had completed its work and had defined three critical issues:

- a) reduced government funding with development shift from public to private sector;
- b) the need for a clearly articulated communications strategy (i.e. public relations, marketing, advertising and promotions);
- c) need to reinforce and strengthen commitment to nurturing Alumni involvement.

Facilities Task Force

Mr. Maloney reported that the Task Force had retained the five categories of critical issues as reported at the last meeting: replacement and new academic space; renovation of existing facilities; deferred maintenance; environment/accessibility; and support facilities.

Academic and Research Task Force

Mr. Dunn reported that this Task Force had identified four issue categories; faculty excellence; student excellence and accessibility to programs; academic and research facilities; and program development (meeting future needs).

Finance Task Force

Mr. Carlson informed the meeting that this Task Force concluded "that the single most important theme that should govern the development and direction of the campaign should be the achievement of financial health and stability of the University."

Mr. Bradfield suggested that it appeared there were no representatives from Nova Scotia labour unions and that if this was correct, it was an error. Mr. Mason indicated that there were no such representatives to his knowledge.

In response to a question from Ms. Angelopoulos, Mr. Maloney indicated that the term "academic space" as used in the Facilities Task Force Report, referred to new buildings for academic purposes. Mr. Dunn reported that all Task Force reports had been presented to the Campaign Steering Committee on October 8, 1992. The steering Committee's task is to analyze the reports and set priorities for the purpose of further debate. Mr. Dunn indicated he has asked the President to speak on

the campaign at the next meeting of Senate.

Ms Tamblyn expressed concern about the space problems faced by the School of Nursing and referred to the HEDISPA Study which confirmed the School's space problems. Mr. Maloney indicated that, while particular academic units have been identified as having space problems, the Task Force has made no attempt to assign priorities. Ms McIntyre noted the more general concerns about classroom space and different kinds of classroom needs that face many academic units.

92:141

Board Approval - Joint Dalhousie/NSAC M.Sc.in Agriculture

Mr. Maloney informed the meeting that the Board of Governors had approved the joint Dalhousie/NSAC M.Sc. in Agriculture. Ms. Fingard noted that it appeared the proposal that was sent to MPHEC for consideration was not the same as the one approved by Senate. She indicated that the proposal in the hands of MPHEC is inconsistent with Faculty of Graduate Studies regulations in certain places. Mr. Dunn asked that Ms Fingard provide him with a copy of the proposal so that the matter could be investigated further.

92:142

Board Correspondence - Termination of the Cardiovascular and Thoracic Surgery Program

Mr. Maloney reported that the Board of Governors has acknowledged Senate's decision to terminate the Cardiovascular and Thoracic Surgery Program.

92:143

Call for Honorary Degree Nominations, 1993

Mr. Maloney reminded the meeting that all members of Senate had been advised of the Call for Nominations for Honorary Degrees. He noted the deadline for receipt of nominations and accompanying documentation is the end of November 1992.

92:144

Report of the President

A copy of the President's report was distributed at the meeting. President Clark was not able to be present.

Mr. Dunn drew attention to Item 1 of the President's report (Rationalization) and suggested the matter

of credit transfer between Nova Scotia universities will be placed on the agenda of the next meeting.

Ms. Ritchie suggested that it is apparent J. Halliwell expects a quick resolution to this issue. Mr. Dunn indicated that Senate Academic Planning Committee will discuss it at its next meeting and forward any recommendations for the second meeting of Senate in October, 1992.

Mr. Smith asked if there was any speculation on the effect of the resignation of the President of TUNS on the proposed consortium between Dalhousie, TUNS and NSAC. Mr. Mason indicated that the proposed agreement was an agreement among institutions not simply between individual presidents.

Mr. Bradfield suggested the President's Office might consider printing the President's Report back-to-back in the future.

92:145

Question Period

Ms. Angelopoulos referred to page 6 of the October 8, 1992 President's Address to the University Community in which he indicated that the net reduction in Dalhousie's faculty complement over the last five years had been 4% while total enrolment had increased by 10%. She noted that the Biology Department had lost 50% of its teaching personnel in that same period and in light of that wondered which units had experienced increases in faculty complements. Mr. Mason informed the meeting that Vice-President Stairs had prepared a report on faculty complements for the Board of Governors and it will be made available to Senate. Mr. Dunn indicated this issue would be added as an agenda item for the next meeting.

Mr. Bradfield asked if there was an answer to his question from a previous meeting concerning mortgage interest. Mr. Mason indicated he had no authority from the mortgage holder to release that information.

Mr. Bradfield asked if there are members of the professoriate who have returned from administrative positions and who, in the last three years, have been receiving administrative stipends regardless of when they returned to the professoriate. Mr. Mason said he would attempt to provide the information at a future meeting.

92:146

Other Business

There was no other business.

92:147

Adjournment

Upon motion (Angelopoulos) the meeting was adjourned at 11:30 a.m.

Secretary

Chair

DALHOUSIE UNIVERSITY

MINUTES

OF

SENATE MEETING

Senate met in regular session of Monday, October 26, 1992 at 4:00 p.m. in the Board and Senate Room.

Present with Mr. Dunn in the chair were: A. Andrews, B.P. Archibald, M. Banerjee, J. Bankier, D.D. Betts, W.F. Birdsall, R.J. Boyd, S. Boyd, M. Bradfield, M. Brooks, R.W. Carlson, H.C. Clark, D.B. Clarke, K. Collins, M. Crowley, M. Dykstra, H. Eberhardt, J. Fingard, E.A. Frick, J. Gilroy, P.V. Girard, L. Haley, L. LeBlanc, W.A. MacInnis, T.L. Maloney, B. Mason, E.A. McKee, J.A. McNulty, J.D. Myers, F. Myrick, L.J. Nestman, B.J. O'Shea, J.R.E. Parker, A.P. Pross, C. Putnam, R. Ravindra, A. Richards, J.A. Ritchie, T. Ruggles, B. Sandhu, A.M. Simpson, T. Sinclair-Faulkner, K. Smith, R.J. Smith, J.D. Stolzman, C. Stuttard, K. Sullivan, L. Verabioff, K.S. Wood, A.J. Young.

Invitees: B. Christie, J. Eastman, M.D. MacDonald.

Regrets: S.A.M. Burns, A.D. Cohen, M.M. Cohen, G. Curri, J. Elliot, R. Friedrich, J.D. Gray, J.V. Jones, C. Kozey, P.A. Lane, R.A. Purdy, E.P. Rees, M.J. Stewart, M.H. Tan, R.J. Wassersug, C.N. Williams.

The meeting was called to order at 4:03 p.m.

92:148

Minutes of the Meeting of Friday, October 9, 1992

The minutes of the meeting of October 9, 1992 were approved on motion (M. Bradfield/S. Wood) with the following correction:

re: 92:145 (Question Period)

Mr. Bradfield's question should read:

"Mr. Bradfield asked if there are members of the professoriate who have returned from administrative positions and who, in the last three years, have been receiving administrative stipends regardless of when they returned to the professoriate."

92:149

Rationalization/Transfer of Credits

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Mr. Dunn introduced this item by referring to the Briefing Paper that was distributed at the meeting in which was contained a quote from a letter from J. Halliwell to J. Perkins, Chairperson of CONSUP. He indicated that CONSUP had referred the matter of transfer credit to its academic vice-presidents and Mr. Stairs was asked to chair the group.

Mr. Clark indicated that it appeared the goal of the Nova Scotia Council on Higher Education (NSCHE) is to have all 1st and 2nd year level course within the Nova Scotia university system transferable as a matter of principle. If the proposal is accepted, all such courses would be declared transferable and processed by the Registrar's Offices without involvement of departments. However, he suggested CONSUP's concern goes beyond the question of efficiency.

Mr. Bradfield asked if some Nova Scotia universities are still accepting students after completion of grade 11. Mr. Clark thought that in the past one university did and Mr. Carlson suggested some universities also accept certain grade 12 subjects for advanced standing.

Mr. Myers expressed the hope that Mr. Stairs' committee would investigate how this issue has been dealt with in other provinces as it is a problem that faces all Canadian universities. He suggested some provinces have successfully addressed the issue of quality while solving the transfer of credit problem.

Mr. Betts reminded the meeting that Math 441 is a requirement for admission to the Faculty of Science at Dalhousie while Math 442 is the requirement at some other universities. He said these two courses are clearly different and this dictates a difference in first year math courses at universities. Therefore, the assumption of equality as a basis for a blanket transfer of credit policy is inappropriate. Mr. Betts expressed concern about a loss of standards and an intrusion into institutional autonomy by government if the policy proposed by the NSCHE was implemented.

Mr. Stuttard asked if some transfer students might be in jeopardy of failing 3rd and 4th year level courses due to inadequate preparation if this policy is accepted. Mr. Dunn suggested this is already a problem in Math.

Mr. Sandhu said he chose to study science at Dalhousie because of its reputation for high standards and suggested Dalhousie grades correlate better with scores on some standardized tests (used by the Faculty of Medicine) than do grades from some other universities.

Mr. Wood asked if the NSCHE had any intention of expanding the policy beyond 1st and 2nd year level courses. In reply, Mr. Clark said he understood that the long-term goal is to have transferability at all levels.

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In reply to a suggestion by Mr. Betts, Mr. Dunn said he could invite Ms. Halliwell to attend a Senate meeting to discuss this issue.

In describing his comparison of accounting courses between Dalhousie University and St. Mary's University, Mr. Parker indicated there appeared to be equivalence when one took into consideration the total package of accounting content at the undergraduate level. However, he emphasized that the total package is made of many elements and these elements are structured differently at different institutions. As a result, problems arise when only some of the elements are transferred from one institution to another.

Mr. Dunn reminded the meeting that Faculties/Schools/Departments are being asked to consider the issue and report back to SAPC.

92:150

Capital Campaign - Discussion of Task Force Reports

Mr. Pross introduced this item by drawing attention to the two-page summary of Task Force reports distributed at the meeting. He described the list of critical issues as conservative and one that focuses on maintenance issues. However, he did point out that many of the Task Forces did identify faculty as an important consideration.

With regard to the process, Mr. Clark indicated that the Campaign Steering Committee is in the process of analyzing the Task Force reports for areas of overlap. The Campaign Steering Committee will meet again on November 2 and 9, 1992, and it hopes to have the list of priorities developed by the end of the November 9 meeting. After that, the list of priorities will be available for discussion within the University.

Mr. Parker noted that the University of Michigan has announced a campaign with a target of one billion dollars. Mr. Eberhardt said McGill has set a target of \$200,000,000 but most Canadian universities are setting comparatively lower targets. He suggested that many of the institutions in the United States are counting revenues not traditionally counted in such campaigns and are doing so for public relations purposes.

Mr. Bradfield noted that the Academic and Research Task Force Report "Pathways to Excellence" referred to some items as not appearing to be marketable. However, he suggested it is our responsibility to package them so they are marketable. For example, in 1981 McMaster University used "debt reduction" as an item and were very successful in marketing it as a campaign priority.

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Similarly Ms Bankier cautioned that the campaign should not only focus on areas of special emphasis, but it should also recognize the need to support our "core" functions. Mr. Clark reassured the meeting that there was no intention to focus only on areas of special emphasis. However, he indicated there is a need to balance the University's needs with what donors are willing to support.

Mr. Dunn indicated that this matter will be on future agendas of Senate.

92:151

Discussion of Presidential Address

President Clark thanked Senate for providing him with the opportunity to discuss with him the content of his October 8, 1992 address to the University.

In support of his contention that Dalhousie is a university with a positive reputation as a national university, Mr. Clark reviewed the results of a survey recently conducted locally and in the Maritimes. Basically, the data he presented confirmed that Dalhousie is perceived very positively by the external community and relative to other institutions, it is highly respected. He also drew attention to a study recently conducted by Queen's University that looked at 20 indicators of performance. This report allowed a comparison of Dalhousie with other similar institutions. Three conditions for inclusion in the study were: a) at least 7500 full-time students; b) graduate enrolment of at least 9%; and c) sponsored research funds of at least \$25,000,000.

(The data presented by President Clark may be reviewed in the Senate Office.)

In summary, Mr. Clark suggested the evidence from these studies confirms our status as a national university and speaks to our traditional strengths. Furthermore, he suggested numerous internal developments confirm Dalhousie's progress and leadership in many areas. Mr. Clark suggested Dalhousie University has considerable potential but to realize the potential the practice of across-the-board budget cuts must be terminated. He said the scope of programs must be brought into balance with the resources available in the future and this means a reduction in programs. He indicated that in a preliminary report from the Budget Advisory Committee, it was perceived to be necessary to realize a net savings of 20% of the budget in the 1994-98 time frame.

Mr. Clark suggested the need to curtail or eliminate programs can be mitigated by two things: a) an increase in revenue from new sources; and b) a reduction in the cost of existing operations. He cautioned that increased revenue generation from new sources will require new activity, incentive systems, and marketing and management risks. Increased revenue generation from existing sources implies an increased enrolment and an increase in tuition fees. However, some enrolments are fixed - in

other areas, increased enrolment could be achieved through increased efficiency. With regard to reducing costs, this implies and reduction in faculty and staff through attrition and buy-out mechanisms. If these measures are not successful in solving the financial crisis, there must be program reduction to ensure Dalhousie University remains as a national university with a high level of quality in its offerings.

Mr. Clark indicated that throughout all the discussions he has with faculty members across campus, there has been strong support for the goal of maintaining Dalhousie as a national university even if the consequences are program reductions and elimination. If not, further across-the-board cuts will result in a continued decline in quality. With regard to program reductions, Mr. Clark suggested it is at the Faculty level that we know best the nature of programs and their ability to increase revenue and decrease expenditures.

In closing, Mr. Clark recognized the need to define a process for realizing savings in non-academic areas and also ensure that action at the Faculty level is consistent with the University's mission.

Mr. Stuttard drew attention to the fact that the President's October 8, 1992 address and his remarks at this meeting made no mention of unions and whether there was a role for them in the process. Mr. Clark indicated that Senate is charged with academic planning and setting academic priorities and this must be done in the presence or absence of unions. He noted that the Collective Agreement is an agreement between the Board and the D.F.A. However, he recognized the existence of unions and confirmed that all collective agreements must be respected. With regard to the debate about which article of the Collective Agreement applies to the discussion of program cuts, Mr. Clark referred to a memorandum prepared by Mr. Mason regarding "Academic Planning, Financial Limits, and the D.F.A. Collective Agreement" in response to a request by Mr. Clark. Mr. Clark suggested the memorandum contained views that might not be accepted universally. Copies of the memorandum were distributed at that time and other copies are available from the Senate Office.

Mr. Andrews reminded the meeting that the Federal Government views universities as provincial responsibilities insofar as education (as opposed to research) is concerned. In light of this, he suggested that Dalhousie's status as a national university as implied by Mr. Clark may be in jeopardy. He asked Mr. Clark whether he and other presidents have taken steps to deal with this negative attitude held by the Federal Government. Mr. Clark said the universities are acting collectively through the AUCC - a sub-committee on financing has been established and has been charged with preparing another presentation to the Federal Government.

Ms. Bankier thanked the President for his address. While she agreed with his statements about Dalhousie's progress in improving access and equity, she did express some concern that we have not gone far enough in facilitating progress toward access and equity once individuals have been admitted

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to Dalhousie. Furthermore, she suggested the President could have noted the involvement of the Faculty of Law in marine studies and suggested there are constituencies in the community other than business that need our help. In closing, Ms. Bankier referred to the mission statement of Dalhousie and asked if it was striking a balance between core activities and potential initiatives for the future. Mr. Clark indicated that it was not his intention to suggest that the mission statement be revised totally - his suggestion was simply to remind the University that there was an agreement to review the mission statement within five years of its original approval and that time line is approaching. Moreover, he suggested that if the Role and Capacity Statement is to be altered it has to reflect the Mission Statement - there must be consistency.

92:152

Report of the President

Mr. Clark distributed a written report that dealt with current enrolment statistics for Atlantic universities, recent convocations and campaign planning. Attached to the report was a compilation of full-time and part-time enrolment statistics for Maritime universities.

92:153

Question Period

Mr. Maloney read a response from Mr. Stairs to a question concerning administrative stipends that was posed by Mr. Bradfield (92: 145). A copy of the letter may be obtained from the Senate Office.

Mr. Maloney drew attention to Mr. Stairs' response to a question from Ms. Angelopoulos (October (92: 145)_concerning Faculty Complement Planning. Mr. Stairs had prepared a report to the Board of Governors and that report was distributed at the meeting. It is available from the Senate Office.

There were no new questions.

92:154

Other Business

Mr. McKee reminded the meeting that the report of the Senate Committee on Affirmative Action in Education recommended that the University declare one day a year as Human Rights Day. He indicated that Human Rights Day this year will be on Wednesday, November 4, 1992 and will be highlighted by a noon hour forum on the proposed Policy on Discriminatory Harassment. He encouraged all to take part.

Mr. Clark urged all members to consider the draft Policy on Discriminatory Harassment carefully and give in-depth thought to its implications. He suggested this is a very difficult and sensitive issue in which we are seeking a balance between protection from harassment and the right to expression of opinion.

Ms. Bankier offered thanks to Mr. McKee and his committee as she perceived this draft of the policy to be much improved.

In response to a question concerning the process from here put by Mr. Andrews, Mr. Clark said that a further draft of the policy will come to Senate for approval. Mr. McKee could not specify when the draft policy would come back to Senate but hoped that it would be before the end of the calendar year.

Mr. Dunn confirmed that it would be distributed well in advance of discussion.

Mr. Pross took the opportunity to express concern and disappointment about the lack of discussion at this meeting about issues he perceived to be extremely important to the future of Dalhousie. Mr. Stuttard suggested that discussion is normally stimulated by motions. In response, Mr. Dunn suggested some items do not lend themselves to motions when initially introduced. Ms. Gilroy agreed with Mr. Pross and suggested we should be seeking better ways to stimulate discussion. Mr. Parker suggested members of Senate should have access to papers and documents prior to the meeting as opposed to picking same up at the meeting and trying to read in the midst of other discussions. Ms. Ritchie suggested many of the points made by the President are very substantial and perhaps small group discussion might be a better format for dealing with them. Ms. Bankier suggested the agenda may have been loaded with too many substantial issues. However, she suggested that relative to other universities, we have much for which to be thankful - the decision making process at Dalhousie is very much more open relative to other universities. Mr. Myers reacted positively agreed that it was important to raise the level of debate but he was confident these positive initiatives would develop and unfold over time in a manner beneficial to the University.

Mr. Clark suggested that we must give consideration to the fact that the rate of change within and outside of Dalhousie may have outstripped the ability of a large body to respond in a timely manner. He cautioned that as well as all the issues we are currently dealing with, we will soon have a major

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framework paper from the Council and J. Halliwell to review - and undoubtedly, there will be many other major issues presented for reaction and response.

92:155

Adjournment

The meeting was adjourned upon motion (C. Stuttard) at 5:45 p.m.

Secretary of Senate

Chair of Senate