

Item: Senate Minutes, April 1993

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DALHOUSIE UNIVERSITY

MINUTES

OF

SENATE MEETING

Senate met in regular session on April 12, 1993 at 4:00 p.m. in the University Hall, Macdonald Building.

Present with Mr. Dunn in the chair were: L.J. Amey, B.P. Archibald, M. Arklie, D.R. Arnold, J.P. Atherton, P.C. Aucoin, S.A. Awad, M. Banerjee, J. Bankier, J.A. Barnstead, B. Bednarski, B.L. Blackford, R.J. Boyd, S.L. Boyd, M. Bradfield, W.C. Breckenridge, N.B. Brett, M.P. Brown, D.M. Cameron, T.S. Cameron, R.W. Carlson, S.G. Carruthers, D.B. Clarke, J. Clovis, F.G. Cohen, M.M. Cohen, R. Coté, M. Crowley, G. Curri, D.H. Dickson, W.F. Doolittle, M. Dykstra, K.B. Easterbrook, H. Eberhardt, J. Fingard, I. Fooladi, E.A. Frick, S. Fullerton, B.E. Gesner, J. Ghiz, J.D. Gray, J.S. Grossert, R.P. Gupta, B.B. Harsanyi, R.M. Huebert, D.W. Jones, W.C. Kimmins, G.A. Klassen, E. Klein, T. Laidlaw, S.H. Lee, K. MacDonald, W.A. MacInnis, D.R. MacLean, T.L. Maloney, R.M. Martin, R.I. McAllister, L. McIntyre, E.A. McKee, W.H. Moger, J.D. Myers, F. Myrick, B.J. O'Shea, J.R.E. Parker, B. Paton, D.H. Poel, A.P. Pross, C. Putnam, H. Radjavi, P. Reynolds, A. Richards, J.A. Ritchie, J.B. Roald, T. Ruggles, J.G. Rutherford, P. Ryall, D. Schroeder, M.A. Shepherd, D. Silvert, A.M. Simpson, T. Sinclair-Faulkner, I. Sketris, K. Smith, R.J. Smith, D.W. Stairs, R. Stephens, M.J. Stewart, P.N. Stewart, J.D. Stolzman, G. Stroink, C. Stuttard, J.E. Sutherland, G.D. Taylor, K.S. Wood.

Invitees: M.G. Brown, B. Christie, J. Eastman, J.R. Guernsey, S.P. Kaspar, G. Kephart, M.D. MacDonald, C. Poulin.

Regrets: E. Belzer, S.A.M. Burns, S.D. Cohen, J. Elliott, R. Friedrich, G.P. Konok, J. Reudy, R.J. Wassersug.

The meeting was called to order at 4:05 p.m.

93:067

Minutes of the Meeting of March 8, 1993

The minutes of the meeting of March 8, 1993 were approved upon motion (G. Klassen/C. Stuttard) with the following changes:

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93:060 - The first sentence in the second paragraph should read as follows (additions underlined):

"Mr. Stuttard, referring to recent news publications, asked if Dalhousie University has a policy on external remuneration received by senior academics who are still receiving a full-time Dalhousie salary."

93:068

Minutes of the Meeting of March 17, 1993

The minutes of the meeting of March 17, 1993 were approved upon motion (G. Klassen/C. Stuttard).

93:069

Nomination to a Senate Committee

In view of the fact that E. Angelopoulos is Chair of the Senate Committee on Committees, on behalf of the Committee on Committees, Mr. Maloney placed the name of E. Angelopoulos in nomination for the position of Chair of the University Environment Committee for a further three-year term.

After calling for further nominations three times and hearing no response, Mr. Dunn declared E. Angelopoulos elected by acclamation.

93:070

Rationalization Process (Dr. J. Halliwell)

Mr. Dunn introduced Ms. J. Halliwell (Executive Director, Nova Scotia Council on Higher Education), welcomed her to Senate and asked her to speak on the work of the Nova Scotia Council on Higher Education and the rationalization process.

Ms. Halliwell noted that rationalization is a "mechanism" to achieve the goal of "renewal." It is intended to assist the university community to re-orient itself in light of constraints and opportunities. She indicated this difficult task breaks down into four general thrusts: a) sytem wide vision; b) systems issues; c) evaluation of programs; and d) support systems.

Ms. Halliwell reported that she had completed a preliminary review of the revised Role and Capacity

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Statement recently submitted to her by Nova Scotia universities and it was her intent to involve people outside of the university system (as well as those within) to review these reports.

She reported that all 13 institutions have accepted the proposals for transfer credit as developed by CONSUP. She indicated that the intent of the development was to increase the opportunities for students to advance through their education more quickly. She felt it was a demonstration to the public of the good will of the universities.

Ms. Halliwell indicated the Council is pursuing other matters related to graduate studies, continuing/distance education.

Of the three major program evaluations being conducted at the moment, education is progressing well (evaluation team members being sought) and Engineering and Computing Science are ready to go. Program evaluation in Business/Management will get under way after more background information is prepared. After that, the evaluation of Earth and Environmental Science will begin.

In terms of system-wide issues, things like student aid, Network Nova Scotia, and a system-wide common application procedure are being considered.

Ms. Halliwell noted the recent amalgamation of the UCCB and the Adult Vocation Centre and suggested this signalled two important points: a) recognition by government of an increasing blurring between education and training; and b) government's willingness to make difficult decisions. She said this decision was really outside of the rationalization mandate but will be managed by the NSCHE in cooperation with a joint advisory committee from the two institutions.

With respect to program evaluations, Ms. Halliwell recognized them as the core of the Council's work and described the process to be followed from this point as: 1) a validation phase in which universities will be given the chance to address issues of fact and substance in initial drafts of reports; 2) revision of the reports; 3) an action stage in which universities will respond to the reports with change. The Council will meet with universities after this to determine what universities are prepared to do and what resources will be needed to accomplish intended actions. She noted such issues as the transfer of faculty between universities, early retirement, release due to reasons of rationalization as issues that will demand serious consideration. She recognized that it will be the role of the Council to monitor progress and intervene when necessary to ensure recommendations come to a conclusion. She stated very clearly that the recommendations will not be in favor of the status quo.

Furthermore, with regard to program evaluations, she indicated there will be a need for public sessions on the results and it will be important to have the results of several evaluations "on the table" at the same time so a better overall picture can be developed and debated. She noted that the spring of 1994

will be a critical decision-making time for universities.

Ms. Halliwell noted that the Council is committed to a review of the funding formula for universities in 1994/95 as the currently used formula appears to be less and less relevant. As such, the Council is establishing a finance committee for which Ms. Halliwell would welcome nominations.

With regard to Dalhousie University, Ms. Halliwell recognized it as a strong university with deep traditions that plays an important part in the Nova Scotia university system as a whole - it is vital to the welfare of all other universities. She said it was a complex institution whose financial troubles were more intense than other universities. However, its complexity makes it difficult to find solutions. However, she also recognized the existence of tensions between Dalhousie and other institutions that have been affected by the changing cultural, economic and political influences. Ms. Halliwell noted the need to deal with change and questioned whether we can continue to meet all of the research and teaching demands that we have in the past in light of the fact that we can expect no new funds from government. Therefore we are left with questions about increased productivity and innovative approaches to establishing program priorities.

Mr. Jones noted that, unlike some other provincial governments, the Province of Nova Scotia does little to provide seed money for university researchers. Ms. Halliwell expressed sympathy for Mr. Jones' point. She noted that there is a sum of money in the range of \$200,000 to \$300,000 provided, but noted again that the public purse is empty.

Mr. Arnold drew attention to the next item on the agenda, library cuts, and noted that this affects the whole region. Ms. Halliwell recognized that this problem deserves attention by all institutions in Nova Scotia beyond the initiatives such as Nova Net that are currently operational.

In response to a question, Ms. Halliwell indicated that the Human Resources Committee she mentioned earlier was to be composed of single representatives from the following constituencies: non-university community, university faculty, university administration (not a president or negotiator), students, NSCHE, and 3-4 others.

Mr. B. Clark asked if there would be a change in the number of institutions in Nova Scotia given the recent decision to amalgamate the UCCB and the Adult Vocational Centre. Ms. Halliwell indicated that there were a variety of linkages between and among institutions that were possible, but any such restructuring would be preceded by extensive consultation and debate. She indicated that she was not yet convinced of the value of the concept of a single University of Nova Scotia.

Mr. Dunn asked how the "large scale" problem of university amalgamation could be addressed in the current context while looking at individual programs. Ms. Halliwell emphasized that the relationship

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between TUNS and Dalhousie must be examined. However, she reaffirmed that the evaluations were focused on programs and the results would hopefully point to pros and cons of major alliances. She also recognized the tensions related to business/management need resolution.

Ms. Bankier noted that there appeared to be an over-emphasis on consultation with the business community by NSCHE. She stated that there are many other important constituencies in the community who have a strong interest in the future of Nova Scotia's university system. Ms. Bankier asked how these other constituencies would be involved in the consultation process. She also asked how the Council would be involved and deal with the diversity of "voices within universities such as faculty members, unions, Senate, etc". Ms. Halliwell acknowledged that broad consultation was a problem given the size of the Council but the evaluation process has identified over 40 stakeholders and it is intended the process be inclusive rather than exclusive. She did note, however, that the emphasis on business was justified as it is the major employer of graduates. The success of the process will depend to a large extent on the effectiveness of the communication system adopted.

Mr. Bradfield suggested that the idea that the public purse is empty is a myth and should not direct our decisions. He also asked if thought had been given to including the Nova Scotia Federation of Labour as a stakeholder - if so, the Human Resources Committee would be an appropriate place to begin such involvement. Ms. Halliwell indicated that Nova Scotia spends the highest per capita on the financing of higher education and there was no more capacity to increase these allocations. Ms. Halliwell suggested she would welcome a representative from the Nova Scotia Federation of Labour if that representative did not come with a "corporate" mandate.

Mr. Dunn thanked Ms. Halliwell for her attendance and welcomed her to stay for the remainder of the meeting.

93:071

Library Budget Cuts

Mr. Birdsall explained that over the years, the University has tried to give the library a higher priority and this has resulted in some inflationary protection as a result of the Financial Strategy Committee's report. However, the drastic increases in journal subscription prices has resulted in losses in spite of the University's actions. However, recent reports from the Budget Advisory Committee have essentially resulted in a suspension of those recommendations. As a result the University is facing \$300,000 worth of cancellations to journal subscriptions. He emphasized that the increases in journal and book prices are benefiting private business and the universities can no longer afford to participate. He suggested scholarly associations should attempt to retrieve the journal publication function in order to ensure more reasonable subscription costs.

Mr. Roald, Chair of the University Library Committee, reiterated Mr. Birdsall's comments and referred to a two-page document distributed with the agenda.

Mr. Stuttard suggested that as the Dalhousie Library was a regional resource, attempts should be made to secure funds from regional sources. Mr. Birdsall suggested that the Dalhousie Library is less of a regional resource than before due to recent cuts. At this point, he indicated we borrow more from UNB than they do from us. However, Mr. Birdsall noted the fact that all universities are facing similar problems to one degree or another.

Mr. Dixon asked about the degree of redundancy and over-lap in Halifax and Nova Scotia university library collections. Mr. Birdsall indicated a certain degree of success in addressing this problem had been achieved especially when colleagues are prepared to collaborate. However, he did emphasize that Dalhousie is a research institution and requires a supportive collection.

Ms. McIntyre suggested a partial solution might exist if it were possible for faculty members to purchase their own journals or have them transferred to the Dalhousie library, as individual subscriptions are cheaper than institutional subscriptions. Mr. Birdsall said the library could not do this.

93:072

Proposed M.Sc. Program in Community Health and Epidemiology

On behalf of the SFPC, Mr. Carlson indicated that this Committee had viewed the proposal positively in the sense that it was being funded by extensive reallocation of funds within the Faculty of Medicine. On the other hand, the Committee did not want to dilute the existing pool of funds for Graduate Studies scholarships and recommended no access by the program at this time. Also of concern to the SFPC was the issue of the relationship between this program and the anticipated residency program. The Committee wished to ensure that students in the residency program would have to pay the same fees as the masters program students if they were obliged to complete the components of the masters program as part of the residency program. As a result, item (b) in the motion was added (see below).

On behalf of SAPC, Mr. Carlson reported that the program was viewed positively and its importance was recognized. There were some minor concerns about the relationship of the program with the residency program and about interdisciplinary cooperation.

It was moved and seconded (R. Carlson/D. MacLean)

that Senate approve the proposal for a Master of Science in Community Health and Epidemiology subject to confirmation that: a) persons enrolled in the program will not be eligible for Faculty of Graduate Studies student support; and b) should a residency program be implemented, those persons in the residency program will pay fees equivalent to the Master of Science in Community Health and Epidemiology regardless of whether they are pursuing the masters degree.

Mr. MacLean noted that this program has a long history of development. He suggested that it fits well with the academic plan of the Faculty of Medicine, Dalhousie's focus on Health Studies, and many developments external to Dalhousie. He said this program, supported by a multidisciplinary faculty complement, is to be funded with the reallocation of funds within the Faculty of Medicine.

Mr. Brown indicated the program is a two-year program composed of 8 courses (5 core and 3 electives) and a thesis. It is anticipated the student body will reflect a 50/50 split between medically trained individuals and others. Admission to the program will be based on merit. Ultimately, the program anticipates an annual intake of 10 full-time and 8 part-time students per year.

Mr. Poel asked for Mr. Brown's comments about being initially excluded from access to Graduate Studies funds to support students. Mr. Brown suggested they would prefer to be included but appreciated the position of the Academic Planning Committee.

Mr. Grossert asked about the background students would have in chemistry and microbiology. Mr. MacLean indicated many of the students would be trained in Medicine and the others would likely have backgrounds in other areas of the health professions.

The motion was carried.

93:073

Notice of Motion - P. Pross and D. Tamlyn

that Senate appoint a committee, equally representative of all Faculties and the Dalhousie Association of Graduate Students, to review the present system of graduate scholarship allocation and to recommend a system based on student merit.

Mr. Pross introduced the item by indicating that he and others concerned with this matter did not wish it to become a divisive issue. Therefore, he and others met with the Dean of the Faculty of Graduate Studies to consider an ammendment to the Notice of Motion. With the permission of the seconder's

delegate, Mr. Pross tabled a friendly ammendment to the original motion. The motion to be considered reads as follows:

that Senate ask the Faculty of Graduate Studies to appoint a committee, equally representative of all instructional Faculties and the Dalhousie Association of Graduate Students, to review the fairness of the present system of graduate scholarship allocation.

Mr. Pross suggested the issue is whether the allocation system is fair to students in all units. He suggested it did not appear to be fair to students in his and certain other programs. He noted that, while the original system worked well at the time it was established, over time it changed to a system that unduly benefited units that could attract students with high academic credentials because of other resources available to the units such as NSERC grants. The units with this capacity were simply in a better position to obtain more from the Faculty of Graduate Studies. Finally, Mr. Pross indicated that his motion was a reaction to the fact that the PAC Report did not deal with this issue as it was mandated.

Mr. Kimmins asked the Chair to rule the motion out of order. He suggested the matter should have gone to the Faculty of Graduate Studies in the same manner that any proposal related to a Faculty should be first considered by that Faculty. Mr. Dunn ruled the motion in order.

In response to a question from Mr. Huebert, Mr. Pross indicated he had not brought the matter before the Scholarship Committee. However, he had been ruled out of order when he attempted to have it discussed at the Faculty of Graduate Studies.

Ms. Fingard indicated she was aware of the level of dissatisfaction and agreed that the matter must be addressed. However, she felt that the Faculty of Graduate Studies was the most heterogeneous body on campus and; therefore, a most appropriate place to seek a solution.

Mr. Cameron indicated his disagreement with the motion as he thought it was inappropriate for Senate to "end run" a Faculty and that the revised motion had taken out the word "merit" and substituted "fairness." He noted that he agreed with all students having access to the funds if selection was based on merit. On the other hand, Ms. Bankier suggested that excellence is a part of fairness from both a procedural and substantive point of view.

Mr. Stuttard suggested it was not out of line to bring such matters to Senate if warranted; however, as a member of the Faculty of Graduate Studies Council, the work involved in such a review would be prohibitive. Ms. Ritchie argued that a matter of such importance should not be ignored because there was substantial work involved in seeking a resolution.

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Mr. Archibald argued that Senate is the body which ultimately provides a mandate to the Faculty of Graduate Studies, and in view of this, Senate is an appropriate place to conduct this debate. Furthermore, he noted that the Faculty of Graduate Studies Council is not necessarily representative. The motion was defeated; 31 for, 38 against.

93:074

President's 1991-92 Annual Report on the Policy for Increasing Proportion of Female Faculty

This item was deferred until the next meeting.

93:075

Matters of information

This item was deferred until the next meeting.

93:076

Report of the President

This item was deferred until the next meeting.

93:077

Question Period

This item was deferred until the next meeting.

93:078

Other Business

There was no other business.

93:079

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Adjournment

The meeting adjourned upon motion (D. Myers) at 6:00 p.m.

Secretary

Chair