

Item: Senate Minutes, February 1998

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DALHOUSIE UNIVERSITY

APPROVED MINUTES

OF

SENATE MEETING

Senate met in regular session on Monday, 9 February 1998 at 4:00 p.m. in the University Hall, Macdonald Building.

Present with Mr. C. Stuttard in the chair were the following:

Adams, Apstle, Archibald, Bishop, Bleasdale, Boychuk, Bradfield, Camfield, Clements, Crocker, Cunningham, Emodi, Farmer, Faulkner, Fooladi, Furrow, Gantar, Hooper, Hyndman, Kay-Raining Bird, Kimmins, Lee, MacInnis, Maloney, McIntyre, Morehouse, Morrissey, Myers, H. Powell, Rathwell, Ricketts, Ross, Rosson, Russell, Ryall, Scassa, Siddiq, Slonim, Taylor, Tindall, Tomblin Murphy, Ugursal, White, Wrixon.

Regrets: Binkley, Cameron, Coffin, Guppy, Kipouros, Moore, Patriquin, Robertson.

Invitees: Mr. W. Lord

Mr. Stuttard welcomed Mr. John Clements, a new member of Senate representing the Faculty of Science. Mr. Stuttard informed members that Mr. Cameron, Senator from the Faculty of Arts and Social Sciences, had been taken ill. He was now improving, and Mr. Stuttard extended the hopes of Senators that Mr. Cameron would be back with us as soon as possible.

98:28.

Adoption of Agenda

The agenda was adopted as circulated.

98:29.

Minutes of Previous Meeting

At 98:15, page 2, line 7, \$13,000 became \$1300, and the minutes of the meeting of 26 January, 1998, were adopted as amended.

98:30.

Revised Guidelines for Centres and Institutes

On behalf of SAPBC, Mr. Stuttard moved:

That the Revised Guidelines for Centres and Institutes, dated January 29, 1998, be adopted.

Mr. Stuttard noted that SAPBC had been considering this item since the early fall of 1996. Members' packages had included only the excerpts from two of the many meetings at which SAPBC had discussed revision of the Guidelines for Centres and Institutes. Ms. Kay-Raining Bird suggested that in the final sentence of 3.2 "for all" be inserted before "the frequency of Reviews", in order to clarify that the time stipulation referred to all processes outlined in 3.2. Mr. Stuttard explained that the insertion would change the document's intent, which was that review of a Centre or Institute entirely within a Department or Faculty would be undertaken in conjunction with the review of that Department or Faculty. Ms. Kay-Raining Bird also asked whether the Guidelines suggested a time line for seeking approval for those Centres and Institutes lacking Senate approval. Mr. Stuttard suggested that type of question would be best dealt with once the Guidelines were accepted. Hopefully approval of the proposed revisions would enable Senate to address such issues in a systematic fashion.

In response to Mr. Apostle's question, Mr. Stuttard explained that in the Inventory the year indicated the date of the establishment of the Centre or Institute, with the exception of the Atlantic Health Promotion Research Centre, which had been established in 1993, not 1995, as the Inventory suggested. Ms. McIntyre asked that Dentistry be added to the group of units contributing to that Centre. Mr. Apostle asked whether Centres and Institutes had been submitting Annual Reports to the Vice-President (Academic and Research), and whether any had been terminated within the last five years. Mr. Stuttard responded that most had been providing Reports which had been forwarded to Mr. Christie in the Department of Institutional Affairs. Mr. Stuttard had no examples of termination; however, without approval by Senate, the Lester Pearson Institute had been changed to the Lester Pearson International, turning it into an Office which reported to Mr. Fournier. Ms. Morrissey noted that a number of Centres in the Institute of Public Affairs no longer existed, among them the Advanced Management Centre, the Centre for Public Management, and the Centre for Continuing Studies.

The motion was CARRIED.

98:31.

Report of the Senate Review Committee for the Faculty of Science

Mr. Stuttard informed members that the Senate Review of the Faculty of Science had been completed. Members had received the Summary of Recommendations of the Review of the Faculty of Science; an excerpt from the SAPBC meeting of November 17, 1997, which had considered this item; and a response from the Faculty of Science. The full text of the Report of the Review Committee was available in the Senate Office.

98:32.

Terms of Reference of SCAA

On behalf of SCAA, Ms. Bleasdale moved:

That the Revised Terms of Reference ("Functions") of the SCAA, approved by the Committee on January 21, 1998, be adopted.

The motion was CARRIED.

98:33.

Report from Steering Committee

For information, Mr. Stuttard reported that the Senate Steering Committee had met with the Steering Committee of the DalTech Academic Council on 19 January, 1998. The Chair of the Steering Committee of the Academic Council and Mr. Stuttard, Chair of Senate, would meet February 12, 1998, to follow up on that meeting. The joint meeting had discussed communication within the Academic Council, between the Academic Council and Senate, and between the Steering Committees of the two bodies. The major question with which the Academic Council was grappling was whether the Academic Council was an unnecessary additional layer of bureaucracy for DalTech Faculties, or a vital body through which the DalTech units controlled their internal affairs. The current terms of reference for the Academic Council gave it recommending authority on a variety of activities involving the three Faculties which comprised DalTech. It could serve as a coordinating body for those Faculties; however, to date, in the opinion of many DalTech members, the Council had not been fulfilling that function effectively. Consequently, the Academic Council was considering its actual and potential function and role. That might produce subsequent recommendations, which might come to the floor of Senate.

98:34.

Presentation from Director of Facilities Management

The Director of Facilities Management, Mr. Bill Lord, introduced Mr. Nick Tentomas, a computer expert from Space Planning Division, who would assist in the presentation. Mr. Lord had come to Dalhousie in November of 1986, when the Department had been known as the Department of Physical Plant. Through amalgamation of resources and responsibilities, the unit had become the Department of Physical Plant and Planning in 1987. With the Amalgamation between Dalhousie and TUNS, the name of the unit had become Facilities Management, in order to demonstrate the merger of two institutions, not the absorption of one by the other, and also to represent more accurately what the Department did.

In 1993, during what Mr. Lord believed had been the first review of an administrative

department, the unit had clarified that its mission was to serve the University community through the planning, design, construction, maintenance, operation, and security of its physical facilities in such a way as to facilitate and fully support Dalhousie University's overall mission. Objectives arising from that mission included provision of service in a cost-effective and timely fashion and enhancement of the working and learning environment of the Dalhousie community through implementation of the Campus Plan and constant improvement of the physical facilities. The Campus Plan had been drawn up in 1991 to consider long-term development in a consistent and cohesive manner. In addition, Facilities Management had been attempting to develop innovative approaches to the maintenance of quality in the face of increasingly tight funding, cuts to its budget, and the expansion of the Campus to encompass a total of approximately 4.2 million square feet. The generally very positive 1993 administrative review had suggested the need for continuing education of staff, which had led to definition of a further objective: the provision of a supportive work environment and personal growth and career opportunities for Facilities Management staff. Approximately 1% of the Department's budget had been set aside for training and education of staff. A final objective of the unit was promotion of a positive image for the Department both within Dalhousie and the surrounding community. Mr. Lord believed that the Department had enjoyed significant success in this area.

Mr. Lord outlined the seven divisions within the Department of Facilities Management. Administrative Services, headed by Christine Matheson, handled personnel and payroll; staff hiring, including both IOUE and students; purchase, sale, and lease of real estate; and stationery stores. Architectural Services, managed by Martin Giddy, assumed professional and technical responsibility for all capital projects on campus. This division had roughly 40 to 50 projects underway at any given time, and had the design capacity for projects of up to approximately \$2 million. The Manager also acted as liaison with external architects on major construction projects. In recognition of their excellence, Dalhousie's Architects had won the Lieutenant-Governor's design award for the eighth-floor addition to the Life Sciences Centre. Engineering Services, managed by Peter Howitt, was responsible for engineering design; maintenance and repair of all University-owned buildings, utilities and equipment; renovation projects; and thermal plant operation, involving boilers, emergency generators, and ventilation chillers. The latter were badly in need of increased capacity. Environmental Services, under the direction of Michael Murphy, was charged with responsibility for custodial services; grounds keeping and landscaping; and maintenance of five or six miles of pathways, roads and parking lots, which included snow clearance. Environmental Services also handled internal and external mail service; trucking and moving; and waste management and recycling, a growing undertaking.

Security Services, headed by Sandy MacDonald, was responsible for protection of University personnel and property on the three campuses; for operation of Tiger Patrol, in conjunction with the Dalhousie Student Union; for conducting investigations of assaults, thefts, and similar unacceptable activities, in cooperation with the Halifax Police and the

RCMP; and for building guard and campus patrol services during the academic year. Here Mr. Lord highlighted initiatives for self-education, such as self-defense for women and training in dealing with sexual harassment. He cautioned members against believing everything they read in the Gazette. Security Services also handled parking and traffic enforcement, perhaps the most visible and least popular aspect of their work. In the area of key control, Security Services was exploring moving towards a card access system, beginning at DalTech and moving to the larger building in the near future.

Space Planning, managed by Mary Jane Adams, maintained a computerized campus-wide space inventory which served as the database for Room Reservation. Currently, the Department handled all classroom scheduling and allocation of sessional instructional activities, and academic tests and examinations, which included production of the University's academic timetable. Negotiations with the Registrar's Office to take over that function were under way. Finally, Systems and Finance, under Barry Picco, primarily controlled the Department's financial operations, and also managed the Department's information systems.

Turning to the major issues and challenges facing Facilities Management, Mr. Lord focussed on the new construction projects, including the \$16 million Faculty of Arts and Social Sciences Building, a Faculty of Computer Science Building, renovation of the Morroy Apartments, and construction of a classroom block linking the Apartments to the Theakston Building. Long-term development of the Campus had become even more important in the wake of the Amalgamation with TUNS, and would require careful thought, particularly by SPPC, in order to match the physical development of Dalhousie with our academic pursuits. Mr. Lord believed it was time for SPPC to become more proactive, rather than reactive, in guiding the Dalhousie community in identifying the real issues in the area of physical development of the Campus. In the area of heating, major challenges included the DalTech Heating Plant and the need to contain what could become soaring costs for heating; the scrutiny of proposals for District Heating, which at present were attractive in principle but appeared too costly; and co-generation, the use of natural gas to generate electricity and steam, a direction in which many large universities in the United States, and some in Canada, appeared to be heading. Potential savings from co-generation appeared enormous, but initial expenditures required considerable fund-raising.

Collective Bargaining, involving the amalgamation of four collective agreements into one, appeared to be going well, but would be difficult. The integration of Dalhousie and DalTech Facilities Management staff involved bringing together different cultures, hours of work, and wage rates. Implementation of four maintenance zones could prove a means of addressing these issues, by saving time and money, and increasing efficiency. Deferred maintenance and capital and operating budgetary constraints were considerable challenges facing the Department. Additional issues included accessibility and the environment, both of which were of growing importance to the public and the University, and were receiving serious attention.

In the area of utilities, production and distribution systems upgrades was a serious problem faced by campuses across North America. Mr. Lord referred members to the publication, *The Ticking Time Bomb: The Decaying American Campus*, which outlined the hundreds of millions of dollars necessary to the salvaging of decaying structures. The broad area of community relations became increasingly important as plans progressed for new structures and renovations of existing structures. At the same time, the University needed to remain alert to the periodic changes in building codes and legislative requirements. To a large extent, the Westray disaster had precipitated what struck him as perhaps an overly zealous approach to safety in the workplace. This cost money. Two final areas of concern were the Department's need to improve the system of Human Resource information management, and cut down on absenteeism and sick leave abuse. Abuse of sick leave was a major problem, in part because of Dalhousie's generous sick leave benefits. With the Union, Facilities Management was attempting to tackle this issue.

In response to Ms. Kay-Raining Bird, Mr. Lord explained that Facilities Management recycled considerable material when buildings were demolished, in particular doors and windows. When houses were to be torn down, the Department invited bids from a company to move the house, or invited companies such as Renovators Resource to bid for materials. Though Dalhousie attempted to reuse material, we lacked adequate space to store recyclables. Ms. Kay-Raining Bird was also interested to know what renewable energy initiatives were in place. Was solar heating explored whenever possible, for example? Mr. Lord explained that such ventures had been explored, but were expensive to set up. The Nova Scotia Public Archives, for example, which used solar panels, had an approximately 100-year return on their investment. Dalhousie had looked at the idea of using the Harbour or the Northwest Arm as an energy source. The roof on the Killam Library atrium was an example of a different method of saving energy. That roof had resulted in considerable energy saving. In the Library, other savings had been achieved through changes in lighting, which included transfer from 75 to 15 watt bulbs, in some areas Mr. Lee was concerned that when Atomic Energy Canada had visited Dalhousie we had not received a good rating. If we received another similar rating we would be in danger of losing our licence to use radio-isotopes, which would impose extreme hardship on researchers and teachers. He noticed that Dalhousie appeared to have a relatively small radiation safety unit, consisting of one person. How was it decided how big such a unit should be, and was there a plan to expand the unit or address the issue in another way? Mr. Lord thought decisions concerning the budget were primarily responsible for determining the size of the unit. Responsibility for the radiation safety unit fell to Mr. Louch, Director of Environmental Health and Safety, who was doing a superb job with limited resources. The University had taken a conscious decision to separate that issue from the mandate of Facilities Management.

Mr Ugursal asked what would be the cost and the benefit of installing the card entry

system at the Engineering Building. Mr. Lord thought the system would cost approximately \$23,000 for the main doors. This would be a much more secure system, and would keep Security apprised of who was in the building in the event of an emergency and the need to evacuate. He clarified that faculty would have cards for office doors also, at some point in the future. Mr. Ugursal also questioned the transition from the Commissionaires, previously employed by TUNS, to the somewhat flashier Dalhousie Security Officers, decked out in elaborate uniforms and paraphernalia. Mr. Lord believed his staff was far better trained than the Commissionaires, a point he thought the Commissionaires themselves would concede. Paraphernalia such as keys and flash lights were necessary to their job, and the uniforms gave Security a more visible presence. He thought the Security Officers were one of the lowest paid groups in the University community; their pay rate was a disgrace, and he personally believed they should be paid "three times" what they were currently receiving for their services. Mr. Lord indicated that after Dalhousie Security Services took over there were a number of arrests on the Sexton Campus.

Ms. McIntyre noted that the new building plans included underground parking. From her experience, underground parking represented a major maintenance cost, given the use of salt during a number of months of each year. Mr. Lord recognized the problem, but believed most of the problems of corrosion involved multi-level parkades. Plans were for one level of parking under each of the two major projects, which would minimize damage from floors falling on cars. Mr. Ryall noted that he had been waiting for 27 years for the Life Sciences Building to stop leaking. Would that problem be addressed in the foreseeable future? Mr. Lord noted that this had been a problem with many of our newer buildings. Repairs to the Tupper Building, where damage had been most serious, had cost \$10 million dollars. Life Science was a priority, but restoration would cost from \$10 to \$12 million dollars.

Mr. Stuttard thanked Mr. Lord for his presentation.

98:35.

Report of the President

In the absence of the President, there was no Report.

98:36.

Adjournment

The meeting adjourned at 5:16 p.m.

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Regrets: Binkley, Cameron, Coffin, Guppy, Kipouros, Moore, Patriquin, Robertson.

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The motion was CARRIED.

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Mr. Stuttard thanked Mr. Lord for his presentation.

98:35.

Report of the President

In the absence of the President, there was no Report.

98:36.

Adjournment

The meeting adjourned at 5:16 p.m.

Secretary

Chair

