

## SENATE MINUTES

JANUARY 9, 2001

A special meeting of Senate was held on Tuesday, January 9, 2001, at 4:00 p.m. in Room E5004.

### 36. PRESENT

The President, Dr. E. Simpson, Dr. K. Keough, Professor A Fowler, Dean W. Blake, Dean I. Bowmer, Dean B. Burnaby, Mr. G. Collins, Professor J. Dempster, Mr. Richard Ellis, Dr. C. Higgs, Dean G. Kealey, Dean R. Lucas, Dean T. Murphy, Dr. C. Orchard, Mr. L. O'Reilly, Dr. T. Gordon, Dr. L. Walker, Professor H. Weir, Dr. R. Adamec, Dr. J. Ashton, Dr. G. Bassler, Dr. J. Bear, Dr. M. Brosnan, Dr. G. Clark, Mr. C. Couturier, Dr. J. deBruyn, Mr. C. Dennis, Mrs. C. Dutton, Dr. J. Evans, Dr. D. Goldstein, Dr. R. Gosine, Dr. M. Kara, Dr. D. Kimberley, Professor K. Knowles, Professor V. Kuester, Dr. M. Laryea, Ms. K. Lippold, Dr. V. Maxwell, Dr. D. McKay, Dr. J. McLean, Dr. M. Mulligan, Dr. M. Murray, Dr. H. Pike, Ms. D. Rehner, Dr. V. Richardson, Dr. D. Rideout, Dr. G. Sabin, Dr. P. Sinclair, Dr. D. Treslan, Dr. J. Usher, Professor D. Walsh, Dr. B. Watson, Dr. M. Wernerheim, Mr. B. Whitelaw, Ms. Kirsten McDonald, Ms. A. Muselius, Mr. K. Dunne, Ms. J. Mahoney, Ms. J. Morgan, Ms. R. Smith, Mr. L. Walsh.

A number of observers were also in attendance for this meeting.

### 37. APOLOGIES FOR ABSENCE

Apologies were received from the Chancellor, Dr. C. Sharpe, Mr. C. Collins, Mr. A. Kennedy, Mr. D. Maveneka and Mr. D. Nowak.

The President opened the meeting by welcoming everyone to the first meeting of Senate in 2001 and wished them a happy, healthy and prosperous new year.

38. Presentation by Dr. James Barnes, Faculty of Business Administration, on the marketing considerations identified in the 7th list of actions called for in the Strategic Framework

In introducing Dr. James Barnes and the topic of this special meeting, Dr. Simpson referred to the document which was confirmed as the Strategic Framework for Memorial at the December 12, 2000 meeting of Senate. He noted that item 7. of the document refers to Memorial's remarkable achievements and strengths in many areas which are not widely known beyond this University, and which call for action to develop a comprehensive plan for improving Memorial's image in the outside world. Such a plan should publicize strengths and achievements while identifying sources of "negative images" and addressing damaging misconceptions. Research and evaluation will be cornerstones for the development of an overall marketing strategy that will include advertising and other promotional activities.

Dr. Simpson referred to a discussion paper entitled "Marketing Memorial" which had been prepared by Dr. Barnes and Dr. Katherine Gallagher in 1998. He remarked that the ideas in that paper have been further refined and developed and noted that Dr. Barnes had been asked to speak to Senate about marketing in its broadest sense.

Dr. Barnes then described the objectives of his presentation as follows:

- \* To offer a perspective on the role of marketing in a university
- \* To address questions of why a marketing approach is necessary
- \* To offer a somewhat broader view of marketing than may generally be presented
- \* To suggest needed changes

Dr. Barnes stressed that marketing is about management of relationships with key constituencies. The emphasis must be on creating long term satisfaction and value among key groups with a view to obtaining their long-term support and patronage. These key constituencies consist of students, parents, donors, guests, patrons, employees, alumni, media, as well as governments and the public.

Obstacles to managing such relationships identified by Dr. Barnes include a rigid bureaucracy, inflexible rules, inconsistent treatment and lack of organizational commitment. However, Dr. Barnes noted that in approving the Strategic Framework for Memorial in

December 2000, Senate has already recognized the need to "position" Memorial as a distinct entity in the minds of constituents as compared with competing institutions. A student-focused strategy based on a long-term view and centered on meeting students needs first will create satisfaction and loyalty through mutually beneficial long-term relationships. Such a strategy when conducted properly will lead to the formation of genuine relationships which will translate into improved retention rates, increased involvement and greater school spirit. The results also should include more satisfied employees, proud alumni and broad community support.

In order to achieve such goals, Dr. Barnes emphasized that a change in organizational culture across the entire University community is required. He ended his presentation by stressing that we must determine what we want to be, enact changes deemed necessary across the entire organization and then communicate the message both internally and externally.

A lively discussion period followed Dr. Barnes' presentation. One suggestion was that the focus of improvement should be faculty-centric rather than student focussed. While Dr. Barnes agreed that the relationship of faculty members to the University does have an impact on students, he emphasized that the best goal is student satisfaction in a climate of respect for all members of the community.

When asked for examples of universities to which we could compare ourselves in terms of quality of institution, excellence of programmes and other key ingredients, but who market themselves better than we do and from whom we can learn, Dr. Barnes advised that the two which immediately come to mind are Mount Allison and Queen's. Both these institutions have created a unique culture and solid reputation. The undergraduate Business programme at Mount Allison has a very small range of courses but the students in that programme show great commitment to the University. Queen's has cultivated and maintained a very solid reputation and has a breadth of support among its alumni that would be the envy of other universities.

The President commented that it is clear that Memorial would also like to develop the same excellent relationships. He asked Dr.

Barnes how that could be achieved in a step by step progressive manner.

Dr. Barnes responded that he appreciates the difficulties and challenges that universities are experiencing and suggested that the process has to start at the top of the organization and cascade downwards to all levels. A commitment of resources, both human and financial, is necessary and a Committee or task force would need to be appointed to drive and manage the process.

Dr. Meisen concluded by acknowledging that the process must be determined not just by a resolution of Senate but by example from University leaders in terms of extending recognition and respect to all members of the University community. He noted that a reputation is created by many small actions but can be lost by a single failure.

Dr. Simpson thanked Dr. Barnes on behalf of Senate for leading such an engaging discussion.39. ADJOURNMENT

The meeting adjourned at 5:10 p.m.