

# TWO DAYS OF PUBLIC HEARINGS SET

The controversial Working Paper on University Governance in British Columbia will be discussed at two days of public hearings on the UBC campus in January.

The working paper, prepared by the Committee on University Governance, chaired by Mr. John Bremer, B.C.'s Commissioner of Education, was made public on Nov. 2.

Hearings on the working paper will be held at UBC on Jan. 22 and 23 at times and locations to be announced.

Members of the University community have been invited to submit briefs on matters raised in the working paper for discussion at the public hearings. Submissions should be sent to Mr. John Bremer, Commissioner of Education for B.C., Douglas Building, Victoria, B.C. (The full text of the working paper appears on Pages Two and Three of this issue of *UBC Reports*.)

The six-member Committee on University Governance, which prepared the working paper, was established in September of this year by the Hon. Eileen Dailly, B.C.'s Minister of Education.

The committee was asked to "consider the internal and external forms of university governance, with particular reference to the relationship between the universities and the provincial government, and to make recommendations to the Minister of Education for appropriate changes in the *Universities Act*."

In addition to Mr. Bremer, members of the Committee are: Prof. William M. Armstrong, deputy president of UBC; Miss Bonnie Long, external affairs

officer of UBC's Alma Mater Society; Prof. Walter D. Young, head of the Department of Political Science at the University of Victoria; Prof. Kenji Okuda, of the Economics Department at Simon Fraser University; and Dr. Eileen Herridge, of the special programs division of Vancouver City College.

Prof. Armstrong told *UBC Reports* that the purpose of the working paper was to direct discussion to specific points involved in the rewriting of the present *Universities Act*, which has been in force since 1963.

He said the terms of reference given to the committee were fairly narrow and were not a mandate to

develop or suggest a totally new framework of higher education for B.C.

"In our discussions," he said, "the committee reached the conclusion that the *Universities Act* should remain a flexible document which would allow each university to develop internal structures suited to its size and particular needs.

"For instance, it has been suggested that the committee should recommend an Open University similar to the one now in operation in Great Britain. In fact, there is nothing in the present Act which prohibit the establishment of such an institution. The committee's working paper suggests that this kind of flexibility should be retained when the present Act is rewritten."

## BOARD OF TRUSTEES

The working paper recommends extensive change in the structure of the Board of Governors and Senate, the two main governing bodies of the university.

The paper proposes a 15-member Board of Trustees, with five members elected by Convocation (the graduates and faculty of the university), and five appointed by the Lieutenant-Governor in Council (i.e., the provincial government). The remaining five members would be the president and the Chancellor *ex officio*.

The working paper also proposes that faculty members and students should be ineligible for election or appointment to the Board of Trustees of their own university.

Prof. Armstrong pointed out that this proposal did not bar UBC faculty members or students from becoming members of the Board of Trustees at, say, Simon Fraser University or the University of Victoria and vice versa.

Under the present *Universities Act*, the Board of Governors is made up of 11 persons, six appointed by the Lieutenant-Governor in Council, three elected by the Senate, and the President and Chancellor, *ex officio*.

The working paper also proposes a restructuring of the Senate to make it, said Prof. Armstrong, "a stronger body than it is at present."

The proposed Senate would be made up of 25 per cent administration members, 25 per cent students and 50 per cent faculty members. This would produce a Senate of 72 members at UBC, including 18 students, six more than at present.

At present UBC's Senate is made up of 98 members, who are either elected or appointed. These include 15 members elected by Convocation, who would be eliminated under the working paper proposal.

Another major change proposed in the working paper is the establishment of a standing committee of the Senate to assist the President in the preparation of the university budget. Under the existing *Universities Act*, Senate has no responsibility for budget preparation. UBC's budget is now prepared by the University administration and approved by the Board of Governors.

## MAJOR PROPOSAL

Another major proposal in the working paper is the creation of an 11-member Universities Council of British Columbia to replace the existing Advisory Board and Academic Board.

The Council would receive the operating and capital budgets of the universities, evaluate and consolidate these and transmit them to the Minister of Education. It would also allocate the sum received from the provincial government to the universities.

The Council would also concern itself with the intermediate and long-range planning of university development and would have the power to approve or disapprove proposals for new institutes, and new degree programs at the undergraduate and post-graduate levels.

Prof. Armstrong said that, following the receipt of briefs and public hearings, the committee would evaluate the submissions and work with a lawyer appointed by the provincial government in drafting a new *Universities Act*.

He said the draft Act might be ready for submission to the fall, 1974, session of the Legislature.

# UBC REPORTS

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UBC REPORTS CAMPUS EDITION

## Museum Contract Awarded

A.R. Grimwood Construction Ltd., of Vancouver, has been awarded a \$3,070,000 contract for the construction of a new Museum of Anthropology at UBC.

The Museum, to be located on the site of the former Fort Camp residence, north of Northwest Marine Drive and designed by Vancouver architect Arthur Erickson, is scheduled to be completed by April 1, 1975. Work is expected to be under way by mid-November.

Because of inflated building costs some design features of the project have had to be temporarily eliminated in order to bring the construction cost in line with available funds. A large shallow pond, which was to have been located in front of the building, will not be constructed at this time and the proposed transfer of totem poles and Indian buildings from UBC's Totem Pole Park to the Museum site has also been delayed.

Costs have been further pared by reducing landscaping, eliminating some interior carpeting and wood panelling, and other minor changes.

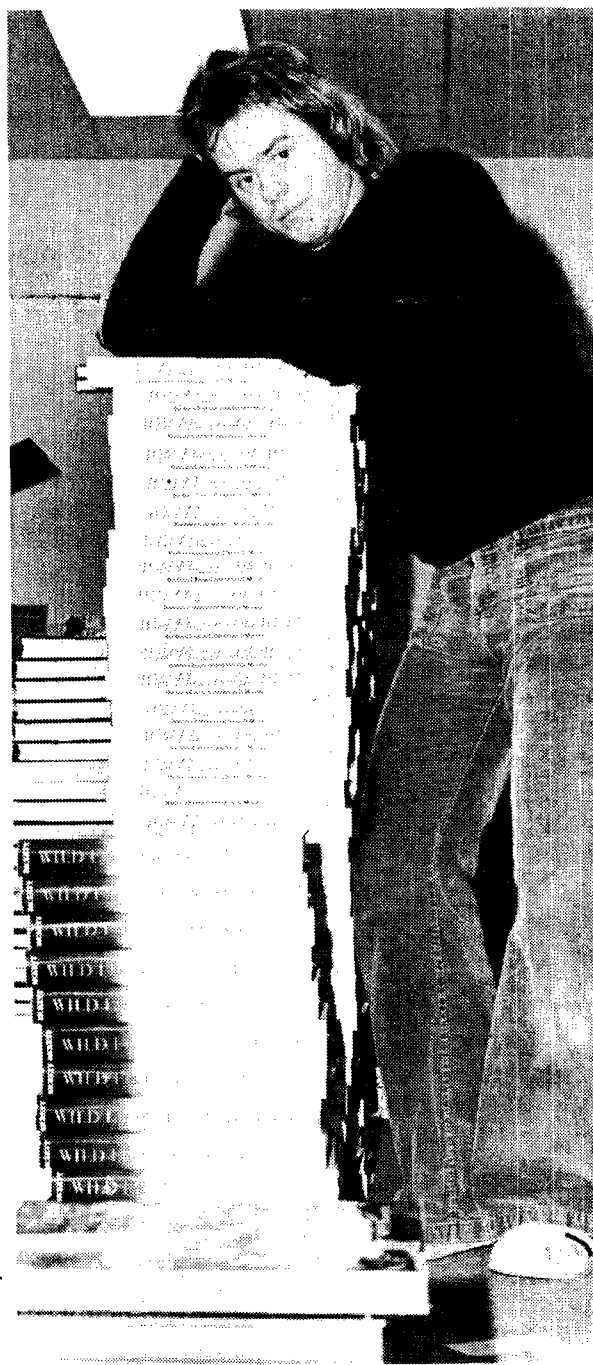
The Museum will house the University's famed 10,000-piece collection of Northwest Coast Indian art, valued at close to \$10 million, and the Walter and Marianne Koerner masterwork collection of tribal art, probably the most important collection remaining in private hands in North America.

Also on display will be an additional 10,000 artifacts which make up important named collections of the Asian, classical and tribal worlds, and more than 90,000 items from the prehistoric period of B.C. Indian culture, accumulated over 25 years from sites excavated under the direction of Dr. Charles Borden, Professor Emeritus of Archeology.

The Museum is partly financed with a \$2.5 million grant received in May, 1972, from the federal government as part of a \$10 million federal fund established to mark the 100th anniversary of B.C.'s entry into Confederation.

Total cost of the project is not to exceed \$4,297,000.

The Museum will have both a public and academic function.



Picture by Jim Banham

OH, my aching back, says UBC Bookstore employee Jim Gascoyne, shown taking a brief break from stacking books in preparation for the Bookstore's annual sale, which opens today (Nov. 14) in Brock Hall for UBC students, staff and alumni. Sale hours are 9 a.m. to 5 p.m. Sale is said to be the biggest event of its kind in Canada. Some 250,000 volumes representing 80,000 different titles are up for grabs at bargain prices. Books go on sale to the general public on Nov. 19.

# WORKING PAPER TEXT

What follows, on these two pages of UBC Reports, is the full text of the Working Paper on University Governance in British Columbia, prepared by a six-member Committee on University Governance appointed by the B.C. Minister of Education, the Hon. Eileen Dailly, in September of this year. The Committee, chaired by Mr. John Bremer, B.C.'s Commissioner of Education, plans two days of public hearings on the UBC campus on Jan. 22 and 23, 1974. The Committee has invited members of the University community to submit briefs on matters raised in the working paper. (See story on Page One.)

## CONTENTS OVERVIEW

The Committee on University Governance was appointed by the Minister of Education in September, 1973, under the chairmanship of John Bremer. The Committee was asked to report to the Minister under the following terms of reference:

**"To consider the internal and external forms of university governance, with particular reference to the relationship between the universities and the Provincial Government, and to make recommendations to the Minister of Education for appropriate changes in the Universities Act."**

This initial statement by the Committee is intended to encourage the examination and discussion of the matters raised. The Committee invites interested groups and individuals to submit written briefs and make presentations at public hearings that will commence in mid-January, 1974.

The Act under which the public universities of British Columbia operate was written in 1963 and, in many respects, is still an effective document. The committee sees no need to change those sections of the Act which have worked well over the past ten years and which continue to work well. However, the nature of the times requires that changes be made which will ensure public accountability and preserve the essential academic autonomy of the universities.

The Committee assumes that any legislation respecting the universities in British Columbia would require university practices to be in accordance with the provisions of any provincial human rights legislation.

In general, the Committee is reluctant to propose changes which penetrate too deeply into the internal structure and responsibilities of the universities, and sees no reason why the three universities should have uniform internal administrative structures and procedures.

The Committee considers a university Board of Governors to be the trustee of public funds which oversees the budgeting and expenditure of those funds. It does not see the Board as a management committee which initiates university policies, nor does it believe that its members should be elected to represent "constituencies" in the university community.

The Committee recognizes the traditional responsibility of Senate for the academic governance of the university, but feels that the Senate's role in this respect should be given greater clarity. It proposes, therefore, that Senate be composed of students and faculty members only.

The trustee role of the Board and the academic responsibility of the Senate at each university should be seen in the larger context of the province and the nation. To provide a framework in which there is adequate recognition of the public interests, the Committee proposes the formation of a Universities Council of British Columbia, the members of which would be drawn from the general public. This council would replace the

present Advisory Board and Academic Board and act as an intermediary between the universities and the Minister of Education. It would have power to support and encourage co-ordination and planning of university activities as well as provide a public review of those activities.

The importance of the role of leadership in the university is recognized by the Committee. It believes that the President should maintain this role of leader and continue to be the university's chief executive officer. However, the Committee proposes that the President participate in Senate as a member, rather than in the chair, and prepare the annual budget in consultation with a standing committee of Senate. This would expand both the scope and accountability of the presidency. It is further proposed that each president be included as a non-voting member of the Council for the Universities of British Columbia.

The Committee does not believe that co-ordinating bodies between the Board of Governors and Senate, or between the university and the community, need to be established by legislation. Such links can be created by the Board and Senate of each university. Moreover, the Committee does not believe it would be wise to legislate the creation of inter-university bodies to deal with the proposed Council for the Universities of British Columbia.

## INTRODUCTION

1. Few public institutions have been subjected to as rigorous and widespread an examination of their structure and function as have today's universities. And few public institutions have had to contend with the ramifications of the pace of social change in so many forms as have the universities. It is not, however, to elicit sympathy for these bodies that we need to be reminded of these facts; it is to call to our attention the present position of the university and to remind ourselves of the burden society has placed on universities — and of the burden universities can be to society.

2. In the recent past in British Columbia there have been many proposals for changing the structure of the universities. For the most part these have addressed themselves to particular aspects of university governance. In pursuing its examination of the present structure of the province's public universities, the Committee undertook to examine the whole structure and to concentrate particularly upon the relationship of the parts one to the other rather than upon any single aspect.

3. The operational premise of the Committee is that the political relationships that exist between the elements of the university community are, in the final analysis, a product not of legislation but of the power relationships that develop between students, faculty members, deans, presidents and boards of governors, and that these relationships are unlikely to be modified in any major way by statutory means. This is not a premise that assumes that the *status quo* is always preferable. It is one that recognizes the existence of strong traditions within the universities and the human propensity of those accustomed to these traditions to convert new forms to old. Lasting change can be best assured by proposing modest alterations that encourage new relationships to develop from within.

4. The object, then, of this working paper is to propose ways in which these relationships can be more clearly defined. The proposed changes would have the effect of encouraging reform in university governance without forcing it into a rigid mould of legislative provisos. The political assumption is that parliamentary processes which rely more on precedent and the good judgement of those engaged in the operations and less on elaborate and cumbersome structures, are preferable.

5. The Committee has been particularly concerned with the relationship between the universities and the government. Universities are public institutions, spending public funds and performing public functions. The fact that governments should want some means of ensuring that universities are spending public funds wisely and with some recognition that the public treasury is not inexhaustible should cause neither surprise nor worry. Equally, however, universities should be concerned that governments do not interfere in any direct or indirect way with their operation. The strength of any university is its independence.

6. To provide government with more than an earnest assurance of responsibility and to protect universities from political pressures, an agency to function as an intermediary is needed. The Worth Report in Alberta, the Wright Report in Ontario, the Oliver task force in Manitoba and the Carnegie Commission all proposed the creation of some kind of body to serve this purpose. This committee takes the view that such an intermediary is necessary in British Columbia. It would provide for the reconciliation of accountability with autonomy and would ensure a greater sensitivity to social needs in the development of university education.

## SPECIFIC PRELIMINARY PROPOSALS:

### THE BOARD OF GOVERNORS

7. Boards of Governors have often been the principal objects of criticism of the university. It is claimed that they represent neither the university community nor the public, that all too often they consist of captains of industry who evince little concern for matters academic; and that they rule the campus in a thoroughly dictatorial manner. Without at this point disputing these assertions, it is worth noting that apart from the university Chancellor, members of these boards receive little public recognition for the time and energy they devote to university matters, and no material rewards beyond occasional lunches and dinners at university expense. Moreover, their influence on university affairs, however significant their contribution, is often exaggerated.

8. The function of Boards of Governors, strictly interpreted, is to act as public trustees on behalf of the crown — the trustor, and to serve the university — the beneficiary of the trust. This is a necessary function if universities are to have the benefit of public funds. The logic of the trustor-trustee relationship requires that trustees have no interest in the trust beyond serving both trustor and beneficiary. It also follows that beneficiaries cannot be trustees.

9. Proposals for reform have usually included provision for faculty and student membership on Boards of Governors. Apart from the violence this does to the logic of the trustor-trustee relationship, there seems to be little advantage in greatly increasing the size of Boards or of making them into university assemblies such that the real work of governing is carried on by one or more small committees — as has happened in other jurisdictions where such remedies have been attempted.

10. Because their proceedings are more or less secret, Boards of Governors appear to be more active and influential in university affairs than they really are. A thorough demystification of the role of Boards would reveal the fallacy of the assumption that faculty and student membership on Boards would open the way to more significant participation in university governance for these groups. The Committee does not accept this assumption.

11. It proposes that the size of the Board of Governors be increased to 15 with five members elected by Convocation and eight appointed by the Lieutenant-Governor-in-Council — the remaining two members being the President and the Chancellor, *ex-officio*. The Committee would also propose that the Board be styled the Board of Trustees, and that faculty members and students of the particular university be ineligible for election or appointment.

12. To those who would at this point protest that by excluding faculty and students from the Board, the Committee is denying the possibility of real democracy on the campus, it should be pointed out that the true nature of democracy lies not in who sits where but in the relationship of the parts to each other and to the whole. It is pointless to argue that democracy demands the election of a monarch if in fact that monarch is absolute; far better to keep the crown as hereditary and invigorate the assembly. Trusteeship is the principal responsibility of the Board.

### THE SENATE

13. It was the Duff-Berdahl commission that in 1966 pointed out for those who had eyes to see that the real locus of power on the campus was the Senate. It was in this body that the academic decisions were taken prior to their almost perfunctory ratification by the Board. As they are presently constituted, Senates tend to be too large to be effective — at least this would seem to be the case with the University of British Columbia. At the same time, too small a Senate loses the advantages that size lends to an assembly in which debate is the basis for decision making. Moreover, small Senates suffer from either a limited committee structure or overworked members, or both.

14. Apart from size, the Committee considered the role of "lay" members of Senates and came to the conclusion that the interests of the community could be better served in other ways. Experience in this and other provinces indicates that the provision of a relatively small number of lay members on academic senates is not a satisfactory way to ensure community input. The desirability of maintaining a modest sort of participating connection for members of Convocation is met by the proposal that Convocation elect five members of the Board of Trustees. Community responsibility in the broader and more significant context is provided for in the proposals relating to the university/government intermediary body.

15. It is proposed that Senate have a purely academic composition. This would consist of the Chancellor, President, Academic Vice-president or equivalent, Deans of Faculties, Chief Librarian, Director of Continuing Education or equivalent, a representative of each affiliated college, a number of students equivalent to the total

of the preceding membership, and a number of faculty equal to twice the total of preceding membership, excluding students. In other words, each Senate would consist of 25 per cent administration, 25 per cent students and 50 per cent faculty members. At present this would produce a Senate of 72 at UBC, 44 at the University of Victoria and 40 at Simon Fraser University.

16. The inclusion of the Director of Continuing Education, or the equivalent, is a matter of some importance. The extension of a university's academic services beyond its walls was once a secondary operation designed as much to fulfill a public relations role as to educate extra-mural students. Today a major part of a university's teaching function must involve part-time students, extra-mural students and students engaged not in degree work but in continuing education of a variety of kinds. A university's out-reach is now vitally important and clearly a matter that must engage a significant portion of Senate's attention.

17. The Committee recognizes the fairly obvious fact that matters of student discipline no longer require the elaborate structures that were a product of the era when the university functioned *in loco parentis*. It is therefore proposed that the Faculty Council be abolished. Disciplinary matters which are not within the normal sphere of the civil or criminal law should be handled by bodies to be established by the universities in consultation with appropriate student representatives. Final appeal from these bodies should lie to a standing committee of the Senate.

18. To enable the presidents to participate more actively in the debates of Senate, it is proposed that each Senate elect its own chairperson annually. To enable the Senate to participate fully in the governance of the university it is proposed that each Senate establish a standing committee to meet with and assist the president in the preparation of the university budget. In this connection there is no evidence to support the necessity for secrecy in budgeting. Where open budgeting has been instituted the results have been uniformly positive.

19. As envisaged by the Committee, the Senate is the central agency in the academic governance of the university. Composed solely of those for whom the academic decision-making process is of central and overriding concern, it would exercise a wide and significant authority within the powers presently assigned under the existing Act. The Committee would propose no change in its powers beyond proposing that it be charged more specifically with the academic governance of the university, and providing for the active involvement of a Senate standing committee in the central budgeting process. So constituted it would have the potential to bring about whatever changes in the academic style and pursuits of the university that it chose.

#### FACULTIES

20. The one change in the structure of the Faculties that the committee would recommend at this point would be that Faculties make provision for student representation at a level and in a manner to be decided by the faculty members and students of each Faculty. There is no doubt that student involvement in the governing processes of the university is highly desirable and worthwhile as a means of ensuring that the university is aware of the needs and wishes of its student body and of the wider community their views often reflect, and also as means of providing students themselves with valuable insights into the bases of decisions that have ramifications beyond the immediate concerns of a particular course or discipline. For these reasons the Committee proposes that there should be student representation on the Senate and on the Faculties.

#### THE PRESIDENT

21. The Committee recognizes that attempts to minimize power or distribute it widely on the campus are seldom successful. In what it proposes the Committee seeks to ensure that power is exercised openly and in a context that provides responsibility within the existing structures.

22. The rearrangement of the operating parts of a university invariably produces situations in which the old order reasserts itself in new forms that are not immediately recognizable but are, nonetheless, as undesirable as before — assuming that the desire for change was based on valid criticism. Equally ineffective are attempts to distribute power widely by new structures, massive infusions of electoral devices and a plague of elected committees. Such changes succeed only in making it difficult for decisions to be reached and even more difficult to determine responsibility once they have been reached. And, almost inevitably, either the old power structure or a new and more subtle one will emerge to flourish behind a thicket of procedures that purport to be the essential mechanisms of democracy. Democracy is less a tangle of procedures and more a way of political behavior that relies upon good faith and the notion of responsible and visible government.

23. It is the Committee's proposal, therefore, that the office of President remain essentially as it is in the present Act, except that the Senate be involved in the budgetary process and that the President no longer chair Senate. In short, it is the view of the Committee that the President be the chief executive officer of the university, accountable to the Senate in matters of academic governance, and responsible to the Board in its role as public trustee.

#### PROCEDURES FOR ACADEMIC APPOINTMENTS, PROMOTION AND RELATED MATTERS

24. Amongst the more vexatious questions that have faced universities have been those involving questions of appointment, tenure and renewal of contract. Universities have responded to these questions in their own ways.

25. It is the view of the Committee that these are matters which properly belong to the universities themselves to deal with where they do not touch upon areas served by the civil and criminal jurisdictions. The Committee believes it to be of fundamental importance, however, that universities establish and make public specific and simple procedures for dealing with matters under these headings. It proposes that the procedures be formulated by appropriate university bodies, in consultation with the Faculty Association or an equivalent agency. The Committee would also propose that when the president makes his recommendations regarding personnel matters to the Board of Trustees, that he be required to report the findings of the appropriate committees at the same time.

26. While the Committee generally favors the view that administrators in the universities should hold office for fixed terms and that faculty should play the major role in any selection process, it does not think that it would be wise to provide for such terms and procedures in legislative form. The particular circumstances of each university require local initiative in these questions within the general guidelines that the Act establishes.

It seems obvious that universities should provide specific dismissal procedures, for example, to ensure that the tenure provisions serve the purpose for which they were designed: the protection of the academic from interference in the free and open pursuit of scholarship and not as a barricade to protect the incompetent from legitimate confrontation with their own inadequacy. It is the hope of the Committee that one result of the changes it is proposing would be the encouragement of free and open discussion of every aspect of a university's operation, including procedures governing appointments, promotion and tenure, salaries, dismissal and discipline.

#### THE UNIVERSITIES COUNCIL OF BRITISH COLUMBIA

27. A matter of major concern to both universities and the governments that support them has been the just apportionment of spheres of independence and involvement. Governments quite properly require an accounting of the funds they annually contribute to universities in the form of capital and operating grants. They become justifiably concerned when they hear rumors of wasteful expenditure, yet are denied budgetary control over the universities. For their part the universities prefer being treated not as mendicants but as the rightful recipients of as large a portion of the public purse as they alone feel their purposes require.

28. Rising costs, changing attitudes toward post-secondary education in general, the need to avoid competition between universities for public funds and the need to avoid wasteful duplication of resources requires the establishment of an intermediary serving as the agency within which the interests of government and university are reconciled. Such an agency would minimize confrontation and provide a framework for mutual interaction and persuasion. It would also serve to ensure the co-ordination of programs and resources amongst the universities and provide for systematic public influence in the development of university education in British Columbia.

29. This Council, as the Committee envisages it, would be composed of 11 lay persons appointed by the Lieutenant-Governor-in-Council, with the presidents of the universities, a representative of the Department of Education plus the chairman of any equivalent body established for the province's colleges as non-voting members. It would meet at least monthly during the academic year. It would elect its own chairman and would appoint a full-time executive director and such staff as it would require to perform its functions. These would include receiving the operating and capital budgets from each of the universities, evaluating and consolidating these and transmitting a total request to the Minister of Education. It would allocate the sum received from the government to the universities. The Council would also concern itself with the intermediate and long range planning of university development and would have the power to approve or disapprove proposals for new institutes, and new degree programs at the undergraduate and post-graduate levels. In

addition, it would work with the universities in promoting co-operative ventures and in co-ordinating existing and future developments.

30. In the performance of its duties it would have the power to require from the universities such documents and information as it felt it needed and would, as well, be empowered to carry out or contract for studies or research projects related to its area of responsibility. While the Committee can see no reason for making specific legislative provision, it would urge the government to consider the advisability of establishing longer and more flexible budgetary periods.

31. An important responsibility of the Council would be the preparation and publication of an annual report which would include all the budgetary information submitted to it by the universities and submitted by it to the government, as well as details of its allocation to the universities. In addition the report would include a general appraisal of the state of university education in the province.

32. While the Council would have specific powers with respect to new degree programs and would have the sole responsibility for allocating the general government grant for universities, its general responsibility would lie in the areas of encouraging, advising and warning the universities without at the same time interfering with their necessary and legitimate autonomy in internal matters. It should not, for example, be within the Council's powers to exercise line-item budgetary control. Within the grant of funds made by the Council, and having regard for the Council's advice, the universities would be responsible for their own allocations. The Council could provide advice based on the work of its staff or outside contract research in a wide variety of areas and would actively encourage co-operation and co-ordination between the universities.

33. It is the belief of the Committee that the Council would stand between the universities and the government, serving as a wise counsellor to both and as a third voice in the deliberations affecting universities in British Columbia. The presence on the Council of the chairman of any equivalent body serving the College constituency would provide much needed co-ordination between the two ranges of higher education offered in the province.

34. Proposals have been made for the establishment of formal inter-university bodies to represent the province's universities before the Council. The Committee can see no advantage in legislating the establishment of such a body and, moreover, is concerned that such a development would create an adversary relationship between the universities and the Council. The Council, and not some other body, should be the focus and the forum for inter-university relationships as well as university/government relationships.

35. The Committee would propose that the Council establish a number of ad hoc or standing committees that would serve in an advisory capacity. These committees would include individuals from other educational bodies and from community groups whose interests and concerns intersect with the aims and development of university education in the province.

#### ALTERNATIVE APPROACHES TO UNIVERSITY EDUCATION

36. The Committee on University Governance has not directed its attention to any of the myriad proposals for alternative forms of curriculum, structure and content although it is the Committee's intention to provide a compendium of such proposals with a working bibliography in its final report. Apart from the view already stated that little of any positive value would be achieved by massive restructuring of the existing universities, there is a more compelling reason for not dealing with this subject. That reason is simply that, in the Committee's opinion, there is nothing in the present or proposed structure of the province's universities that would prevent the development and institution of most of the proposals for educational reform now current. Moreover, it is obviously more consistent with the democratic objective of university reform to encourage the development of new forms from within rather than to legislate them from without.

37. It is the Committee's firm belief that such resistance to change as may be found in the universities is a function of attitudes within each campus and not a function of the structure within which these attitudes exist. The most that any structural change can do is provide a framework within which ideas may develop freely with the assurance that there is a legitimate forum in which they may be debated and which has the authority to implement those winning the support of the members of the academic community. It is the Committee's view that the changes proposed in this working paper will enhance the potential for change from within the structures of university governance. It should be noted that one of the functions the Committee envisages for the Council is the application of its research capacity in the areas of educational alternatives at the university level.



# PRESIDENT STUDIES STAFF REPORT

President Walter H. Gage is currently studying the report of a committee established to consider non-academic staff matters raised in the Report on the Status of Women at UBC.

The report contains 14 recommendations, three of which, bearing on University policies in advertising jobs, were implemented before the receipt of the report. The balance will be implemented, President Gage said, where it is within the competence and financial capacity of the University to do so.

"The committee is to be congratulated on preparing a report which thoroughly reviews the non-academic staff matters raised in the Report on the Status of Women at UBC," President Gage said. "The new report makes it clear that, in the main, the University's policies on non-academic staff matters as they relate to women have been those which have been followed in Canada and society generally."

## Nov. 26 Deadline Set

UBC's Master Teacher Awards Committee has set Nov. 26 as the last day for nominations for the 1973-74 awards.

The Master Teacher Awards were established in 1969 by Dr. Walter Koerner, a former chairman and member of UBC's Board of Governors, in honor of his brother, the late Dr. Leon Koerner, and are intended to give recognition to outstanding teachers of UBC undergraduates.

Winners of the 1973-74 awards will share a \$5,000 cash prize contributed by Dr. Koerner. For the first time this year, winners of Certificates of Merit in the competition will each receive a cash award of \$500.

The task of assessing nominees who are eligible for the awards will begin before the end of the first term of the current Winter Session.

At least two members of the screening committee visit the classroom of each eligible nominee, and department heads and deans are asked for an assessment of each candidate in terms of a list of stringent criteria.

Regulations governing the awards and the criteria list are available at the Office of Academic Planning in the Main Mall North Administration Building; the Woodward Biomedical Library; the Main and Sedgewick Libraries; the H.R. MacMillan Building (Room 270 - General Office); the AMS Business Office in the Student Union Building; the UBC Bookstore; the Biomedical Branch Library, 700 West 10th Ave.; and the Office of the Dean, Faculty of Law.

Candidates may be nominated by UBC students, faculty and alumni.

Nominations should be sent to the chairman of the Master Teacher Awards Committee, Dr. Ruth White, c/o The Office of Academic Planning, Main Mall North Administration Building, Campus.

Members of the Master Teacher Awards Committee include representatives of the UBC

The eight-member committee to consider non-academic staff matters was established by President Gage in March of this year and was chaired by Mr. Knute Buttedahl, associate director of the UBC Centre for Continuing Education. The Report on the Status of Women at UBC, released in January of this year, was prepared by the Women's Action Group, an informal organization of faculty, staff and students.

The Buttedahl committee's report said it found that two basic points made in the Status of Women Report were valid. These were:

- That sex-typed female job categories have lower salaries within the University than categories which are sex-typed male; and

- That in proportion to their number, fewer

faculty, the Alumni Association and the student body. Two student members of the committee are third-year Science student Margaret Robinson and second-year Arts student Eric Wyness.

## Contract Awarded

UBC's Board of Governors has awarded Commonwealth Construction Co., of Vancouver, the contract for construction of the first phase of a new Asian Centre to be built adjacent to the Nitobe Memorial Garden on the western edge of the campus.

The Board was informed that Mr. Joseph L. Whitehead, president and publisher of the *Journal of Commerce* of Vancouver, had agreed to serve as the new chairman of a committee to raise funds for the completion of the Centre. He replaces Mr. Alan F. Campney, who was forced to resign as chairman for health reasons but who will continue as a member of the committee.

To date, a total of \$1,650,000 has been raised or pledged in Canada and Japan towards the construction of the Centre. After subtraction of the cost of replacing parking areas displaced by the building, \$1.5 million is available for the first phase of construction. Completion of the building is contingent on the raising of additional money by Mr. Whitehead's committee.

The Canadian and B.C. governments have each given \$400,000; another \$250,000 has been pledged from the profits of Japan's Expo '70; the Federation of Economic Organizations of Japan is conducting a campaign to raise \$550,000; and \$50,000 has been raised in Canada.

The Centre will be a re-creation of the Sanyo Electric Company's pavilion, one of the hits of Expo '70 at Osaka. Structural components of the pavilion were shipped to Vancouver in 1971 as a gift from the people of Japan in honor of B.C.'s Centennial and have been in storage on the campus ever since.

When completed, the Centre will house the University's 180,000-book Asian Studies library and offices for faculty and graduate students in the Department of Asian Studies and the Institute of Asian and Slavonic Research. There will also be a public area for cultural displays and performances.

## AUCC HEAD SPEAKS

Sister Catherine Wallace, the recently elected president of the Association of Universities and Colleges of Canada, and Canada's only woman university president, will speak twice at UBC next week as a Dal Grauer Memorial Lecturer.

Sister Catherine, who is president of Mount Saint Vincent University in Halifax, Nova Scotia, and a strong advocate of women's rights, will give her first UBC lecture at 12:30 p.m. in UBC's Old Auditorium on Tuesday (Nov. 20).

Her topic will be "Women and the Numbers Game."

The following evening (Wednesday, Nov. 21) she will speak in the common block of Totem Park Residence at 8:15 p.m. on the subject "Women and the Just Society."

women occupy supervisory and administrative positions.

In accordance with its terms of reference, the committee chaired by Mr. Buttedahl then made a study to discover in what way this inequality might be the result of University policies and practices as distinct from those generally found in society.

"The committee found," the report said, "that UBC does not discriminate in any policies which it has articulated but that its practices, which follow those of society in general, at times are discriminatory to women."

This leads to the committee's first recommendation: "That the University in its leadership role in the community undertake an obligation not only to declare itself publicly against discrimination, but also to work actively to ensure that policies and practices within the University serve to eradicate any vestige of discrimination even though such discriminatory practices may prevail in the larger society."

The committee also found that certain personnel policies of the University aggravate the feelings of discrimination among women employees on the campus.

The committee recommends that "it be made clear to all sections of the University community that men and women are to have equal opportunity for employment and advancement. In addition, for some time at least, when a job opening occurs for which there are both male and female applicants equal as to experience, qualifications and personality considerations, that the preference be given to a female candidate."

Other recommendations made by the committee are designed to lessen feelings of discrimination among women employees. These include:

A policy of openness on matters affecting employment and welfare, including the publication of a revised and enlarged staff handbook and a departmental reference manual; and establishment of a more refined grievance procedure, revolving around the concept of an ombudsperson attached to the Office of the President.

The committee also recommends that the University undertake a study to determine a more appropriate and fair weighting scale for financial reward with regard to mental effort as compared to physical effort, and clerical skills as compared to technical skills; and that a different method be devised to provide a fairer adjustment for merit and length of service in annual salary adjustments.

Three recommendations in the report bearing on University policies in advertising jobs were implemented prior to the receipt of the report. These are:

- That advertising literature and hiring practices should make it clear that women are wanted in all occupations and professions;

- That all display advertising for UBC positions should carry a rider that the job is open to both men and women; and

- That classified advertising for jobs should carry no stipulation as to gender, unless the stipulation is inherent in the job definition.

The committee also recommends that UBC clarify and extend policies concerning unpaid leave of absence, compassionate leave and course attendance for job improvement for non-academic staff, and that UBC consider ways in which equivalent benefits can be extended to regular, part-time employees.

The committee also "invites unions on campus to study their policies toward women in order to eradicate any discrimination that may exist and to help the University provide enlightened leadership by ensuring equal job opportunities for men and women."

## OUR MISTAKE

Three errors appeared in the article on UBC's new dental plan in the Oct. 10 edition of *UBC Reports*.

The article said that less than the required 65 per cent of faculty and employed staff had subscribed to the plan by Sept. 1. The figure should have read 75 per cent. The deadline for subscribing was extended a month and by Oct. 1 about 76 per cent of non-union staff and faculty members had subscribed. As a result, the plan is now in effect.

The article also stated that the plan would cover half the cost of treatment of chronic gum disease. In fact, the plan will cover 70 per cent of the treatment cost.

And contrary to what appeared in the article there is no maximum annual amount that can be claimed by persons subscribing to the plan.

We regret any confusion that might have occurred as a result of this misinformation, which was based on specifications which were later revised without the knowledge of *UBC Reports*.

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