

# UBC REPORTS

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UBC REPORTS CAMPUS EDITION

## Two Nobel Winners To Lecture

Four leading scientists and humanists, including two Nobel Prize winners, will give a total of ten public lectures at the University of B.C. in March.

Three of the lecturers will be the first visiting professors brought to UBC as the result of a gift from Dr. Cecil Green, a former UBC student, and his wife, Ida.

The fourth speaker will give two Dal Grauer Memorial Lectures.

The Cecil H. and Ida Green Visiting Professors are: Dr. Gerhard Herzberg, Canada's 1971 Nobel Prize Winner and a research scientist at the National Research Council in Ottawa;

Dr. Donald O. Hebb, one of Canada's best-known experimental psychologists and Chancellor of McGill University, and

Dr. J. Tuzo Wilson, one of the world's leading geophysicists, who teaches at the University of Toronto.

The Dal Grauer Memorial Lecturer is Prof. George Wald, professor of biology at Harvard University and winner of the Nobel Prize for Physiology in 1967.

Prof. Wald is perhaps best known for a 1969 speech that he gave at the Massachusetts Institute of Technology in which he attacked U.S. militarism and analysed the disaffection of contemporary young people.

Following are dates and locations of the lectures.

Dr. Herzberg will give three lectures as follows:

Wednesday, March 1 — "The Spectra of Hydrogen." A non-specialist lecture for a general audience. 12:30 p.m., Hebb Lecture Theatre, East Mall, UBC.

Thursday, March 2 — "Spectroscopic Studies of Molecular Structure." Substantially the material presented at the Nobel Lecture in Stockholm in December, 1971. 12:30 p.m., Hebb Lecture Theatre.

Friday, March 3 — "Experimental Verification of the Theory of the Hydrogen Molecule." A specialized lecture for physicists and chemists. 2:30 p.m., Room 250, Chemistry Building, Main Mall, UBC.

Dr. Hebb will give two lectures as follows:

Thursday, March 16 — "The Nature of a University Education." 12:30 p.m., Hebb Lecture Theatre.

Friday, March 17 — "The Mind of Man." 8:15 p.m., Lounge, Totem Park Residences, UBC.

Dr. Wilson's lectures are as follows:

Monday, March 20 — "A Scientist in China." Dr. Wilson spent a month in China in the fall of 1971 and will contrast his experiences at that time with an earlier visit. 8:15 p.m., Lounge, Totem Park Residences.

Wednesday, March 22 — "The Mechanics of Plate Tectonics." A specialized lecture for geophysicists and geologists. For details as to time and place, call 228-2267.

Thursday, March 23 — "Earthquakes and Earth Sciences in China." A lecture for a general audience. 12:30 p.m., Hebb Lecture Theatre.

Prof. Wald's lectures are as follows:

Tuesday, March 28 — "Therefore Choose Life." 8:15 p.m., Lounge, Totem Park Residences, UBC.

Wednesday, March 29 — "The Origin of Death." 12:30 p.m., Old Auditorium, UBC.

# UBC DELEGATIONS STRESS TENURE IS STILL NEEDED

UBC representatives told a committee of the B.C. Legislature last Friday (Feb. 18) that the principle of tenure for faculty members should be retained.

And UBC, they added, should remain free to work out appropriate internal procedures for granting tenure to junior faculty members and for dismissing those who already hold tenure.

Support for the tenure principle was the main feature of two briefs presented to the Select Standing Committee on Social Welfare and Education of the Legislature, which was asked to review tenure at B.C.'s three public universities in the throne speech that opened the 1972 session of the Legislature.

Full texts of the briefs presented to the committee by UBC's administration and Faculty Association appear on Pages Two and Three of this issue of *UBC Reports*.

UBC was the first public university to appear before the 16-man committee, which is chaired by Mr. John D. Tisdalle, Social Credit member in the Legislature for Saanich and the Islands.

UBC's academic administration was represented at last Friday's two-hour hearing by Dean Ian McT. Cowan of the Faculty of Graduate Studies. He told the committee that UBC's president, Dr. Walter Gage, would be prepared to appear before it at a later date "after the committee had crystalized its thinking on a number of issue arising out of the briefs" to be presented by the universities.

Accompanying Dean Cowan to answer questions arising out of the brief were Prof. William Armstrong, UBC deputy president, and Dean Philip White, head of the Faculty of Commerce and Business Administration.

UBC's Faculty Association was represented at the hearing by Dr. Robert Kubicek, current president of the Association; Dr. Richard Spencer, vice-president; and Dr. Peter Pearse, immediate past-president.

## UNDER REVIEW

Both Dean Cowan and Dr. Kubicek, in presenting their respective briefs to the committee, emphasized that UBC is currently involved in the second year of a detailed reassessment of tenure and has drafted a more detailed restatement and elaboration of principles and procedures that will retain the advantages of tenure while removing most of the potential seeds of discontent.

During the hearing, members of the legislative committee pressed Dean Cowan for details regarding the new UBC tenure document, which Dean Cowan said he was reluctant to discuss because it was still being debated by various University bodies, including the Faculty Association.

He said the new tenure document will be "more legalistic" in tone and content. In the past, he told the committee, society was prepared to accept a lot of things on trust, but society today is more legalistic and the new UBC document will reflect that change in thinking.

"We don't like this," he said, "because it makes life more difficult for everyone."

Dean Cowan said UBC's decision to re-examine and review its tenure document was a response to the tenure problems that had arisen at universities elsewhere. He said one of the main concerns of the new document would be to detail more clearly the procedures under which tenure would be granted to junior faculty members, the procedures of appeal when it was denied, and the conditions under which a tenured faculty member could be dismissed.

This line of questioning eventually led to a motion by Mr. Herb Capozzi, Social Credit member for Vancouver Centre, that copies of the proposed UBC tenure document be submitted to the Legislature committee on a confidential basis.

The motion failed for lack of a seconder.

Dr. Kubicek, in presenting the Faculty Association's brief to the committee, largely supported the views that had been expressed by Dean Cowan.

He emphasized the position taken by the Association in its brief that "tenure is needed to ensure that

the University can play its essential role in the best interests of society."

The brief continued: "We believe the system can be improved and that it should be subject to continuing review by concerned parties within the University. This is now the practice at UBC."

Dr. Kubicek also emphasized that one of the main concerns of faculty members is the existence of proper procedures for the granting of tenure and for appeals when tenure is denied.

He said the system of granting tenure is likely to work well when faculty members know that there exist clearly laid-down procedures for assessing teaching and research.

## FACULTY PROTEST

Faculty members will protest, he said, if the existing procedures are designed to be used in a "cavalier fashion."

Toward the conclusion of last Friday's hearings Dr. Kubicek said the contemplated changes in the existing procedures with regard to the granting of tenure at UBC are largely "a question of adjustment and oiling of the machine rather than basic changes."

At this point Mr. Tisdalle asked if there should be a basic set of tenure procedures which would apply to all universities in B.C.

Dr. Pearse said that the problems of B.C.'s three public universities are different, largely because of size and makeup. UBC, he said, had a number of professional schools, including medicine, which had special problems with regard to tenure.

He said there should be a set of basic principles on the question of tenure but it was important that universities work out detailed procedures that suit the needs of each.

In addressing the Legislature committee, Dean Cowan emphasized and commented on a number of points made in the UBC brief.

He emphasized that the University's decision to withhold tenure from a junior faculty member does not constitute dismissal, although it has been interpreted in this way. (Faculty members who are denied tenure are offered a one-year terminal contract under present UBC regulations.)

He said failure by the University to offer tenure to a faculty member reflects no discredit on the individual. A decision to withhold tenure simply means that the University feels it would be better served by the replacement of the candidate by another person.

Later in the meeting, Dean Cowan cited the cases of two faculty members who had been denied tenure. One, he said, was a first-rate researcher but a failure as a teacher, while the other had shown no ability as a researcher but was potentially a good teacher.

The individual who had ability as a researcher knew that he had little teaching ability, Dean Cowan said, and another position was found for him within six months.

## FIGHT DECISION

The other faculty member, he said, went to the student newspaper to fight the tenure decision. "He hasn't asked for help from me," Dean Cowan said, "but if he did I would try to help him because I feel he could be a good teacher."

Dean Cowan said that he tries to prepare an "honest, forward-looking" assessment of an individual who leaves the University when he is denied tenure.

Dean Cowan also commented on several aspects of Section 8 of the brief dealing with alternatives to the existing tenure system.

Section 8(a) of the brief says it could be argued that the danger of the University being placed under pressure to discharge a faculty member whose academic findings and teaching embarrass the community leaders is small and thus tenure is

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# NEED FOR TENURED APPO

What follows is a statement on appointment and tenure at the University of B.C. presented to the Select Standing Committee on Social Welfare and Education of the B.C. Legislature in Victoria last Friday (Feb. 18). The statement was presented by Dean Ian McT. Cowan, head of UBC's Faculty of Graduate Studies. At the Victoria meeting with Dean Cowan were Deputy President W.M. Armstrong and Dean Philip White, head of the Faculty of Commerce and Business Administration.

## 1. WHAT IS TENURE?

Tenure is a form of contractual appointment officially designated as "without term," awarded to some faculty at North American universities after it has been established that the faculty members possess in high degree a number of criteria set down as requisite for "permanent" association with the university.

## 2. THE PURPOSE OF TENURE

Tenure, unique to the academic profession, exists as an insurance of the faculty member against non-academic or non-academically motivated interference with the subject matter of instruction and the acts of enquiry and instruction.

Tenure, for this purpose, is regarded as essential by the Association of Canadian Universities and Colleges, by the equivalent bodies representing the Universities of the United States of America, by the Canadian and the American Associations of University Teachers, and is endorsed in practice by all major universities — indeed almost all universities — on this continent.

## 3. APPOINTMENT TO THE UNIVERSITY FACULTY

The initial appointment of a newly qualified candidate for a faculty position is usually for a term of two years as an assistant professor. After the first year the achievement and potential of the individual are reviewed and if it is clear or probable that the individual does not measure up to expectations he or she will be informed that the awarding of another term appointment will not occur.

If the review is satisfactory at the end of the first year but not at the end of the second year of the initial contract, the faculty member will be so informed and given a one-year terminal appointment.

If the faculty member has performed well during the first two-year appointment and the University is still in need of the services he or she can provide, a second two-year appointment will be awarded. This may be followed by a second two-year renewal.

Not later than November of the fifth year of appointment as an assistant professor, the individual must be considered for appointment without term. If a decision against offering the individual such an appointment is reached then the faculty member is given a year's notice dating from the expiry of the appointment then in force.

In the case of a more experienced faculty member, first appointed as an associate professor, the term of the initial contract is three years and the review for without-term appointment takes place at the end of the second year.

Those transferring to the University into the initial rank of professor are appointed from the outset without term.

No academic administrator holds his administrative office without term; all such are held "at the pleasure of the Board of Governors."

Except in the case of terminal one-year appointments, no faculty member may continue at the University of British Columbia on term appointments beyond six years.

The University of British Columbia is considering lengthening the period of pre-tenured appointments by one year.

## 4. CRITERIA FOR DECIDING UPON APPOINTMENT-WITHOUT-TERM

The criteria will necessarily vary in detail between departments, but they should include:

a) The candidate's quality as a teacher, fully considered, at all levels of instruction (including junior undergraduate, senior undergraduate, honors and graduate) in which he has been engaged, and in particular his capabilities as a teacher of his special subject. In assessing teaching, a measure of quality of intellectual endeavor and not simply of popularity or virtuosity, should be sought;

b) The candidate's quality as a scholar and researcher, as measured in the quality of his higher degrees, the quality of his completed and published work, and his potentiality as scholar and researcher which may be measured in his completed work and in his manuscripts being prepared for publication. Here, too, quality, not mere popularity, virtuosity or bulk of publications, should be the measure of acceptability. In assessing quality, all other things being equal, published material should carry greater weight than unpublished, and completed, more than incomplete;

c) Service to the Department, Faculty, University and community;

d) Academic integrity: this criterion may be taken to include:

(i) Objectivity in the pursuit and dissemination of knowledge through teaching and research. It is a breach of integrity to endorse one ideology by banning the study or discussion of all others;

(ii) Integrity in relations with students. It is a breach of academic integrity to exploit students for private advantage, or to be other than objective in assessing students' academic capabilities;

(iii) Respect for academic freedom, in principle and in specific application, and including the academic freedom of students. It is a breach of academic integrity to act to infringe that freedom, either by overt action, or by agreement that infringes the freedom to publish the results of research conducted in the University, or under its auspices;

(iv) Respect for academic colleagues. It is a breach of academic integrity publicly to denigrate the character or competence of colleagues. Professional judgments of colleagues should be given with fairness and objectivity. All information obtained in the

course of making or receiving such judgments should be treated as confidential;

(v) Honesty in acknowledging scholarly debts to colleagues and students;

(vi) Respect for the duly constituted regulations and authority of the University, including those pertaining to appointments, conduct while in the employ of the University, and notice of resignation from the University;

(vii) Respect for the reputation and interests of the University in the outside community. In his statements outside the University, the faculty member has a responsibility to state the truth as he sees it, but he should not knowingly allow anyone to infer that he is acting or speaking on behalf of the University unless he is authorized to do so. In his professional relationships with one or other sectors of the community he should ensure that these are in no way inconsistent with his primary obligations to the University;

e) The interest of the Department, Faculty and University in generating academic strength and balance.

The over-riding consideration in tenure decisions is the service to be rendered to the University. It is sufficient ground for withholding tenure that, in the judgment of the parties charged with making the tenure decision, the University would be better served by a candidate's replacement by another person.

## 5. TERMINATION OF ACADEMIC APPOINTMENTS

a) The University's decision not to offer renewal of an expiring term contract is not dismissal though it has been misinterpreted as such by those who contend for renewal against a University decision.

A decision not to offer renewal may be acknow-

# 'We Believe Tenure

What follows is the text of a brief presented in Victoria last Friday (Feb. 18) to the Select Standing Committee on Social Welfare and Education of the Provincial Legislature by the UBC Faculty Association. The brief was presented by Dr. Robert Kubicek, the Association's president, who was accompanied by Dr. Richard Spencer, vice-president and Dr. Peter Pearse, immediate past president of the Association.

The following brief, presented by the Executive of the Faculty Association of the University of British Columbia, is designed to clarify the issues relating to tenure at this University. This document will briefly describe the objectives and functioning of the tenure system, explain its advantages and outline some of the features of the general present context within which that system operates.

We take the position that tenure is needed to ensure that the University can play its essential role in the best interests of society. We believe the system can be improved and that it should be subject to continuing review by concerned parties within the University. This is now the practice at UBC.

**TENURE AND ACADEMIC FREEDOM.** It is in the interests of society that a continuing community exists which will produce new ideas and be competent to make a critical assessment of society's premises and activities. To this end we believe it is essential to preserve and protect the freedom of a university professor to enquire and criticize and to teach without threat of retaliation from people who may disagree with him. The failure to provide this kind of protection silences not only the visible dissenter whose personal security is undermined, but also the others for whom potential insecurity is sufficient deterrent to free enquiry.

Implicit in the granting of tenure is the freedom of the University to undertake responsible enquiry, even if it may offend public opinion or private interests. Tenure ensures that the mature scholar, whose competence is not to be lightly questioned by his own professional peers and whose apprenticeship is completed, is able to engage in such a venture. In addition tenure creates a body of established academics who can provide impartial and critical assessments of the scholarly performance of other

academics whose worth must be determined. This is fundamental to the attraction and retention of talented faculty and, therefore, to the search for excellence.

## DEFINITION AND CONDITIONS OF TENURE.

Tenure means the right of a faculty member not to be dismissed except for cause. For a tenured professor dismissal means the unilateral termination of his appointment by the University. The UBC Faculty Handbook defines cause as failure or refusal to perform reasonable duties over a substantial period, incompetence, gross misconduct, or the decisions of the University Senate to discontinue teaching in a specific area of study. The UBC Faculty Handbook sets out procedures which have been agreed to by the administration and the faculty for determining where there is cause for dismissal. These procedures are intended to ensure due process for professors faced with dismissal. The burden of proof in dismissal cases for tenured faculty members lies with the University, specifically in the first instance with professional colleagues and ultimately with the President and the Board of Governors.

## INITIAL APPOINTMENT

The initial appointment of a University teacher does not constitute a guarantee of permanent employment. Initial appointments at UBC are usually for one year in the case of lecturers, two years for instructors and assistant professors, and three years for associate professors. The appointment may be renewed for periods not exceeding a total of five years. Each renewal involves prior consultation between academic peers, and review of scholarly work. The five-year period allows the University time to consider the candidate's scholarship before committing itself to granting him tenure and allows the candidate time to prove his capabilities. These appointments do not imply that there will be a permanent position for the candidate.

After not more than five years, the Head of a Department, in consultation with senior colleagues, must assess the overall professional competence of a non-tenured teacher and recommend either that he obtain tenure or that his appointment be terminated. Such assessments involve extensive and detailed re-

# MENTMENTS STILL EXISTS

ledgment that the individual has not lived up to expectations, does not compete favorably with candidates now available or that, despite good performance, the University is no longer in need of his or her specialization.

b) Dismissal refers only to termination of a term appointment, without the agreement of the appointee, before the expiry of the term, or the termination of an appointment-without-term.

c) Dismissal occurs for cause, e.g., failure or refusal to perform reasonable duties over a substantial period, incompetence and gross misconduct.

d) A faculty member's contract can also be terminated without the consent of the appointee for either of the following reasons:

1. A decision by the University Senate to discontinue teaching in a specific area of study, or

2. Physical or emotional inability of the appointee to carry out reasonable duties.

e) When dismissal is involved the University sets in motion procedures carefully designed to guarantee the rights of the individual and the University. These involve examination by all three decision-making levels and, upon request of the individual, by successive unbiased committees of Faculty.

## 6. LEVELS OF UNIVERSITY ADMINISTRATIVE DECISION-MAKING AS THEY APPLY TO APPOINTMENT

There are three official levels of decision-making on this topic.

a) The Department Head has the responsibility for initiating the recommendations upon all appointments within his jurisdiction.

b) The Dean of the Faculty within which the department functions has the responsibility of re-

viewing recommendations he receives from the Heads of Departments and making recommendations on them in turn to the President.

c) The President, under the *Universities Act*, has the final authority for recommending action on appointments to the Board of Governors.

Each of these three levels usually exercises its responsibilities in matters of appointment, and especially reappointment and appointment-without-term, by drawing upon the advice of appropriately structured committees.

## 7. AN ASSESSMENT OF "TENURE"

a) Appointment-without-term can be seen as leaving the University open to accumulating on faculty some individuals who are no longer discharging their duties up to the University's expectations. This may arise from illness, loss of enthusiasm, failure to keep abreast of a rapidly changing field, or other social or emotional reasons. We have seen no indication that the University is more afflicted with this problem than is business, the civil service or other areas of employment. Nor do we detect a different capacity of these other sectors to rid themselves of the problem or to coerce the backsliders into greater performance.

As in all areas of endeavor the University has powers for persuasion short of dismissal and we are convinced uses these as well as other sectors.

b) Most of the appointment-related troubles encountered by B.C. universities are involved with junior faculty on term appointments. For various academic reasons these individuals have not convinced the universities that they merit the accolade of a tenured appointment and that they are likely to measure up to the attendant responsibilities.

Some of those who are not recommended for

appointment-without-term attempt to categorize their experience as unjustifiable "firing" in order to invoke the social pressures that may be associated with this event. They prefer to overlook the actuality that the decision they have received is a statement that "at this time the Department and University would be better served if a new member of faculty were appointed."

c) To assure that decisions as important to the individual and to the University are not made without great care and consideration there are, in most universities, carefully designed procedures. The AUCC has suggested one set, the CAUT another suggested draft. You have been provided with these and with a comparison of them.

Some of the disagreements at our universities rest upon failure to apply appropriate procedures, or upon misinterpretation of procedural requirements.

## 8. ALTERNATIVES

In considering an issue such as term of appointment and particularly the peculiarly University status of tenure, it is appropriate to examine other alternatives that will assure the University of its opportunity to build and renew a faculty best suited to its complex purposes; that will at the same time assure the faculty member of some job security even if his scholarship leads him to discover, pronounce and teach ideas that are unpopular in the community.

a) It could be argued that in our society the danger of the University being placed under pressure to discharge a faculty member whose academic findings and teaching embarrass the community leaders, is

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# e System Can Be Improved'

view and evaluation of the teaching and research done by the candidate prior to and during the period of his appointment. They may include consideration of assessments made by students or by student advisory committees. The recommendations are forwarded, with all supporting documents, to the Dean of the Faculty, and thence to the President and the Board of Governors. The Dean must be prepared to provide a candidate who has not been granted tenure with a written explanation for the decision. Non-renewal of fixed-term contracts, and failure to grant tenure do not constitute dismissal; nor are they to be construed as allegations of incompetence or misconduct.

In 1969-70, 48.3 per cent of the 1,473 faculty members then employed at UBC had tenure. These included 95 per cent of full professors, 68.1 per cent of associate professors, 16.8 per cent of assistant professors and 10.4 per cent of instructors.

From the above account it may be deduced that the granting of tenure is not automatic. In fact, the series of reviews prior to renewal of short-term contracts, as well as the tenure reviews are regarded as most serious investigations and evaluations of a candidate's total scholarly record. This lengthy and time-consuming procedure has been developed in order to maximize the chances of retaining those of academic excellence, and to minimize the chances of providing security for those of lesser abilities.

We believe there is no satisfactory alternative to some system of tenure, and we are opposed to its abolition. However, we believe some valid criticism can be made of our present arrangements. Indeed UBC has underway a review of its tenure document. If the tenure system is, as we have suggested, the best means of ensuring the vital and responsible use of free enquiry, then we think that the University itself should be charged with improving the system to meet any present problems.

## APPENDIX I

### Context of the Current Tenure Debate

-1. THE ACADEMIC MARKET. The number of qualified teachers available for employment in any given discipline may fluctuate considerably from time to time and in response to the changing condition of disciplines at the time of graduate work. It is the responsibility of departments to obtain for their students and for the community the best and most

highly qualified researchers and teachers available, within the limits of budgets and facilities. In a buyer's market, the competition for tenured positions will naturally be greater than it is in a seller's market. Those who fail to obtain permanent positions at one university will have difficulty obtaining appointments elsewhere.

At present, in contrast to the situation a few years ago, many departments of universities are able to select their faculty from an oversupply of very well qualified personnel. Inevitably, this creates insecurity for untenured members whose qualifications may be less impressive than those of people seeking initial appointments.

2. POPULATION CHANGES. Connected with the changing academic market, there are abrupt fluctuations in the population seeking instruction. Coincident with a limited supply of teachers in many fields, the number of students bolted upwards in the 1960s. The supply of teachers has now increased considerably, but the university-age population has started to decline. During the period of very high enrolment, university departments were required to employ teachers at a rapid pace, and in some cases this involved employment for persons of mediocre accomplishment. With the subsequent drop in population pressures, together with the sudden increase in highly qualified personnel in certain fields, these departments face the need of reducing faculty size. Since it is the obligation of department heads and university presidents to obtain for students the most competent instructors and most capable scholars available, and to employ a number in each field congruent with student enrolment, some persons hired during the 1960s are threatened with job loss. In areas requiring an immediate decrease in faculty size, the competence of those whose short-term contracts are not renewed is not necessarily in question. In such cases, the non-tenured academic may well assert that he is equally competent with senior colleagues whose tenure appears to obstruct his progress.

3. CHANGES IN STUDENT ENROLMENT. In addition to overall population changes, the intellectual tastes and personal motivations of students vary from time to time. Economic conditions and political realities influence career plans and intel-

lectual concerns. An upgrading in the general levels of education, with the attending upgrading of jobs outside the university, encourages students to undertake university education for economic rather than intellectual reasons. These shifting concerns affect student enrolments in various faculties and departments, so that a discipline which attracts a large enrolment in one decade may experience a sharp decline in the following decade. Changing student tastes and needs also affect their judgments of faculty teaching competence, and this in turn influences their enrolment in various courses.

Departments undergoing the effects of changing student demands must adjust to sudden increases and equally abrupt decreases in needs for faculty. The unpredictability of these shifts can create difficulties for a substantial proportion of the faculty.

4. KNOWLEDGE EXPLOSION. The university is particularly vulnerable to what constitutes competence and ability in disciplines which are experiencing rapidly changing standards, effects of new and technically demanding methods, or those which have within their boundaries extreme differences of opinion on intellectual matters. Throughout the several decades since the war, the expansion of knowledge in many fields has been explosive. Changing scopes and substance of disciplinary bodies of knowledge have occurred from time to time throughout history, but the change has not affected such a large proportion of scholars simultaneously and in so many related fields since the 17th century.

In these cases, the definition of scholarly competence is itself subject to debate, and assessment of competence may vary with particular intellectual positions. Junior faculty members may be subject to standards of competence which they regard as inappropriate. At the same time, senior faculty members are susceptible to the obsolescence of laboriously developed skills. A conflict may then develop between persons with differing conceptions of their discipline and its proper direction. This conflict may include both defences against change where change would adversely affect senior members, and irresponsible claims to superior competence where change greatly increases the alternative interpretations of adequate performance.



# HEARINGS

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unnecessary. "Regrettably that is not so," the brief says.

Dean Cowan commented to the committee: "Never a year passes but a university president is pressured by some sector of the community about research findings regarded as unpopular or an embarrassment."

Referring to Section 8(c) of the brief which deals with the possibility of unionization of the faculty, Dean Cowan said this prospect is "horrifying." Unionization would make it impossible for the University to recognize excellence in teaching and research or to redress grievances on a day-to-day basis as it can under existing procedures, he said.

"We don't like the idea," Dean Cowan added, "and we hope you won't either."

Dean Cowan also emphasized that the University does not grant tenure in administrative posts. He said that in his own case he does not have tenure as dean of the Faculty of Graduate Studies, but he does have tenure as a professor in the University.

Several members of the Legislature committee questioned the UBC delegation about the incompetence of faculty members who already hold tenure.

## CASES CITED

Both Prof. Armstrong and Dean White cited cases where they had persuaded tenured faculty members to leave the University because either their teaching or research abilities were substandard.

Prof. Armstrong said that if persuasion failed to convince a tenured faculty member that he should leave, other options, such as withholding promotion and salary increases, were open to the dean or department head.

Asked by Mr. Capozzi for an estimate of the percentage of "incompetent" faculty members in the University, Prof. Armstrong at first said that the question was difficult to answer, but he guessed it was a "small percentage."

Later in the hearings he said "as a guess, five per cent of the academic staff might be described as incompetent."

Prof. Armstrong also cited figures which showed that in the 1960s the University hired about 150 new faculty members a year in order to keep pace with rapidly-increasing student enrolments.

He said that four years later one-third of each group of 150 had left the campus for various reasons. "This indicates," he told the committee, "that the University's preliminary screening of candidates for tenure is pretty thorough."

Dean Cowan said that it is always difficult to decide who is competent and incompetent when a decision has to be made about who to let go.

He said that in looking over the entire faculty list recently he had come up with the names of four tenured people who might be dispensed with. "But," he added, "if a man has served faithfully for a period of 25 years, you don't turn him out on the street. This applies just as much in the world of business and the civil service."

He said an individual who was no longer top-flight might still be useful as a teacher of undergraduates or in some other capacity. "An attempt is made to find a useful role for him in the University," he said.

The UBC administration delegation was also questioned about the possibility, mentioned in their brief, of extending the pre-tenure period from five to six years.

## LEAD TIME

Dean White said that a five-year period was not always long enough to assess the abilities of a faculty member who might be working on the frontiers of knowledge in an attempt to extend them.

He also pointed out that the lead time for publishing the results of research in journals is now two years in some cases.

Dean White also said that the UBC curriculum is constantly under review and since courses change from year to year it often takes time to gauge the teaching competence of new faculty members.

Dean Cowan, winding up his testimony to the committee, listed the following advantages of tenure to the University:

- Faculty members are able to pursue research within the University and to differ substantially with

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colleagues without threat to their survival in their jobs;

- It enables faculty members to make pronouncements in the public interest on controversial matters without the threat of reprisal;

- It protects the Board of Governors and the President against unseemly outside pressures by depriving them of the right to arbitrarily fire a faculty member;

- It protects the quality of University teaching and research by forcing an exhaustive review of each faculty member before tenure is given; and

- It enables the University to hire outstanding people from other universities who already have tenure or are unable to gain it because they are employed at an institution which grants it only to a limited number of people.

## QUESTIONS ASKED

The Faculty Association delegation, in addition to dwelling on the context of the current tenure debate, which formed Appendix I of their brief, answered the questions put to them by members of the Legislature committee on the relationship between tenure and academic freedom.

When committee members suggested that the question of tenure and academic freedom ought to be separated and that academic freedom might be defined in some sort of contractual arrangement with the University, Prof. Pearce replied that tenure and academic freedom are inextricably involved in the teaching and research functions and cannot be separated.

Dr. Kubicek said there is a need for academic freedom within the University itself to protect faculty members who are involved in basic disagreements with their colleagues on the nature of their discipline.

"Where discussions are aimed at clarity and precision, vigorous debate can go on," Dr. Kubicek said, "and I would argue that the department that is running smoothly is not a good department."

Dr. Kubicek also replied to a query from a committee member who asked if faculty members

## BRIEF

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small and thus "tenure" is unnecessary. Regrettably that is not so.

b) Various alternative terms of contract could be considered. There is lots of room between appointment at pleasure and appointment-without-term.

It has been suggested, for example, that faculty members who have demonstrated their worth after, say, five or six years of service, might be given five-year terms renewable after academic review, or five-year terms renewable annually.

c) Unionization of faculty is another possibility — with collective bargaining on the many issues inevitably occurring.

d) None of these alternatives in our judgment offers to the University the real advantages of a system including the concept of without-term appointment. This is not to say the existing system cannot be improved in detail. Indeed the University of British Columbia is in the last stages of a revision of its procedures that has been under study for two years.

In our view the need for "tenured" appointments still exists. If the universities in British Columbia were compelled to abandon the principle of appointment-without-term, or to greatly limit its application, they would have great difficulty in attracting and holding faculty of first rank.

Furthermore, our assessment, as academic administrators, is that the abandonment of tenured appointments would contribute little or nothing to curing the ills we have been experiencing in matters of appointment and renewal of appointment.

### 9. ROUTES TO IMPROVEMENT

The University of British Columbia is into the second year of a detailed reassessment of tenure on its campus and has drafted a much more detailed restatement and elaboration of principles and procedures that we feel will retain the advantages of appointment-without-term (tenure) while removing most of the potential seeds of discontent. It also protects the right of appeal against decisions denying this status to those who would like to acquire it despite their inadequacies or the inappropriateness of their special expertise.

spend too much time on research for publication rather than teaching.

Dr. Kubicek said the existing University documents which set out the qualifications for tenure are not worded in such a way that research is given more weight than teaching.

Speaking as a member of the Department of History, he said he felt that teaching was given more weight than research in making decisions about tenure in his department.

He added that in recent years the number of contact hours between faculty members and students had been increasing. During the 1960s, he said, when the University was faced with startling increases in enrolment, "all one could hope to do was lecture."

In recent years, students have been pressuring the University for better-quality teaching and faculty members are not insensitive to that demand, he said.

Just prior to adjournment of the committee meetings, Hon. Donald Brothers, Minister of Education and a member of the Legislature committee, emphasized that it was not the committee's purpose to attempt "to accuse anyone of anything." He said the committee was charged with investigating a problem and determining if it was possible to help solve it.

## SAME SPIRIT

Dean Cowan replied that the University delegations had come to Victoria in the same spirit and were pleased to co-operate with the Legislative committee.

Additional meetings of the committee are planned to hear delegations from other B.C. universities. UBC's Alma Mater Society is scheduled to appear on Feb. 29.

# Tenure Committee Expanded

The Faculty of Law's promotion and tenure committee at the University of B.C. has been expanded to include all full-time staff.

A motion to this effect was approved Feb. 2 at the first meeting of a new body in the Faculty of Law called the Faculty Assembly, consisting of law faculty members and 10 students. The Faculty Assembly was formed in November.

A faculty meeting immediately following the Faculty Assembly meeting passed the same motion.

A motion to the Faculty Assembly meeting to include students on the promotion and tenure committee was defeated.

Under the new regulations, all 31 full-time members of the law faculty will sit and vote on the committee with the exception of the person being considered.

The dean will also seek out the advice of senior faculty members in accordance with the provisions of UBC's *Faculty Handbook* dealing with faculty appointments.

Under the system used almost everywhere else at UBC, promotion and tenure committees are made up of senior faculty members only.

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