

# How Fienberg fits into York's arms ambition

*"So having said that I'm for sharing of data and goodness and*

*truth and ethics and morality, let me also say that I believe*

*that industrial funding in a university setting is not immoral,*

*or even counter to the culture of a university in general — in*

*particular, to York."*

**-Fienberg, address to symposium, March 5**

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contractor among American universities. More of its funding comes from military research than from tuition, even at around \$15,000 per student.

One of the richest sources of funds arrived in 1985 when CMU signed a \$100+ million contract with the Department of Defence for the construction and operation of the Software Engineering Institute (SEI). Directly funded and regulated by the Department of Defence, SEI develops software for the military's most advanced weapons projects, including the F-16 fighter, the B-1B bomber, the ultra-secret Advanced Tactical Fighter and the SDI ("Star Wars") megaproject.

SEI works directly with some of the largest U.S. defense contractors: General Dynamics, Lockheed, Martin Marietta, Raytheon, Rockwell and others. The Department of Defense has the right to mandate a certain percentage of the projects that will be researched at SEI and to determine what is or is not classified research.

But corporate research wasn't merely dropped onto an otherwise undisturbed campus: the whole university had to be restructured and transformed into an efficient, profit-maximizing corporation. This meant the elimination of unprofitable departments like Fine Arts and the trimming of faculty and swelling of class sizes in other non-revenue-producing areas.

Fienberg was appointed Dean of Humanities and Social Sciences during this period and was instrumental in transforming the faculty into a highly streamlined, businesslike operation. Professors there say they remember his "highly intrusive management style" and his "heartless approach to budgeting."

The management principles he developed there are the same ones he advocates for York: a preference for research — particularly contract research — over teaching; the 'normalization' of departments by eliminating small classes and basing budget cuts on the 'cost-effectiveness' of departments; and, most importantly, close ties with the business community.

Fienberg also has a direct tie with SEI: he has been a member of the advisory board to SEI's Software Process Program since 1988, and apparently still is. Although he takes great pains to downplay the importance of this position, he does not hide his admiration for SEI. At a symposium last month on the role of private sector research in universities, he described SEI as a shining example of university-industry collaboration and a model for York to follow.

## York goes to war

York in the 1990s may well mirror Carnegie Mellon in the 1980s, and parts of that reflection are already clearly visible. Most notably, York is currently trying to get its own version of SEI.

Earlier this year York quietly entered a bid to become the \$40 million home to the International Space University (ISU). York stands a good chance for a number of reasons, not the least of which is the presence of the Institute for Space and Terrestrial Science on campus.

If York wins the ISU contract, North America's leading military contractors will have a comfortable place on this campus. The ISU is a spin-off of the Massachusetts Institute of Technology, America's top academic defence contractor, and Draper Laboratories, which performs defence-related research including the design of inertial guidance systems for missiles.



## How we got from Harry to here

**May 15, 1991:** Harry Arthurs announces he will resign as of June 30, 1992 — two years short of his ten-year term.

"A number of personal and professional considerations brought me to the brink of this decision," he writes. Later he tells *Excilibur* he wants to resume teaching law.

**June 27:** The York senate votes to go ahead with the presidential selection process, in spite of bitter opposition from many senators.

Senators say the process — where the Senate votes to endorse candidates to the Board, which has the final decision — is undemocratic and prone to bias.

History professor and outspoken senator A. Kanya-Forstner angrily condemns the voting procedure, where senators can vote to "endorse" or "accept" but not to reject candidates.

"There is a side of me that would dearly like to say to those who were responsible for drafting such a provision: 'Fuck you'," he tells the Senate, "though

I would never say such words in Senate."

He urges senators to abstain during the vote on the selection process.

Senate Chair John Crozier, audibly upset, urges the dissident senators to shut up and asks senators to hold their complaints until after the president is selected.

The motion passes with 22 votes in favour and 18 abstentions.

**September:** The selection committee begins meeting. It contains six representatives from York's Board of Governors

and five from the Senate — only one of them a student. In previous years selection committees have contained up to one third students.

**November 13:** The committee holds open forums so they can hear what faculty, staff and students want to see in a new president. None of the Board of Governors representatives attend.

The committee tells the small audience they have hired Landmark Consulting, a 'headhunting' firm, to seek candidates from other universities and from the business community.