

Botha benefits from Dal aid

By Lois Corbett
for Canadian University Press

HALIFAX (CUP) — Dalhousie has almost \$5 million invested in companies that deal with South Africa but until the Board of Governors complains, its investment committee won't change its practices.

Ruben Cohen, a New Brunswick lawyer and financier and chair of the investment committee, said any move to divest university stock would have to come from the Board.

"Our (the committee's) responsibility is to earn the most money for the investments we make," said Cohen.

Other committee members say they have discussed divestment but agree with Cohen that policy about buying stock in corporations and banks that do business with South Africa would have to

come from the top.

Some students are about to make that move and bring the issue to the Board of Governors.

Stevan Ellis, a student board rep, said he is putting a discussion of divestment on the board's next agenda.

"Our institution should take a leading role in the rest of the business community by divesting," he said.

"When other people see Dalhousie is getting out, we'll get a good reputation," said Ellis.

Ellis visited South Africa two years ago. He says he has "personal experience with just how horrible the system is there."

While he can't predict how the traditionally conservative board will react to his proposal of full divestment, Ellis said the members should listen to what the leaders of South Africa blacks are saying.

"In light of what Nelson Mandela and Bishop Tutu have always said about divestment, which is much more reflective of the situation of the 28 million blacks in South Africa, they can't just listen to the same arguments about not divesting," said Ellis.

Dalhousie owns shares in the Bank of Montreal, Toronto-Dominion Bank, the Bank of Nova Scotia and the Royal Bank, all of which have loans out to South Africa.

The university holds shares in the following companies that directly or indirectly do business in South Africa:

- Interprovincial Pipeline Limited
- Seagram Company Limited
- Trans-Canada Pipelines Limited
- Canadian Pacific Limited



Chair of the Dalhousie Board of Governors, Struan Robertson. Photo by Dal Photo

information and service and high-tech industries. You don't need the \$100 million to start a service industry, you do a steel plant. You can start a Mitel in your garage," says Robertson.

This doesn't mean the end to the multi-national corporation, he says. The large oil companies and the like will remain about the same size or shrink as the small companies fill the holes where large companies can no longer afford to compete.

Robertson says the reason large corporations can't compete against small businesses is the same reason government can't compete against private industry: bureaucracy.

"We think of bureaucracy only in the government organizations... I want to tell you, in the so-called private sector or commercial organizations we have it in spades as well. We haven't been improving our productivity over the last few years," Robertson says.

Most of this inefficiency found in large and medium size companies is not at the plant level or with the people actually doing the work, but with the managers, says Robertson.

"You will find in a similar activity the cost to manage the non-management work will vary dramatically," he says. "In some situations you will see that the array and the deployment of management people and the number of them is such that if your payroll is \$100 million, then you're spending \$13 million for management personnel. You will see another situation that's exactly the same where the payroll is a similar \$100 million and the payroll for the management people is \$45 million. Side by side, the very same activity. It's really a blatant case of inefficiency and the lack of dedication to productivity. And you'll find this in industry generally."

Robertson says that beating inefficiencies is not a subject that gets much attention in business schools.

"You do very basic things," he says. "It's like the way you win hockey games. It's skating and checking. You got to try to break down these large corporations into manageable components to examine the various elements to find out where the inefficiencies are."

- Canadian Pacific Enterprises
- Gulf Canada Limited
- Imperial Oil Limited

At least one of the six member committed is opposed to divestment.

"It (the issue) came up a few years ago. We decided then that we'd invest in whatever we decided to invest in. We don't have any direct investment in South Africa," said Frank Covert.

"If General Motors had a plant in South Africa and we decided to invest in General Motors, that wouldn't faze us a bit," he said.

Covert said the committee would have to decide first if it was a safe investment.

"That's what counts," he said.

Andrew MacKay, president of Dalhousie and a member of the investment committee, said Dalhousie has the "second or third largest endowment fund of any university in Canada," so the committee's work is "very important in terms of university financing in the long term."

MacKay said he finds divestment a "frustrating" debate.

"It's hard to make up my mind on that one. There is a general difficulty in picking investments by considering the moral or ethi-

cal values of the government of the country," he said.

"You can't start looking at every company and its practices and policies. You'd probably find that you'd have reasons not to make any investments," said MacKay.

Paul Huber, an economics professor at Dalhousie and the university faculty association's rep on the investment committee, agrees with MacKay.

"Some people would argue, and I'm in this group, that there's no way you can have clean hands and invest. Somewhere, sometime, your money is going to connect with some government you don't like," said Huber.

"In an indirect way, investments are always involved with politics, if one thinks about it," he said.

Huber said the role of the committee is to "invest in solid companies. We don't seek out companies in South Africa, or other companies that have a major involvement in South Africa, because there would be a certain amount of risk involved."

Other investment committee members are Struan Robertson, J.G. Simpson and Donald Sobey.

Future bright for commerce

By RICHARD REAGH

THERE'LL BE LOTS OF JOBS for commerce graduates when they hit the work force, says the chief executive officer of Central Trust.

Struan Robertson, who is chair of the Dalhousie Board of Governors as well as a banker, told business students at a luncheon last week that Canadian corporations will need even more commerce graduates in the future, due to a growing need for strategic, pragmatic planning in the face of increasingly uncertain economic conditions.

"It's a very systematic, comprehensive type of planning that is currently being undertaken by those who wish to survive," says Robertson, the former head of Maritime Tel & Tel.

"You must do it on a disciplined basis; even then you may end up in a slump where you didn't expect to be, but at least then you can go back to see where you got off the rails," he says.

"It's become quite challenging out there, so we need lots of help."

Robertson says businesses in the western world have come almost full circle. In the early 1900's, businesses were small, he says, but in the 50s and 60s, large corporations came to dominate people's lives. They still dominate today, says Robertson, but the difference is big business can no longer expand at will.

Now that large businesses can't expand as quickly, unemployment is much higher than it was in the post war boom, says Robertson. Small businesses, he says, have moved up to once again fill the gap.

"Ninety percent of the new jobs created in the last two or three years were in firms of fewer than 50 people. It's a reflection of the type of society that we're moving into...one that's dominated by

Clear international role sought

By NAA DEI NIKOI

A PRECISE DEFINITION OF the role of Canada's universities in international health and an improved system of communication of research information and available expertise were called for by delegates at a health conference held at Dalhousie University last weekend.

In May, 1984, the World Health Assembly passed a resolution urging its member states and their universities to develop a universal design for "Health For All By The Year 2000."

Against this background, the International Health Office at Dalhousie University, headed by Dr. David Shires and under the aegis of the Lester B. Pearson Institute for International Development, brought together Canadian University health professionals, representatives of federal government and voluntary international organizations for the conference.

Work groups dealing with aspects of international health such as education, service, research and organization met over the two days. The conference's objective was to examine university involvement in existing international health policy structures and to formulate a multidisciplinary approach to alternate structures. Topics ranged from differential fees for students from developing countries to project development, funding and implementation.

Dr. Margaret Catley-Carlson, president of the Canadian International Development Agency (CIDA), acknowledged in her keynote address that without the support garnered from Canadian universities, few of CIDA's projects could exist.

Catley-Carlson gave credit to

McMaster University for its role in the Aga Khan School of Nursing in Pakistan and Moncton University for its part in nutritional projects in Nicaragua. She says she feels, however, that more can be done.

"We need Canada's universities to get their act together so well that they can provide multidisciplinary expertise adapted to developing country problems," says Catley-Carlson.

Dr. Carlyle Guerra de Macedo, executive director of the Pan American Health Organization (PAHO), says he feels that a new theory of development should be defined in which health should be given higher priority.

"'Health for All' cannot be realized without solidarity, because it is a responsibility not only of each of us but all of us joined together in a concerted effort," he says.

In a panel response entitled, "The View from Developing Countries," Mrs. Gloria Nikoi, Senior Fellow at the Pearson Institute, underscored the point that "international development does not take place in a vacuum."

She emphasizes the need for research programs to be relevant and have sustainability.

George Joseph of the Coady Institute, St. Francis Xavier University, called on university health officials to "create an awareness amongst staff and students about third world health problems"

The first priority of our universities in international health research is to strengthen the capacity of the developing world to do its own research, said Dr. Richard Wilson, director of the health

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