

If the board of governors didn't exist, would we have to create it—or forget it?

The information for much of this centrepiece has been drawn from A Study of the Board of Governors, compiled in 1971 by social science 187, in R. Goranson's tutorial (editor, William Dolman). Attempts have been made wherever possible to update the material. The task is complicated by the fact that the board meetings are closed, the minutes are secret, and the only reports circulated about the meetings are curt paraphrases of the board's decisions, published in the York Gazette.

"There would be no York University without its Board of Governors."

Murray G. Ross, first president of York

Is the board of governors a good thing? The students of social science 187, who conducted an exhaustive study of the board in 1971, couldn't make up their minds.

Criticism of the board is unjust, said the authors of one chapter of the study, since "no one organization could accomplish all of the tasks which are set forth for the board of governors in the York Act".

Writers in another chapter felt the board should have the ability and authority to "oversee" administrative running of the university, but not academic policies.

And a third group felt the board did an "excellent job" of determining where York should be built and what salaries should be paid, but felt the board should record its discussion of all major issues.

The initial board was composed of laymen — influential businessmen, a retired professor, a labour union leader, a book publisher, a woman prominent in

the field of arts, and the chairman, Robert Winters.

The prominent woman was Mrs. John David Eaton, wife of the director of all Eaton subsidiaries and stores across Canada.

CLOSE TO VARSITY

For its first five years, York was affiliated with U of T, and that university gave the governors advice and support, and the students library, laboratory, athletic and other facilities. To raise funds and acquire land for York itself, the board members in some cases used their own names to get the university's legal identity through.

They raised \$125,000 to match a Ford foundation grant and \$500,000 to match another grant for the school of business. They raised \$15 million in private gifts to spark York's building fund; when government support failed, they had to borrow \$16 million.

The study briefly explored the possibility that the members might have been seeking favours from the university in addition to the prestige of fostering the new school. But the exploration was a dead end. Canada Wire and Cable company, which had its president on the board, once had a contract with the university; but it was underbid by another company and lost the contract.

Similarly, the fact that the TD bank has a monopoly at York might seem suspicious, since founding member Allen Lambert is the chairman of the TD bank.

But then, founding member John Proctor is a director of the Bank of Nova Scotia, chairman Robert M. MacIntosh is executive vice-president of that bank, and past member John Leitch was a director of the Canadian Imperial Bank of Commerce.

FEWER GIFTS

One possible argument against the idea of a businessmen's board is the fact that their fund-raising power is not as great, or important, as it once was. The 1971 study reported that money obtained through gifts in 1963 was \$22,983, or 6.75 per cent of the total income; the money raised in 1969-70 was only 3 per cent of the total income (although the members

negotiated large loans to compensate somewhat.)

The prime reason is the provincial government's control of the funding of the universities; this control was evidenced when the chairmen of boards from several Ontario universities approached the government last fall to appeal for more money.

NEGATIVE

"The answer was negative," York board chairman Robert MacIntosh told Excalibur.

"Their position was that the province's financial picture was very stringent, and that 'there's no way you're getting more'. And that was about the size of it. It wasn't encouraging."

The report recognized the shift in 1970. "Originally, the financing of a university came through accumulation of private funds, and it became inevitable that the board would be composed of men from the business, financial and legal establishments."

"But when York was established in 1959, the times had changed... However, despite the fact that student tuitions and government grants supplied the needed money for the university, the organiza-

tion at York was consistent in form."

The authors in one chapter said that since the board's wealth benefitted the university — when the government wouldn't grant York the money to build the Curtis lecture halls, for instance, the board backed the construction — the fact that the board was governed by a distinctively wealthy elite shouldn't really matter.

Professor Harold Kaplan, then vice-chairman of senate, told the report that since the board was making money decisions concerning the academic programmes offered at the university, and that since this area of university affairs was the responsibility of the senate, the board was trespassing on those grounds.

STUDENT AS CUSTOMER

He charged that the board viewed itself as an employer in a large corporation, with the feeling that the faculty (or employees) could be dismissed at any time, while the students (or customers) could "go somewhere else to shop if they don't like it here".

George Tatham, master of McLaughlin college, was quoted in the report as likening the board to "a watchdog for money to protect the funds of this university from the provincial, federal and university governments".

Paul Axelrod, president of CYSF in 1970, predicted the board and senate would become one body, with one-third students.

"York University is a people's university," he was quoted as saying, "and people should have the right to administer the affairs of the university."

The authors of this chapter of the report concurred that the board should be retained, but that its powers should be drastically reduced — that it should concern itself only with the university's finances, with a branch to handle the hiring and firing of faculty members, and secretarial, custodial and food services.



William Pearson Scott

NEXT WEEK

Whatever happened to the York Act of 1971? Plus more major decisions of the governing board

Who is allowed to sit on the board?

If you win the high office of deputy minister of education or deputy provincial treasurer in the Saskatchewan provincial government, you get to sit on the University of Saskatchewan board of governors.

If you're elected mayor of Windsor, you can slip into a seat on the Western board. And if you're the warden of Waterloo County, they can't kick you off the Waterloo board.

At York, the only fixed positions are those of the university's president and chancellor. Unlike the board at Lakehead, two of whose members are appointed by the corporation of the city of Thunder Bay, York's board appoints its own members within its own ranks.

Two students and two senate members have seats guaranteed on the board; their terms are one and two years respectively. The other board members have terms of four years each, which can be renewed if the board wishes.

York Act deals out broad powers

What can a 30-member board do? Anything it wants to.

The following is one of the key clauses in the York University Act of 1965 (subsection 10):

"Except as to such matters by this Act specifically assigned to the Senate, the government, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve its objects and purposes of the University, including, without limiting the generality of the foregoing, power..."

This power includes the appointment and removal of the chancellor, president and vice-president; the appointment, promotion and removal of the teaching and administrative staffs and any other employees (on the recommendation of the president only); the fixing of everyone's salary; the carte blanche to conduct its internal affairs; the borrowing of money; the handling of promissory notes or bills of exchange; the mortgaging of any part of York; and the establishing (with the senate's concurrence) of faculties, schools and institutes.

To boot, it can make decisions on the



As the ballots spin and the scrutineers gaze, the outcome of the election for student member on the board of governors remains a mystery — for now. The artist's rendition above captures the spirit of a few of the candidates' plat-forms. Any York student can vote today for the member; day ballots close at 6 p.m.

Governors take time out from work for a messy political fight

A trio of board members figured prominently in Peter C. Newman's book *The Distemper of Our Times* (McClelland and Stewart):

The late Robert Winters, past chairman of York's board and director of more than a dozen Canadian corporations with assets of over \$6 billion, was recruited by the Liberals during the 1965 federal election campaign.

"In the 1962 and 1963 campaigns, he had collected liberal election funds and made a speaking tour of Eastern Canada on (Lester) Pearson's behalf, referring to John Diefenbaker as 'a national disease'," wrote Newman.

Walter Gordon, current chancellor of York (and founder with Newman of the Committee for an Independent Canada), was at that point the finance minister in

Pearson's government.

"Under Walter Gordon's influence, the Liberal Government had during its brief 29 months in office managed to alienate almost every sector of the business community."

"Bank presidents were mad because the government had refused to lift the six per cent interest-rate ceiling on loans; insurance company executives were mad

because of the Canada Pension Plan; operators of American-owned subsidiaries were mad because of Gordon's nationalistic policies..."

Bank of Montreal president Arnold Hart publicly attacked the Pearson government for "taking pronounced moves in the direction of state socialism".

According to the book, PM Pearson

Secret board minutes reveal "valueless" items

The social science group studying the board of governors accidentally stumbled onto the secret minutes of the board from 1959 to 1960. They were disappointed.

"We found that the majority of the items discussed were of little value, compared to those which were facing the board at the time," wrote the students. "For example, we found no evidence of any discussion among the board concerning the first York Act of 1959."

What they did find — and pieced together from subsequent years — was a tiny sample of the major early decisions of the board:

December 2, 1959: Murray G. Ross is appointed president of York.

April 11, 1960: A Mr. Mansour suggests possible sites for York, including the Malvern property in Scarborough (1,500 acres); a farm at Langstaff (640 acres); Thistletown (525 acres); Jane and Steeles (600 acres); and Glendon Hall and adjacent lands (150 acres).

The board noticed that Toronto's population had shifted from Yonge and College to Eglinton and Oakwood. At this time, the federal government bought 400 acres from the provincial government around the present York site for public housing, and the university purchased some of this land.

The board toyed with the college system concept. They realized that a gathering of all students in a central student activities building would be cheaper, but went ahead with the college scheme

anyway.

The board also decided to give \$3.5 million to Atkinson college to pay for its buildings.

The board fixed the number, duties and salaries of the employees. In 1963, for instance, it approved the appointment of Thomas F. O'Connell as director of library services at a salary of \$12,500 per annum.

During all this, between 1959 and 1964, the board's membership rose from eight to 24. There are currently 27 members. (Their names were listed in last week's Excalibur; a number of those issues are still available, although collectors are forcing up the price.)

Chance to vote

This is the final day for voting for the student member for York's board of governors.

Any student enrolled in any faculty, regardless of college membership, is eligible to vote, from 10 a.m. to 6 p.m. today.

"I feel," forecast Glendon student vice-president Rick Schultz in 1967, "that to be a student, the university student must be a citizen of the university community, and as such has the right to be represented in the decision-making bodies of that community."

Now's your chance to elect one. Don't blow it.

Making the room fit the panelling

In Excalibur's February 6 issue, the front page boasted a photograph of a splendid Victorian parlour, and startled a few readers by revealing that the room exists on the ninth floor of the Ross building.

The chamber's panelling was discovered in an old country house by a couple of eager members of the board of governors during a visit to England, and was flown to Toronto as a link between York and England's University of York.

The Rio Tinto company, of which board chairman Robert Winters was the Canadian head, paid for the alteration of the Ross building necessary to make the room fit the panelling.

In theory, the room was for senators to gather in prior to senate meetings; in fact, anyone who wants to use it for a suitable purpose can do so.

Giving the board a raw deal

To the surprise of members attending the board of governors meeting on March



Striking the governors

11, 1974, a trio of strikers flashed into the senate room at Glendon college and disrupted the proceedings.

The strikers, their faces masked by paper bags, dashed into the circular chamber and pranced around the tables, stopping only to kiss board member Adrienne Clarkson.

The initial shock on the faces of the board members was followed by a spontaneous burst of laughter.

One of the strikers said later that he had felt nervous rushing into a closed meeting of administrators and businessmen. He had been afraid their reaction would be somewhat Victorian.

On the contrary, the board members were amused. One member even suggested that some of the governors could have put on a better show.

Chancellor Walter Gordon last week referred to the incident as "the only excitement we've ever had on the board".

"They raced around the room three times and ran out, and the board meeting just carried on as though nothing had happened."

Glendon's Tucker walked an "interesting tightrope"



Glendon principal Albert Tucker

By AGNES KRUCHIO

The term of Glendon College's principal expires this year, and the college is currently in the process of selecting a new academic dean.

Here, Excalibur conducts an interview with Glendon's outgoing principal, professor Albert Tucker, for an evaluation of Glendon's past and present.

Excalibur: What do you feel were your most notable accomplishments during the past five years?

Tucker: One of the problems I faced with Glendon at the outset was uncertainty as to its future. It was an ideal in many peoples' minds, but there was not the widespread confidence that it was going to work.

This was bound up with the nature of the curriculum — the compulsory French students were all anglophone students, and what I wanted to do ultimately was to stabilize that enrolment, while preserving the goals of the college; it was an interesting tightrope for a couple of years to try to walk. But I think it worked.

Our unilingual stream provided a stability without being, I think, a direct

threat to the bilingual programme. So the college is not now what Escott Reid (the previous principal of Glendon) had intended — that is, entirely bilingual — but it meets the government's wish that the academic programme should be realistically developed within the context of formula financing.

Another point of satisfaction is that we have been able to develop a college of high academic standards. The result is that we get a high percentage of students who come here for the right academic reason — they're not coming to a luxurious country club.

Excalibur: Has the faculty been extended since you first joined Glendon?

Tucker: I think so. Since I first came, we have added an extra 15 or 20 faculty, and on the whole I think we have maintained a fairly high standard in the way we have appointed people.

Excalibur: In what directions did you guide the college, and what directions can you see it moving into in the future?

Tucker: Well, I think the character of the college is more or less formed now. Granted, there are still questions being raised; members of the York faculty, at the main campus, occasionally ask how York can afford a college like Glendon, and perhaps members of the community outside of Glendon wonder whether bilingualism can or even should work.

But when John Yolton made his convocation address last summer — about moving the administrative studies department and Atkinson here — the reaction, not only from Glendon but from outside of Glendon, was so quick, that I was much more aware of a support for Glendon than I was of support for Yolton's proposals.

Excalibur: Wasn't his suggestion a semi-jest?

Tucker: No, he told me he felt it was a fairly radical proposal that he would like to see discussed. But there was no willingness to discuss it in the senate or in

the board of governors, and I think quite properly so.

The college is a real entity now. Excalibur: Are there things that if you were staying on, you would like to do, or would advise your successor to do?

Tucker: I am reluctant to suggest what my successor should do; but I would think in many ways that the main lines of curriculum development are there, and what will happen in the future will perhaps be additional.

For example, there is some concern in the college for a theatre programme. I personally cannot see such a programme developing unless it's done in the context of the university, but there is a movement underway to develop a theatre programme that is very autonomous and separate at Glendon.

When it comes to other problems, I would say we need to develop a better relationship between residence and day students, because the residence students on campus have a very good life.

Everything is very centralized, and

there is a real balance in the kinds of lives that they can lead.

But many of the day students feel that they're commuters; I would like to see steps taken to integrate them more easily into the life of the college.

I think my successor has to work continuously to maintain the relationship between the college and the other faculties at York. There is always a tendency because of our geographic separation from the Keele Street campus for faculty and students at Glendon to concentrate on the autonomy of the college, and to some degree I think that it is part of the vitality of the college.

But in another sense, it is not in the best interests of the college. The attitude of York faculty toward Glendon might be more positive if we could work out exchanges between the two campuses.

I don't think Glendon could exist without the umbrella of York — it is a part of York. But I don't think it taps quite enough the resources of the York faculty.



Glendon Hall, seen in warmer times