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

The information for much of this centrespread 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,

"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 authoritry 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

### 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 us suitable purpose can do so.

published in the York Gazette

(The Gazette in turn receives a limited distribution among the faculty and administration: while it claims to publish every two weeks, for the past year it has published once each month.)

This is the second in a series of articles attempting to trace the history of the board and the decisions it has made which have influenced York's development

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 1968-70 was only .3 per cent of the total income (although the members

Giving the board a raw deal

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

disrupted the proceedings The streakers, 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 streakers said later that he had felt nervous rushing into a closed meeting of administrators and inessmen. 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.

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 es-

"But when York was established in 1959, the times had changed... However, government grants supplied the needed



William Pearson Scott

## Who is allowed to sit on the board?

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

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

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.

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.

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 mat-

Professor Harold Kaplan, then vicechairman 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

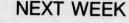
He charged that the board viewed itself as an employer in a large corporation. with the feeling that the faculty (or employees) could be dismissed at any time, while the students (or customers) could "go somewhere else to shop if they don't like it here".

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 univer-

sity," 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.



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

## 'Ex-tank driver is \$50 million boss"

York, made the news in May 23, 1969. The lead of Lee Belland's story in the Toronto Star ran, "Floyd Sherman Chalmers is an ex-tank driver who became boss of a \$50 million communications company.

chairman of the board of Maclean-Hunter. The article related that the Chalmers family held just over 400,000 Maclean-Hunter shares - "a package worth a shade over \$7 million.

York Act deals out broad powers

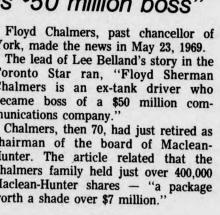
in the York University Act of 1965 (subsection 10)

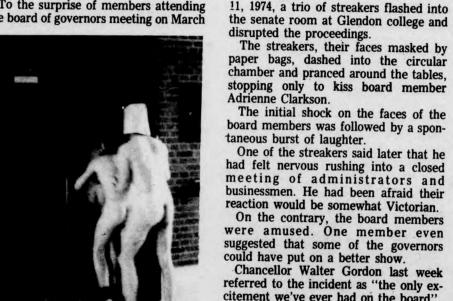
"Except as to such matters by this Act specifically assigned to the Senate, the government, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve its objects and purposes of the University, including, 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

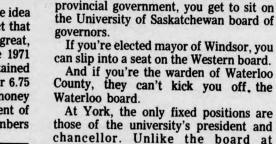
hiring of food caterers, and the allocation of space in the central plaza. And, through its power to distribute funds, the Board has effectively been at the forefront of the establishment of priorities at York.

The one thing it doesn't do is stipulate religious or moral observance, as UBC and the University of Saskatchewan do; those boards may make regulations "touching the moral conduct of students" and regarding "religious worship and their religious instruction by their respective minister'





Streaking the governors



# tablishments.

despite the fact that student tuitions and money for the university, the organiza-

### As the ballots spin and the scrutineers gaze, the outcome above captures the spirit of a few of the candidates' platgathering of all students in a central stuof the election for student member on the board of gover- forms. Any York student can vote today for the member; day bodies of that community. dent activities building would be cheaper, nors remains a mystery - for now. The artist's rendition ballots close at 6 p.m. but went ahead with the college scheme blow it Governors take time out from work for a messy political fight

and Stewart) assets of over \$6 billion, was recruited by the Liberals during the 1965 federal elec-

tion campaign John Diefenbaker as 'a national disease'," wrote Newman. York (and founder with Newman of the Committee for an Independent Canada),

was at that point the finance minister in

Walter L. Gordon

Two students and two senate members

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

The following is one of the key clauses

### Secret board minutes reveal "valueless" items OFF 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. buildings. "We found that the majority of the items discussed were of little value, com-1 11. 11 pared 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. Mansur suggests

possible sites for York, including the Malvern property in Scarboro (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

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

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

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, eligible to vote, from 10 a.m. to 6 p.m. todav

"I feel," forecast Glendon student vicepresident 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

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

in organizing an active anti-Gordon lob-

by that urged business firms to severely

limit their contributions to the Liberal

"The chief moving spirit of the group

was William Pearson Scott, chairman of

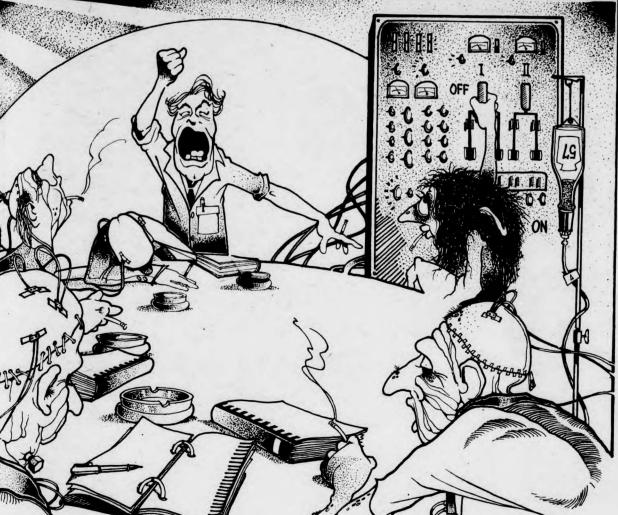
Wood, Gundy and Company, the Toronto

Scott succeeded Robert Winters as

chairman of the board at York.

party," wrote Newman.

investment dealers.'



Pearson's government.

munity

"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 com-

"Bank presidents were mad because

the government had refused to lift the six

per cent interest-rate ceiling on loans; in-

surance company executives were mad

nationalistic policies.

socialism'

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

The late Robert Winters, past chairman of York's board and director of more than dozen Canadian corporations with

"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

Walter Gordon, current chancellor of



contracting of builders and architects, the



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

view with Glendon's outgoing principal, professor Albert Tucker, for an evaluation of Glendon's past and pre-

most notable accomplishments during the past five years?

to work.

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

government for "taking pronounced moves in the direction of state appeared. "Several leading Montreal, Toronto According to the book, PM Pearson and Winnipeg businessmen were involved Glendon's Tucker walked an "interesting tightrope"

because of the Canada Pension Plan; operators of American-owned sub-

gave bankers the impression that Winters would join the cabinet and Gordon would be ousted. Liberal pledges from the business community rose Then Pearson said at an October 26 ral-

ly that Gordon would continue to be minister of finance. The pledges dis-



By AGNES KRUCHIO

Here, Excalibur conducts an inter-

Excalibur: What do you feel were your

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

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

## sidiaries were mad because of Gordon's Bank of Montreal president Arnold Hart publicly attacked the Pearson