

University News Beat

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President's speech to Senate

Straightforward discussion on budget

The following is the text of President H. Ian Macdonald's address on the State of the Budget, given to the Senate on January 23, 1975:

Mr. Chairman, I hope we reach the stage one day where I can report to Senate on matters other than the fiscal vicissitudes of York University. However, I am anxious to keep the community as well informed as possible on budgetary developments. Certainly, there are no secrets nor any particular mystery about the facts and the diagnosis of the situation; the agreement on the prescription, both short-term and long-term, is another matter.

I would like to follow my remarks in Senate on November 28 with brief comments on four subjects:

1. the policy of the Ontario Government;
2. the procedures in the Council of Ontario Universities;
3. the planning requirements of York University; and,
4. the present state of the 1975-76 budget.

Government Policy

I suggested at the outset of these discussions that Government policy was not a fiscal aberration, an oversight, or a temporary phenomenon. In my opinion, we would find the financial situation becoming more severe rather than easier because retrenchment of the university sphere seems to be a specific objective of Government policy. On December 17, a representative group of six Chairmen of Boards of Governors of Ontario Universities met at length with the Premier and Minister of Colleges and Universities. Each of them reported independently an identical impression: in the view of the Govern-

ment, productivity must increase radically, unnecessary duplication must be eliminated, and the basic style of university life must be transformed.

Consequently, our outlook is such that income is going up by 7.4%, plus whatever increase in enrolment we achieve, while any greater increase in expenditure must be financed by deficits or compensated for by expenditure restrictions in other areas.

In November, I suggested four objectives of university policy-making, not necessarily in order of importance:

1. that jobs be preserved;
2. that salaries remain competitive;
3. that academic quality be retained and enhanced;
4. that financial integrity be preserved.

The trade-off among these four objectives, in detailed terms, is the policy-making and budgetary process. As we work our way through this situation, there will be no alternative to facing squarely the fact that these objectives cannot be maximized with income chronically deficient. The choices we make - the choices that this community is prepared to make - will determine the type of community we become.

Council of Ontario Universities

I suggested to Senate in November that we must review all our policies and practices with respect to teaching loads, student/faculty ratios, use of part-time and contractually limited faculty, definitions and criteria for sabbaticals, enrolment targets and admissions policies, course offerings, and income from ancillary operations.

However, if rationalization is to be achieved within York University, so it must be in the university system in

Ontario. For that reason, I was concerned to ensure that effective attention be given to the planning of the university sector as a whole. I am pleased that this suggestion has been taken up at C.O.U. in the form of a "Special Committee to Assess University Policies and Plans". That Committee consists of four members appointed by C.O.U. along with four Presidents - from Laurentian, Ottawa, Toronto, and York. I am hopeful that the preservation of university autonomy in the broader sense in this province can be achieved by effective co-operation among universities. It will be complex, but it is promising.

An Academic Plan for York

To contribute to the process, York must know where it is going; to benefit from the process, York must know where it is going. I have said to you in Senate, to the Board of Governors, to O.C.U.A. and publicly - we must have clear goals and objectives and a procedure for realizing them. No one can do this for us - we must do it for ourselves. We must also be prepared for the vivisection of some of our sacred cows.

Let me clarify at the outset that I use the term "planning" not in the sense of slavish adherence to some rigidly predetermined path down which we will all march. The external variables are too great. Rather, I refer to having a process whereby we determine policies and budgetary allocations in a systematic manner - openly, comprehensively, and equitably. At the very least, we should have a sufficient plan from which we can deviate intelligently.

I have found the budget exercise this year totally unacceptable as, I expect, have others. Moreover, I do not believe it is reasonable to expect you to accept major changes without knowing the position from which everyone starts, the full consequences, the effects on all other parts of the University, and without confidence that everyone is sharing fairly in the adjustments. We must have at least a 5% annual increase in enrolment; I doubt that we can have a net increase in our faculty. It is certain that teaching loads will change. You are entitled to insist that this be done equitably. In order to give you that assurance, I am insisting that we produce the data and develop the analytic capacity upon which fair and responsible decisions can be based.

I will be discussing with the Board of Governors, the Academic Policy and Planning Committee, and the Senate Committee on the Budget the procedures that I wish to introduce in order to embark upon a planning process leading to identification of aims and objectives; and priorities for action.

I want to conclude the decisions for the 1975-76 budget next week, if at all possible, and start immediately thereafter on the tougher long-term questions.

The 1975-76 Budget

I have said that I have found the

budget exercise this year highly unsatisfactory: it is ad hoc, reactive, piecemeal, and short-term. By those standards, however, I do not think we are doing a bad job, and I am grateful to Mr. Farr and his staff, to the Senate Committee on the Budget, and to the Deans for their efforts and co-operation. However, this year's process is not cast in the mould of longer-term objectives, although I believe the decisions will be consistent with the longer-term interests of York University.

On November 28, I reported that, if we did nothing more nor less than carry on as we are doing, and allowed 15% for the increased cost of services, we would have scope for a 6% salary increase across-the-board. To the extent of each additional \$350,000 of revenue or of expenditure constraint, we could provide another 1% of salary increase within a balanced budget. I must report that the Board of Governors shows no indication of relaxing its balanced budget policy. In recent years, our budgetary stance was the following:

1972-73	\$ 895,000 deficit
1973-74	726,000 deficit
1974-75	balance

We continue to carry that combined deficit of \$1.6 million from 1972-1974, plus a \$3.8 million capital debt.

In December, I asked the Deans to embark on expenditure constraint to

the extent of some \$1.3 million. Beyond that, there are new requests of some \$1 million which will not be realized. I have asked that an enrolment target of 5% increase be set and that we begin to generate a profit on ancillary services. As of today, it would appear that those efforts are sufficiently promising to provide the arithmetic possibility now of a 10% average salary increase. We are making progress of a kind.

One other variable remains unknown; the size of the provincial supplementary grant. To the extent that it surpasses last year's \$260,000, our flexibility will be further increased. We are doing our best to ensure that it will. The success of our corporate financial campaign is another important consideration in fortifying our budgetary outlook.

Mr. Chairman, I have reviewed the global outlook and situation in detail with the Senate Committee on the Budget and the Executive Committee of the Board. I expect to conclude the details of expenditure policy and enrolment policy next week with the Deans and my discussion with the York University Faculty Association continues. I hope these remarks will have provided members of Senate with a satisfactory sense of the present state of affairs.

Institute resources

Somewhere on the second floor of the Administrative Studies Building exists the Institute for Behavioural Research. Somebody with a vivid imagination might think from the name, that it's some sort of front for the CIA (of course, such a person might also think that the two white domes by the Petrie Science Building are really cleverly-disguised missile silos).

The Institute was created in 1965 as an interdisciplinary research agency "to study behaviour and behavioural change in individuals and society... with a view to advancing knowledge, and providing constructive solutions to individual and social problems."

It is divided into three units: the Survey Research Centre, the Method and Analysis Section and the Data Bank.

The Survey Centre does the ground work for all sorts of studies dealing with public opinion and behaviour. It designs the questionnaires, conducts door-to-door or telephone interviews, and has a network of field-workers across the country.

Many of the studies are contracted by government, but the Institute only agrees to carry through with a project under the stipulation that the results be made public. Right now around twenty studies are underway. One is a study of seat-belt use for the federal Department of Transport; another is a comparative study of anglophone and francophone adult education in Ontario.

The Methods and Analysis

Section organizes, interprets and analyzes the raw data. It is sort of the key-punching and programming end of things, and tries to make sense out of the information once it's been collected.

The Data Bank stores the data for future use. It also provides an assortment of services for both students and researchers. It contains a Canadian Attitude and Behaviour Archive, which stores such things as the results of surveys taken by the Canadian Institute of Public Opinion and the Canadian Gallup Poll. It also stores the conclusions of the studies undertaken by the Institute's own Survey Centre.

Another important service is the Canadian Census Archive. This makes the volumes of information from the 1971 census easily accessible to students and social scientists. The user can get specific bits of information from any combination of enumerated areas.

The Institute also operates something called the Social Science Information System. It's a computer-based retrieval system which contains summaries of articles and abstracts from all kinds of journals, books and periodicals dealing with the social sciences (including psychology).

When key words are fed in the computer matches the terms with the titles and summaries on file and provides a printout listing all the relevant articles. There are currently over 200,000 entries on file, and the service is free for York students.

Committee formed to study personnel policies

When President Macdonald announced the \$500 increase in salary for support staff back in October he also announced that he had requested a comprehensive review of personnel policies at York.

As a result, an advisory committee was set up and is now meeting regularly. The committee is formally called the Staff Compensation and Personnel Policies Committee, and is under the Chairmanship of Professor Jack Brown, Chairman of Atkinson's Department of Psychology.

Its terms of reference are wide open: it wants to examine anything and everything having to do with employment at the University, including working conditions and benefits.

The committee is independent and plans to meet twice a week over the next three months. It will report its conclusions directly to the President.

Any submission to the committee can be either written or oral. Professor Brown says that he will also respect confidentiality.

Letters and briefs should be addressed to Professor Brown, Room 272 Atkinson College. Arrangements for a personal appearance can be made by calling -3185. Professor Brown also hopes members of the community will feel free to call him even if they just want to talk informally.

The other members of the committee are: E. J. Dosman, Department of Political Science; L. A. Draper, Business Officer, University Libraries; J. G. Goodale, Faculty of Administrative Studies; S. McMurrin, Student Programmes, Glendon; J. A. S. McNeil, Director of Admissions; and V. Rock, Master of Stong College.