

State, he had been asked to give his appreciation of the CBC's responsibility in the areas of multi-lingual and multi-cultural programming. At that time the President emphasized that in fact the Corporation does a fair amount of programming in the multi-cultural field but regrettably almost nothing in the multi-language area. Recognizing the demand for this latter service, the President said he had explained the difficulties in coming to grips with this matter because of the constantly growing need to meet national audience demands in the English and French languages.

However a positive suggestion was made when the President explained that the Corporation could best contribute to multi-lingual broadcast requirements by attempting to produce programming of this nature with the assistance of special funds for cultural purposes which presently exist in the Secretary of State's department. These programs in turn would then be offered to private cablecasters and stations for showing on a local basis. The Minister felt that this suggestion had much merit and that it should be pursued. He recognized that the Corporation could do little in its regular broadcast activities as far as the multi-language programming was concerned but agreed that the multi-cultural area was one where we have achieved some success and where he hoped more might be planned.

The President said he would follow this up both at the Management level to determine what the CBC overall responsibility might be and with the Secretary of State to establish the extent to which funds would be available. As well, cable companies and private stations would be approached to determine their interest in broadcasting multi-language programming produced by us. It also was the President's understanding that the Canada Council was about to commission a number of films to be made which would highlight the cultural contributions made by the various ethnic groups to the development of a distinctive Canadian culture.

To better understand what the Corporation has done, and is doing, in the multi-cultural area, the President suggested that Management prepare a list of radio and television programs to assist Directors in answering queries in this regard.

EXECUTIVE VICE-PRESIDENT'S REPORT

(1) Budgets

Mr. Picard advised that the agenda item on the 1972/73 Operating and Capital Budgets originally scheduled for this meeting had been deferred until the March meeting. The new approach developed in this area, i.e. Management by objective, will now give the Directors a better appreciation of the relationship between budget demands and individual departmental objectives. He explained the close liaison that has been achieved by the Director of Development (Mr. Desroches) with the Divisional Headquarters to ensure the success and development of this new budgeting technique. Mr. Picard said this document would be distributed very shortly to enable the Directors to give it extensive review prior to their next meeting.

(2) Career Development Study

The Executive Vice-President reported that the research project related to career development commissioned by the Corporation and carried out by Professor Zaleznik of Harvard University had been completed and the report recently received. One aspect of particular interest is the indication that there appears to be a greater degree of employee stress at the union level compared with that at the management level. Management will be reviewing this document in detail following which copies will be made available to the Board.

(3) TV Study

Mr. Picard summarized the research planning that has been undertaken to date in launching this extensive self-examination of the Corporation's television operation targets for the next five or six years, as well as trying to establish an appreciation of the relationship between public and private systems vis-à-vis future revenue levels and programming responsibilities. To