

It has received funding from many leading defence contractors.

The ISU board of directors includes directors of such weapons giants as General Electric, Boeing, McDonnell Douglas and Lockheed. Larry Clarke, president of arms contractor Spar Aerospace, sits on both the ISU board and the York University Board of Governors. Even without ISU, York ranks third among Canadian universities in income from military research contracts — which include several contracts funded by the Strategic Defense Initiative.

But the ISU would provide a major and permanent conduit for defence industry dollars to enter the university. These dollars, virtually unfettered by the ending of the cold war, must look tempting as York's other revenue sources (direct government funding, the real estate industry) become increasingly paltry.

It is in this context that the York administration hand-selected Stephen Fienberg for the presidency. His contacts, philosophies, management style and first-hand experience would enable York to wring maximum value out of the university-industry marriage.

The big picture

Perhaps more importantly, a president like Fienberg would aid York's grand project: the conversion of the university from a humanities-oriented undergraduate school into an industry-oriented campus with a strong emphasis on contract research, applied science, industrial technology and business administration.

These are among the areas targeted by Ontario governments — both Liberal and NDP — as the key places to direct university funding. During the 1980s Ontario stopped funding universities through lump-sum payments and began using a corridor-financing system to channel funds into specific program areas.

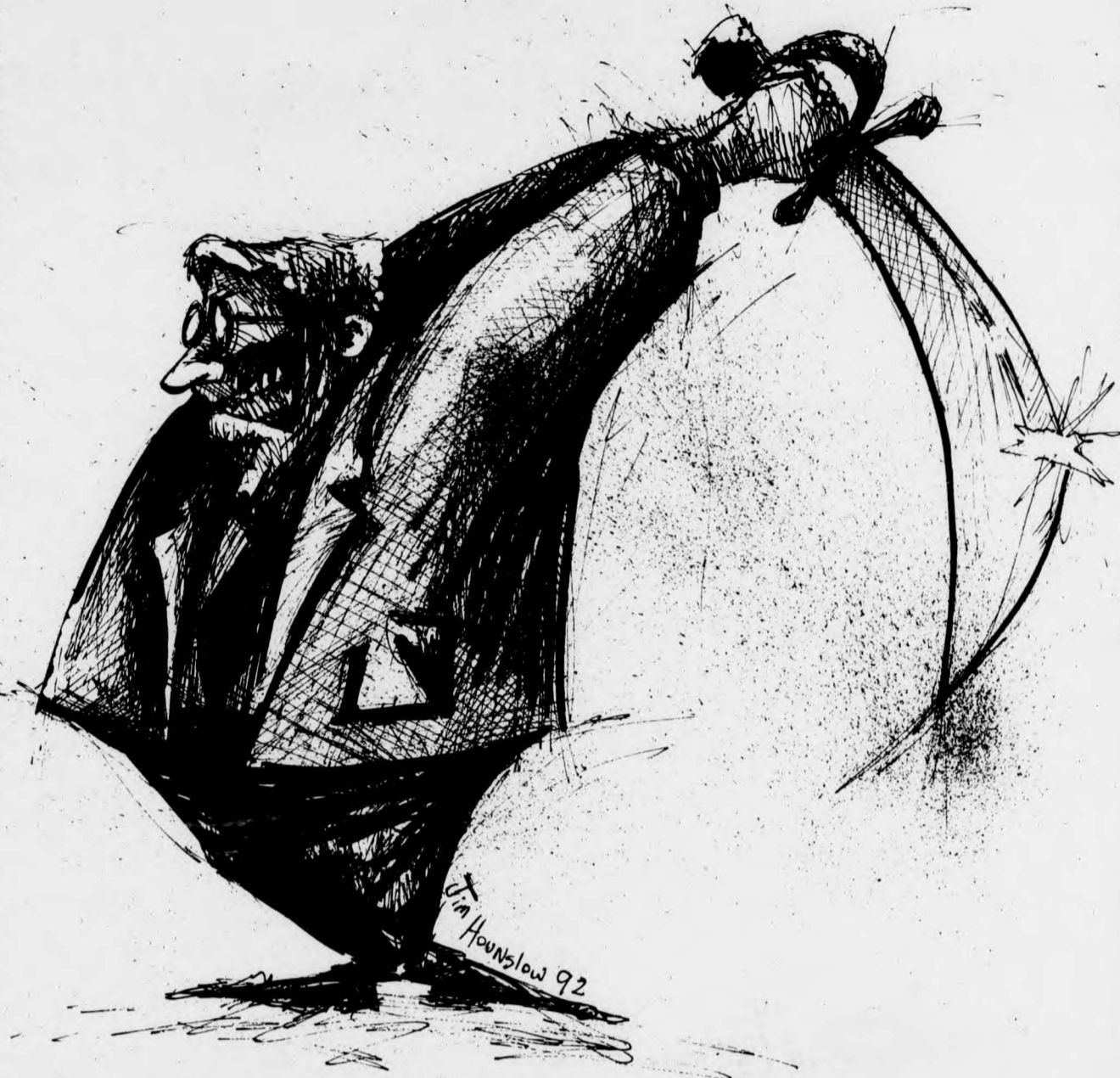
This allows the province to have a hand in the inner workings of universities — so Ontario can use universities as part of its "competitiveness"-based industrial strategy (by funding program areas directly related to 'competitive' industry) while still underfunding universities (by delivering increases in post-secondary education transfer payments below the inflation rate).

President Harry Arthurs was quick to realize the implications of this for York: as an arts and humanities school, York was missing out on the big bucks. Between the push of Ontario policies and the pull of industrial contracts, Arthurs saw a future York with less of an academic focus and more emphasis on 'real world' industry-oriented studies.

He has expressed this vision in several ways, most notably in his recent Green Paper, which outlines his model of York in the year 2020. It calls for new faculties of Medicine, Information Science and Design and Communications — a mixture custom-made to attract both private sector investment and Ontario development dollars.

But getting from here to there won't be easy. It will mean cutting back enrollment in Arts and Fine Arts faculties, limiting the budgets of unprofitable departments and turning departments into austere, businesslike operations so York can redirect its growth into the lucrative new fields. In essence, it will mean pulling resources out of the areas that made York distinctive among large universities.

And that's where Fienberg comes in. As vice president he has been responsible for implementing campus-wide budget cuts this year, and he has done so with a rigour and enthusiasm never seen before at



"There are clearly several people at the university who have not come to trust me or understand my style, and I plan to correct this."

-Fienberg, public screening, March 30

York. Not only does he oversee cutbacks department by department but he makes regular pronouncements on how to reshape departments to 'normalize' their operations, their class sizes, their faculty makeup, their future plans.

The logical extension of Fienberg's vision of austere restructuring is to shift York's budgets increasingly into a profit-maximizing line, assessing programs on the basis of returns on investment rather than intellectual merit.

Fienberg says he envisions York as a "work-in-progress," and it's probably the most revealing comment he has made. During his lengthy screenings on

Monday, not once did he acknowledge that there is anything distinctive about York, anything unique to preserve in the frantic rush to strike veins of finance. The political and cultural diversity of the faculty, the experimental spirit involved in our tradition of taking on daring and untried programs, the flexibility in pedagogical design, the risk of taking on projects other universities won't — Fienberg seems aware of none of this.

Instead — and it echoed in his every phrase on Monday — Fienberg sees York as a large and troubled corporation, and he will relish the opportunity to make it efficient, profitable and reputable. And he won't understand why people aren't grateful.

November 27: Sherry Rowley, the sole student on the search committee, tells *Excalibur* that the committee decided to look off campus because it was a "good political move" which could assist York's relations with corporations.

"A batch of letters went out to major corporations," Rowley says. "The reason why a lot of applications were done from outside the university was because they were more of a political move."

Rowley says she was the only committee member to vote against hiring Landmark Consulting.

January 1992: The search committee's deadline for producing a shortlist passes. Committee chair John Bankes tells the Senate they need more time to examine potential candidates. The committee has

received 75 applications and must produce a shortlist of 3-5 candidates.

March 5: The committee cancels a scheduled meeting with the executive committees of the senate and the board of governors. No explanation is provided.

The committee is still unwilling even to provide a date for its presentation of a shortlist. Some observers say it may take until the end of May.

March 12: Justin Linden, chair of the student senator caucus, writes an angry letter to Senate Chair Louise Ripley. He notes that the selection could take place during the summer, when the 31 student senators are off campus and often unable to vote. He describes this as a "massive legitimacy deficit."

March 23: The search committee holds an *in camera* meeting with the executive committees of the senate and the board of governors at Glendon College. Less than an hour later, they release the three-name shortlist.

March 30: Stephen Fienberg is grilled by professors and students at an open hearing.

April 2: Susan Mann will be questioned at two open hearings (9:15 am at Salon Garigue, Glendon College; 1:00 pm in the Senate Chamber, S915 Ross).

April 3: The public will examine Viv Nelles at two open hearings (10:00 am in Vari Hall lecture room C; 3:00 pm at Salon Garigue, Glendon College).

April 7: An *in camera* senate meeting will be held at 3:00. The search committee will answer questions from senators; however, rules require that there will be "no votes [on motions] and no debates."

Voting will begin immediately after the meeting. Senators can vote to "endorse" or "accept" — but not to reject — each candidate.

April 8: Voting will end at 1:00 pm. The search committee must keep the results secret, even from the senate.

The search committee will bring the results to the Board of Governors, who will then select a president. The board does not have to obey the senate's recommendations.

July 1: The new president will take office.