



Bulletin

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GUIDELINES ON UNIVERSITY ORGANIZATION

The board of directors of the Association of Universities and Colleges of Canada has approved a series of guidelines on university organization. These, while not attempting to suggest a standard pattern for Canada as a whole, reflect in many ways the changes in university organization that have been made since the publication of the Duff-Berdahl report.⁽¹⁾ They are presented as an aid to those universities and colleges that are revising their own documents and structures.

Part of the "guidelines" document follows:

Universities are teaching and research institutions, concerned with the accumulation, preservation and dissemination of knowledge and equally concerned to keep under critical review the systems of value which societies have inherited. They must, therefore, have regulations governing the relationships of their members, to both the research and learning activities. In addition to accepting such regulations as individual institutions think necessary for the discharge of their functions, members of the university community have an obligation to obey the laws of the larger community of which they are part.

The university's regulations will of necessity reflect the conception of its functions and social outlook which its members hold.

Its members constitute an adult society who come together for the combined purposes of learning, teaching and research. Many undergraduate students are concerned to use their academic studies not primarily to lay the foundation for professional or vocational purposes but to enlarge their understanding of themselves, man and nature.

Professional and graduate students are more exclusively concerned with mastering a body of knowledge. Teachers have to divide their attention (depending on their interests) between teaching, research and administration. The amount of time and attention all members of the university community can – and are willing to – give to drafting, keeping under review and administering university regulations will depend upon their conception of their purposes in being there, their level of maturity, their mastery of a body of knowledge, and their degree of commitment to the institution itself.

SOCIAL PURVIEW

The social outlook of the university up to the present time has embraced a conception of service both to the world of learning and to the society within which it operates. Universities are normally sensitive to social need – if they are not, social needs for university services will be drawn to their attention by interested groups or individuals. But only the university (individually or within a system) can decide whether it should and can meet needs in the way in which they are presented, in some other way, or at all; or whether these needs would be better met by some other institution. That is to say, the university

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(1) A study of the governing bodies of Canadian universities, sponsored by the AUCC and the Canadian Association of University Teachers (1966).

must maintain its own balance between its obligations to students, to the world of learning and research, and its obligations to society for professional and other forms of high-level manpower training.

The university's social outlook also includes:

(1) A belief of freedom of enquiry and speech for individuals. This belief, however, assumes that individuals will not use their freedom to restrict the freedom of others, or disrupt the university's freedom to perform its functions.

(2) A belief in the widest range of dissident opinion. There are, however, limits to the forms of expression which are acceptable. Beyond such limits are, for example, disruptive acts and extreme denigration.

(3) A belief that individuals should be judged on their merit as individuals, without respect to race, sex, creed or color.

(4) A belief that the university should serve all sections of the community, and should not be the instrument of any one section.

(5) A belief in a world-wide community of learning, to the development of which individual institutions have a measure of obligation.

It follows that teaching members of the university community must feel free to discuss the widest range of relevant fact and opinion with their colleagues or students, in the form of lectures, seminars or tutorials. This includes the right for both faculty and students to review critically the purposes and functions of the university itself. Equally, students must, as they attempt to develop a body of knowledge for personal and professional reasons, have the freedom to explore, to probe and to test the range of ideas which is represented in their own and other cultural heritages. Competing values need to be discussed, assessed and evaluated. If the analysis of other systems reveals validity in their challenge to us, our own values should be altered or amended. This, we believe, is what faculty and students, young and old, can and should do together. But they must do it with continuing respect for alternative points of view which are worthy of academic respect, and without attempted suppression of other points of view...

Academic disputes should be settled by the equitable formal procedures available to the academic community. Resort should not normally be had to the courts except when these procedures have failed. But when rational discourse is disrupted, recourse to the law may well be the only way to protect the rights of the individual and of the university. The president is the responsible officer of the university in this context.

UNIVERSITY GOVERNMENT

Since the publication of the Duff-Berdahl report on university government, most universities and colleges in Canada have been re-examining their administrative structures and the composition and powers of their governing bodies. Normally, this re-examination

has involved boards of governors, senates, faculty and students. In this re-examination, the traditional statement that the university is a community of faculty and students has usually been reaffirmed by faculty and student groups, with new and contemporary emphasis on participation at all levels of university government.

If such re-examination has not taken place, we urge that it be undertaken without delay in order to ensure that the university governing body (if a "one-tier" system is agreed upon) or university governing bodies (if the "two-tier" system is retained) will represent appropriately the component elements of the academic community and the larger community.

The work of government should be undertaken by full-time administrators, whenever such part-time services as faculty and students are willing and able to spare from research, teaching and learning, become inadequate to support the teaching and research programs of the institution....

THE SENATE, OR COMPARABLE BODY

In a "two-tier" system of university government, the senate should be the senior academic governing body, with particular responsibility (among others) for: academic planning; curriculum; policies and procedures respecting appointments, promotions and tenure for teaching staff; regulations considered necessary for the pursuit of the university's objectives.

It should have appropriate instruments (committees or panels) for the exercise of its functions. In addition, it should have advisory powers in relation to the physical and budgetary implications of academic planning.

There should also be a judicial committee, or panel, appointed by senate to deal with cases brought before it involving alleged breaches of approved regulations.

Some institutions may wish to consider appointing an individual whose responsibility it would be to draw to the attention of the judicial committee, or panel, alleged breaches of regulations which do not require immediate action.

Senate should consist predominantly of *ex-officio* and elected faculty. Some institutions will wish to continue to have representatives of the board of governors and alumni and the public, where that experience has proven useful. The exact composition will depend on the judgment of each academic community.

THE BOARD

The board is the final authority with respect to the preparation of the budget, its submission to the public authorities and its on-going review.

Membership of the board of governors of each institution should include academic and possibly other representation from senate, together with substantial representation of the broad cross-section of

NEW ROAD TO PROMOTION IN THE PUBLIC SERVICE

Some time this year the Public Service Commission will begin to make appointments in the Executive, Scientific and Professional, Administrative and Foreign Service and Technical categories from its "Data Stream" inventory.

The Data Stream is a "bank" of information, composed of a record on each employee in the categories already mentioned, from which action can be taken for staffing, training and manpower planning in the Public Service of Canada.

The way into the "stream" is through the completion of a four-page questionnaire using a peculiar vocabulary to describe qualifications and experience. This usage is to ensure uniformity in describing skills and experience.

While it is not compulsory to fill out the questionnaire, failure to do so will virtually eliminate an employee from initial screening for vacancies in the Public Service for which he might be qualified. On the other hand, accurate completion ensures the employee of consideration for every job for which he is qualified, even though he may not know it exists.

COMPUTER MAGIC

When questionnaires are completed, they will be returned to the Public Service Commission, where the information they contain will be fed into a computer — the heart of the Data Stream inventory — for use by staffing officers.

The Public Service Commission has announced its intention to begin making the majority of appointments in the categories inventoried this year. Officials see very few job openings being advertised from now on.

When a position becomes vacant in these categories, a staffing officer, in conjunction with the appropriate line manager, determines the essential educational, skill and experience requirements for the job. This is then fed into the computer, where the base data are maintained.

If an employee's skill and qualifications match

the work assignment profile and requirements of the position, his name will be retrieved and, along with other qualified employees, he will be given further consideration. The final selection is made by closer examination, which may include personal interviews, of all employees concerned. Only if no suitable candidate is found in the inventory will an open competition be held to fill a vacancy.

ADVANTAGES OF NEW SYSTEM

Data Stream appears to have many advantages for both employee and the Public Service. For the employee, the most obvious is that it is a "one-shot" effort that ensures his consideration for every vacancy for which he is qualified, even though he is unaware of it. And for the department seeking to fill the vacancy, there is assurance that all qualified employees will be considered.

The existing system of advertising a vacancy and inviting applications has failed to provide those assurances, largely because busy employees either didn't see the advertisement or didn't bother to spend the time required to complete the Public Service application form.

To ensure that the Data Stream inventory is current, employees may fill in new information about themselves, such as new educational qualifications or different demonstrated skills, at any time, by calling for a "print-out", to add the new information and returning it to the Commission.

Other possibilities of such a personnel information system are more realistic manpower planning and training by the Public Service, and career planning and development by the employee to prepare for future needs as indicated from the inventory data.

Mr. John J. Carson, Chairman of the Public Service Commission, points out that the whole effect will be to have one of the most flexible and advanced information systems being used anywhere, either for private industry or other public services throughout the world.

UN SILVER ANNIVERSARY STAMPS

On May 13, the Canada Post Office will issue two stamps of the same design in the 10- and 15-cent denominations to commemorate the twenty-fifth anniversary of the United Nations. The 10-cent issue is blue, the 15-cent issue violet and maroon; both measure 40 mm. x 24 mm.

Canada was one of 50 sovereign states whose delegates participated in the unanimous adoption and signing of the United Nations' founding Charter at the San Francisco Conference 25 years ago. As a Charter member, Canada joins its fellow members in



celebrating this anniversary, for which the theme is "Peace and Progress".

The designer of the stamps, Brian Fisher of Vancouver, says that his design suggests "a world divided, with a great deal of energy being focused toward its unification, though this unity is not yet accomplished, and poses a question for the future".

The stamps are being printed by lithography in quantities of 12.5 million each by the British American Bank Note Company of Ottawa.

CONFERENCE ON WOOD HOUSING

Some 500 delegates, from about 40 countries, will take part in the World Consultation on the Use of Wood in Housing (with emphasis on the needs of developing countries), which will be held at the University of British Columbia from July 5 to 16, 1971. The Minister of Fisheries and Forestry, Mr. Jack Davis, said that Canada would act as host at the request of the Food and Agriculture Organization of the United Nations because of Canada's extensive experience in timber construction.

The aim of the two-week Consultation is to promote and extend the use of wood in housing, particularly as a source of economical accommodation. Mr. Davis noted that a number of developing countries had both severe housing shortages and substantial areas of unexploited forest resources. The consultation should be of significant assistance to these countries in improving their living standards and expanding their forest industry.

CANADIAN METHOD RESPECTED

Today, Mr. Davis said, nearly every nation had a housing problem requiring an increased rate of dwelling-unit construction. It was generally recognized and accepted, he added, that Canada's timber-frame method of house construction, using factory-built components and working to strict operational scheduling, was one of the most flexible, economical and practical means by which builders could increase their productivity.

Studies by the FAO emphasize the importance of wood as a building material. More than half of all lumber now being sawn is used in housing and construction, and about 75 per cent of the plywood, fibreboard and particle board produced in North America goes into housing construction or maintenance. And there is much potential for increasing the use of wood through new techniques such as prefabricated housing components, laminated construction, and by combining wood with other structural materials.

The Consultation will provide a forum in which delegates from both developed and developing nations can discuss mutual problems and exchange information on new wood products and construction techniques. A number of working papers are to be prepared in advance, providing a basis for discussion

as well as a permanent contribution to the general fund of information about construction with wood.

Delegates to the conference will be able to view an exhibition of modern wood-construction techniques.

ECIC FINAL REPORT

The final annual report of the Export Credits Insurance Corporation (ECIC) was released recently by Mr. Jean-Luc Pepin, Minister of Industry, Trade and Commerce. The Corporation, which ceased operations on September 30, 1969, was succeeded on October 1, 1969, by the Export Development Corporation.

During the nine months it operated in 1969, the ECIC insured export sales having a value of \$175 million, including \$4 million insured on behalf of the Government, and signed ten agreements to provide \$56 million in long-term financing. The latter figure compares with \$21 million for the whole of 1968, and includes a \$5-million credit to the Mexican industrial development bank for relending to Mexican nationals for the purchase of Canadian capital goods or services.

During its 25 years of operation, the ECIC insured almost \$3,000 million of export sales on credit to all parts of the world. It paid claims of \$15.5 million, mostly as a result of exchange-transfer difficulties. About three-quarters of these payments were subsequently recovered.

In 1960, the Corporation was authorized to provide direct loans to foreign borrowers to enable them to purchase capital equipment and services from Canada when long-term credit was necessary. In the nine years of its operation, the ECIC facilitated 61 agreements with a total value of \$457 million, involving projects in 20 countries.

The ECIC was intended to operate as a non-profit organization, covering expenses and losses from premiums. From the beginning of its operations in 1944 until September 30, 1969, its net earnings after payment of operating costs and losses amounted to \$4,230,000, which constitutes a reserve of only 2.4 per cent of liabilities under contracts of insurance issued at the Corporation's risk.

The successor to the ECIC, the Export Development Corporation, has assumed all properties, rights, obligations and liabilities of its predecessor, but has greatly increased its financial resources and new and improved insurance, guarantee and lending facilities. It is also empowered to insure Canadian firms investing abroad against loss through non-commercial risks such as expropriation, confiscation, insurrection, war or revolution, or the inability to repatriate capital or earnings.

There were 537,000 claims for unemployment insurance in 1969, an increase of 8 per cent over those recorded the year before.

LOW-INCOME HOUSING

Mr. Robert Andras, the Minister Responsible for Housing, has announced that Central Mortgage and Housing Corporation will seek proposals from builders and developers to stimulate the construction of low-rental housing in several major Canadian cities.

In addition to the \$200 million set aside for innovation in the provision of low-income housing, the 1970 capital budget of CMHC allocates funds for low-rental housing under Section 16 of the National Housing Act, and it is from this regular budget these loans will be made. The approach of calling for proposals is expected to produce the maximum effectiveness of this program for the low-income group.

Advertisements have been placed in newspapers in Halifax, Montreal, Toronto, Hamilton and Vancouver inviting applications for long-term, low-interest loans for the design, construction and operation of low-rental units.

Mr. Andras said that some 2,500 dwellings would be built in the five cities under the program. Occupancy of units in Halifax, for example, is intended for families earning about \$6,250 a year; in Montreal, the level is about \$5,500, in Toronto about \$7,500, in Hamilton about \$7,000, and about \$6,500 in Vancouver.

"Loans under the program will probably total from \$35 to \$40 million," Mr. Andras says. "In each of the selected cities, I intend to draw upon the experience of members of the community who have shown an active concern for low-income housing to assist in making a selection of projects that best meet our objectives."

"It was only after the most careful examination of vacancy rates and urban low-income population of major centers," he adds, "that Halifax, Montreal, Toronto, Hamilton and Vancouver were selected. I also wish to make it clear that funds may also be available at some later date for similar objectives in other localities through Section 16 or other provisions of the National Housing Act."

CAR SALES DOWN

Sales of new motor vehicles declined in January for the second successive month. The 49,465 cars and trucks sold during January represented a drop of 20.8 percent below the comparable 1969 figure of 62,469 units. The dollar value of sales was \$183,066,000, 19.3 percent below the January 1969 value of \$226,767,000.

As in previous months, the decline was restricted to models made in Canada and the United States, the sales of which fell by 26.7 per cent in number and 23.1 per cent in value. In strong contrast, sales of vehicles manufactured overseas rose by 38.4 per cent in units sold and 42.3 per cent in value.

Sales in January were lower for both passenger

cars and commercial vehicles, with the former showing a decline of 20.9 per cent in number of units and 21.8 per cent in value. In comparison, sales of commercial vehicles fell by 20.4 per cent in units sold and 10.2 per cent in dollar value (higher average prices offsetting, to some extent, the drop in number of units sold).

THE ART OF BEING A CAMEL

Passers by the picture windows on the main floor of the National Gallery of Canada have often been startled to see what appeared to be three large Bactrian camels grazing on the Gallery floor. But these are Neo-Realistic camels, constructed of wood, steel, polythurethan foam, burlap, sheepskin, goat-skin, wax and oil paint by Nancy Graves of New York.

Two of the fabricated beasts are the gift of Mr. and Mrs. Allan Bronfman of Montreal. Mr. Bronfman is quoted as saying: "I have enjoyed camels since I first went to the Middle East, and I felt these were an unusual characterization which I want to present to the National Gallery."

Brydon Smith, curator of contemporary art at the Gallery, who accepted the two Bronfman camels and arranged for the purchase of the third, has said that these camels "evoke a spontaneous response from the spectator" and that "previous knowledge of art, and particularly of contemporary art, is not necessary to fully appreciate them".

So now we know.



One of the artificial camels that found an oasis in the National Gallery looks back wistfully at its donors, Mr. and Mrs. Allan Bronfman of Montreal.

PRELIMINARY WAGE SURVEY

Carpenters, electricians and laborers in Vancouver earn, on the average, more an hour than in any other major industrial center. The averages for the three occupations are \$3.74, \$4.02 and \$3.11.

Carpenters and laborers earn the lowest average rate in St. John's, Newfoundland (\$2.56 and \$1.75) and Halifax pays the lowest average (\$3.10) for electricians.

These preliminary data are from an annual wages and salaries survey conducted by the Canada Department of Labor.

Senior male draftsmen earn \$172 a week in Montreal and Toronto; the lowest rate is \$141 in Regina.

Senior male clerks earn \$135 in Edmonton and Toronto, but only \$118 in Regina.

Senior secretaries do best in Montreal - \$124 weekly. In Ottawa they average \$119 and in Toronto, \$111. Halifax employers pay \$95 a week to senior secretaries.

Lows and highs for junior clerks are \$62 in St. John's and \$75 in Toronto. Intermediate clerks earn \$82 in Regina and \$98 in Ottawa.

Final data compiled from the Department's annual survey will cover 90 industries and 58 communities; it will include an index of industry average rates for the past five years and an analysis of hours of work by industry and by province for October 1, 1969.

GUIDELINES ON UNIVERSITY ORGANIZATION

(Continued from P. 2)

the public, in some cases nominated by government, in some cases by alumni, some possibly co-opted.

FACULTY PARTICIPATION

Members of faculty will be predominant on senate, and normally predominant on department, faculty and senate committees.

Faculty members will be eligible for election from senate to board.

STUDENT PARTICIPATION

Students should be eligible for election to senate. They should also be eligible to serve:

(1) On departmental, faculty and senate curriculum committees.

(2) On senate policy committee responsible for drawing up and keeping under review criteria for appointment, promotion and tenure of teaching staff.

(3) On senate policy committee responsible for drawing up and keeping under review regulations considered necessary to the pursuit of the university's objectives.

(4) On senate committee or panel concerned with enforcing university regulations.

Students may also be included among members of senate eligible for election from senate to board.

THE ROLE OF THE ADMINISTRATOR

Full-time academic administrators become necessary when the volume of work can no longer be handled willingly or effectively on a part-time basis. When it becomes necessary to delegate an area of responsibility, it follows that the administrator will work within the approved policies of the governing bodies, but it also follows that no one of quality will take the job unless he feels that there is room for administrative discretion, to make some contribution to the quality of the programme.

In particular, the role of the university president, or chief executive officer, needs redefining in the light of contemporary circumstances.

All senior academic and non-academic administrators should be appointed on the recommendation of a "search" committee. Where persons are appointed as assistants to, or are associated with, senior administrators, the senior administrator should be chairman of the "search" committee and the wishes of the senior administrator should have a major influence on the committee.

Search committees should be appointed by the dean of the faculty, the academic vice-president, the president, or the chairman of the board (depending on whether they are looking for the head of a department, the dean of a faculty, an academic vice-president, or a president of a university) after consultation with members of a department or a faculty, with students, or others, as circumstances warrant.

Search committees should always include persons other than those most immediately concerned, i.e. persons from other related departments or faculties, or even other universities, if circumstances make it desirable.

Presidential search committees should include representatives of board and senate, assuming that senate representation will include faculty and students....

TEACHING COMPETENCE

We are not convinced that teaching competence is being generally adequately assessed at the present time in the granting of salary increases, promotion and tenure. For example, it is important that it be established whether or not a teacher is adequately prepared in the presentation of his subject, can speak audibly and coherently, and whether he (she) is reasonably willing to meet students. It seems to us that university senates should attempt to ensure that there are university-wide criteria for both teaching and research effectiveness and that these criteria should form part of any document relating to appointments, promotions, tenure and dismissal....