

## CHALLENGES TO NUCLEAR WASTE MANAGEMENT



The University of Winnipeg, through the Department of Political Science, will co-sponsor a conference "Challenges to Nuclear Waste Management" to be held on campus September 12-14, 1986.

The conference will seek to address aspects of nuclear waste disposal methods by bringing together the general public, public-interest groups, and experts in various fields who will facilitate discussion and increase general awareness of the nuclear waste problem.

The agenda for the conference includes plenary sessions with addresses by key-note speakers, panels to address specific topics, small group workshops, and an open question and answer forum.

Among the major topics to be covered at the conference will be: Universities and Technological Development — Responsibilities and Perspectives; Health Effects of the Nuclear Industry; Citizen Participation in the Nuclear Waste Debate; and Waste Disposal Options.

Dr. Rosalie Bertell, Director of Research at the International Institute of Concern for Public Health, Toronto, is scheduled to address the plenary session. Dr. Bertell is an expert on low-level ionizing radiation. Also in attendance will be: Fred Nelman, author of **Nuclear Energy: The Unforgiving Technology** and Simon Rosenblum, author of **The Non-Nuclear Way**.

For further information, please contact Anne Wieser or Brian Wolfe at ext. 112.

## JOURNAL WINS AWARD

The University of Winnipeg Journal was selected as "Best Magazine Directed at Alumni" by the Canadian Council for Advancement of Education at its 1986 Annual Meeting in Vancouver, B.C.

The Journal is published three times a year by the Community Relations Office. It is circulated to University of Winnipeg graduates as well as to leaders in the business, educational and cultural sectors. In the 1986/87 academic year, the Journal will feature faculty research projects, new programs at the University, athletics news, alumni news, and more.

The University of Winnipeg placed second in the CCAE "Best Poster" category. The "Homecoming Poster" designed by Ian Lark was entered for this competition.

## CAUCE AWARD

Continuing Education's "Let's Talk Business in French" program was one of twelve programs from Canadian universities to be recognized by The Canadian Association for University Continuing Education at the annual conference held in Ottawa from June 16-19, 1986. The annual award recognizes program excellence and is the first CAUCE award to be received by the University of Winnipeg.

The "Let's Talk Business in French" program is designed to provide French language instruction to business, government and educational institutions at the time and location of the client's choice. Erin Stewart, Program Officer responsible for Conversational French courses, says the program has received a favourable response from

the community and has been offered to the Chamber of Commerce, Great West Life, Manitoba Telephone System and several school divisions.

This fall, Erin anticipates that many courses will be offered at the beginner, intermediate and advanced levels to both established clients and new ones.



YOU ARE CORDIALLY INVITED TO ATTEND  
THE DEDICATION CEREMONY OF  
MACNAMARA HALL  
(CHILD CARE WORKER TRAINING CENTRE)

380 SPENCE STREET  
THE UNIVERSITY OF WINNIPEG  
THURSDAY, JULY 31, 3:30 P.M.

RECEPTION AND TOURS TO FOLLOW

IN CASE OF RAIN THE PROCEEDINGS WILL TAKE PLACE NEXT DOOR  
AT THE ATHLETIC CENTRE SECOND LEVEL

## Profile Thora Cooke

"History is something that belongs to all of us", said Thora Cooke in describing her work as Chief Researcher of the Western Canada Pictorial Index. The Index, located on the third floor of Graham Hall, is a comprehensive collection of pictures which provide a visual history of Western Canada.

"Historical pictures are in great demand by the press and television", Thora said. "CBC uses the Index a fair amount". Thora also organizes pictorial displays on behalf of the Index. "When the Blue Bombers celebrated their 50th Anniversary, we arranged a display of photos for the event".

Before she became active in W.C.P.I., Thora was employed in several related areas. "I attended United College and the University of Manitoba, and graduated in Nursing", she said. After working as a Public Health Nurse for a short time, Thora returned to university and enrolled in English, History, and Icelandic Studies. Inspired by her studies in History, she worked as a historical researcher for the National Film Board and the CBC. She then joined the Social Planning Council of Winnipeg where her re-

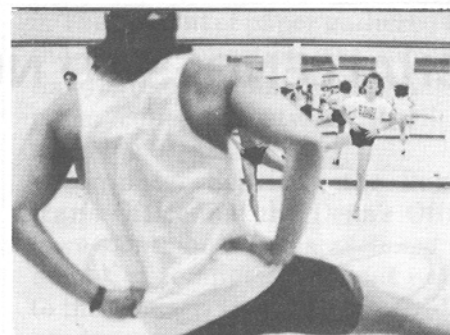
sponsibilities included research and public relations activities.

In 1972, Thora collaborated with Eric Wells on a slide presentation depicting the history of Winnipeg. This presentation was part of The University of Winnipeg's "Salute to the City of Winnipeg". Thora and Mr. Wells were able to continue their research projects with a grant from the Mrs. James A. Richardson Foundation, Inc. in 1978. Under the direction of Mr. Wells, this grant led to the permanent establishment of the W.C.P.I. on campus.

"My foot's in two camps here", said Thora of her current work in the Index. "I'm interested in the academic aspect of history, but I like working with people, too". One of Thora's pet projects is the recording of photographs provided by museums in rural Manitoba. "W.C.P.I. records the photographs and gives each museum its own set of slides", she said. "This particular undertaking highlights the fact that the University is a community-oriented institution".

When time permits, Thora is active in several organizations including the Manitoba Museum Association and the Manitoba Association of Archivists. She's also a "chamber music nut".

Later this month, Thora and Eric Wells will travel to Clear Lake to celebrate the anniversary of Parks Canada. "We've prepared a presentation illustrating the history of Western Canada", she said. "It's going to be fun".



*Aerobics classes will be offered at the Athletic Centre on Mondays, Wednesdays and Fridays from 12:30-1:15 p.m. during July and August. These intermediate-level workouts will be led by certified instructors.*

*Stay tuned for the fall schedule. Classes to be offered include intermediate, low-impact, and muscular endurance workouts. For further information, call ext. 418 or ext. 363.*

## STAFF CHANGES

NAME	POSITION	EFFECTIVE DATE
<b>Appointments:</b>		
James Peeling	Research Associate, Physics	May 15/86
Glennie Graham	Admin. Assistant I, Continuing Education	June 1/86
Geraldine Carvelli	Clerk II, Cont. Ed. (French)	May 26/86
Erin Stewart	Admin. Assistant II, Continuing Education	June 1/86
David Olson	Counsellor, I.P.I.	June 1/86
Polly Pratt	Clerk III, Con't. Ed.	June 9/86
Tom Carter	Assistant Director, I.U.S., Associate Professor, Geography	July 1/86
Charlotte Perry	Clerk III, Admissions	July 2/86
<b>Resignations:</b>		
Carol Kelly	Assistant Professor, Biology	July 1/86
Gary Glavin	Associate Professor, Psychology	June 30/86
Sheila Smith	Clerk II, Purchasing (½ time)	July 11/86

## NOVAK WINS AWARD

Dr. Mark Novak, Sociology, has won a Canadian Studies Writing Award from the Department of the Secretary of State. Five awards are provided by the Department for the preparation of manuscripts in specific, hitherto neglected, areas of Canadian studies. In 1985-86 these areas were identified as: Canadian social and political studies; science curriculum in a Canadian context; Canadian cultural studies; studies of the Canadian economy; studies of Canada as a northern nation; and professional education case studies.

A grant of up to \$10,000, tenable over two years, was approved for Dr. Novak's project "Aging and Society: A Canadian Perspective". The project will be geared to teaching and learning needs. Within community colleges, universities, and adult special education programs there is a requirement for a text in gerontology which is not based on U.S. sources. Dr. Novak has already published a book on aging.

# BOARD HIGHLIGHTS FROM THE MEETING OF JUNE 23, 1986

## COMMUNICATIONS

Included in the correspondence was a Report of Donations to the University of Winnipeg, for the month of May, 1986, submitted by Tom Robson, Director of Development:

The University of Winnipeg Fund	\$13,615.00*
Child Care Centre (The University of Wpg. Alumni Association)	2,000.00
Child Care Centre	100.00*
W.C.P.I. (Manitoba Heritage Foundation)	9,000.00
Leathers Memorial Fund (from the Estate of Beatrice Leathers)	5,000.00
Unrestricted General Trust (from the Estate of Beatrice Leathers)	5,000.00
MacBean Foundation Entrance Scholarship (from the W.A. MacBean Foundation)	4,525.00
Wesmen Booster Club Fund (Manitoba Sports Federation Sports Casino '86)	13,176.74
<b>TOTAL</b>	<b>\$52,416.74</b>
Gift-in-Kind — Books for Library (value) (from John Crabb)	\$ 3,800.00

\* Various Donors

Also included in the correspondence was a letter to John Porter, Secretary of the Board of Regents, from R.W. Simpson, Secretary of the Universities Grants Commission. Appended to his letter was a copy of the Order-in-Council No. 552 regarding the appointment of the following members to the Board of Regents, University of Winnipeg, for terms as noted:

### Term expiring June 30, 1988 (Re-appointments)

Mr. Gordon A. McKinnon  
Mr. William C. Barlow

### Term expiring June 30, 1986 (New Appointments)

Ms. Fatimi Costa  
Ms. Marta Smith

### Term expiring June 30, 1988 (New Appointments)

Ms. Norma Walker  
Mr. Robert Liptrol

## PRESIDENT'S REPORT

The President's Report included the following: Corporate Funding of Higher Education; Faculty Presentations at Fall Board Meetings; and Coming Events.

A copy of "Higher Education: Corporate Support for Universities" was appended to the President's Report. This is a preliminary report of the task force established by the Corporate-Higher Education Forum. The task force is chaired by John Panabaker, Chairman of Mutual Life of Canada.

## COMMITTEE REPORTS

### FINANCE COMMITTEE

The 1986-87 Operating Income budget, dated 12 June 1986, of \$23,091,000 was approved.

The 1986-87 expenditure budget for Unrestricted Trust Funds was set at \$239,000.

The revised 1986-87 Mennonite Studies Centre budget of \$144,721 was approved.

The Board authorized the University to collect an annual capital building levy for the UWSA at the rate of \$1.00 per half course (up to a maximum of \$10) from all students effective September 1, 1986. The moneys collected by this levy will be credited to a special trust account, which is to be administered according to the terms of a memorandum of agreement between the UWSA and the University.

The Board approved the transfer of \$42,000 out of the Provision for Renovations and Equipment Replacement in 1986-87 to finance the replacement of the air-conditioning equipment for the Computer Centre.

It was approved that the Board be authorized to waive the tuition and supplementary course fees for students from those universities which extend a similar courtesy to the University of Winnipeg students (in accordance with a memorandum attached to the Finance Committee Report).

The report on the current fees for Continuing Education non-credit courses and on the rationale for course prices, approved by the Finance Committee, was presented for the information of Board members.

### Amendment to By-Law No. 1

The Board approved that By-law No. 1 be amended by (i) the substitution as the opening words of article 3(a) of "The University Secretary" in place of "The Controller" and (ii) the deletion of article 3(c).

### Portuguese Program

Under the leadership of Dean Michael McIntyre, an agreement has been negotiated with Portuguese authorities to facilitate participation by the University of Winnipeg in promoting understanding and scholarship on issues relating to the Portuguese presence and influence throughout the world.

Through an agreement with the Secretaria de Estado das Comunidades Portuguesas the University of Winnipeg will be designated as one of the member Universities in the seminar sponsored by the Instituto de Apoio a Emigracao e Comunidades Portuguesas. One scholarship covering transatlantic travel, room, board, and tuition is being made available for one University of Winnipeg student to participate in the seminars. The University in turn accepts responsibility of publicizing the seminars, of collecting applications, and of choosing the best qualified applicant.



## FACULTY/STAFF ACTIVITY

The Canadian Plains Research Centre Board of Directors has appointed **Dr. Parvin Ghorayshi**, Sociology, to the Editorial Board of Prairie Forum for a three-year term. **Dr. Alan Artibise**, I.U.S., has been reappointed to the Editorial Board for a three-year term.

**James Richtik**, Geography, and **Geraldine Sweet**, Geography, received grants in the 1986 competition for Canadian Plains Research Travel Awards. **James Richtik** will continue his study of prairie settlement in the nineteenth century. **Geraldine Sweet** will continue her study of the development of post-glacial landscapes in karst topography in the northern interlake area of Manitoba.

**Jennifer Brown**, History, and **Robert Brightman** edited *As My Informants Tell Me: George Nelson on Cree and Ojibway Thought* Manitoba Studies in History. Winnipeg: University of Manitoba Press, 1986.

## SHARE THE WEALTH BINGOS —

### In Support of The University of Winnipeg Alumni Association

Your help is required to participate as a volunteer at the Share the Wealth Bingos scheduled to take place **JULY 24**, **AUGUST 8** and **SEPTEMBER 6**. The bingos will be held at 427 McPhillips Street at Logan Avenue, 5-7 p.m.

The Alumni Association requires 20-25 volunteers per evening, so bring your spouse, friends, and relatives to help out. It's going to be fun!

If you are able to volunteer, please call **Kim Best** in the Alumni Office as soon as possible at 786-9711 (mornings) or 786-9430 (afternoons).

Your support of the Alumni Association is greatly appreciated!

## MMRC UPDATE

The Manitoba Multicultural Resources Centre is entering an exciting new year of operation. The Data Bank, the "Images of Our Past" project, various workshops, and the continuation of the "Let's Get Acquainted" events with ethnocultural groups as hosts promise a rich and eventful 1986/87 year.

The MMRC Annual General Meeting was held May 10, 1986. The 1985/86 Board of Directors presented **Mr. Prem Bhalla**, MMRC Chairman from 1984-1986, with a plaque "for his devotion to multiculturalism". A new Board of Directors for 1986/87 was elected at the meeting:

Lena Anderson -	Stella Hryniuk
Vice-Chairperson	Jack King
O.T. Anderson	Paul Koo
Angus Bramadat	Les Latinecz -
Giles Bugailiskis	Chairperson
Gerry Cowie	Florence McLeod
John Gano	Secretary
Zbigniew J. Gryz	Tony Tavares
Mian Hameed	Bibiana Yee -
	Treasurer

## NEW DEAN OF COLLEGIATE APPOINTED

The University of Winnipeg Board of Regents has approved the appointment of **Mr. Donald L. Price** as Dean of the University of Winnipeg Collegiate. **Mr. Price** has served as Assistant Dean of the Collegiate for the past two years, and was recently appointed Acting Associate Dean.

**Mr. Price** graduated from United College in 1964 with a B.Sc. He was awarded his B.Ed. from the University of Manitoba in 1970. Prior to his appointment to the teaching staff of the Collegiate in 1971, **Mr. Price** taught Math and other related subjects at Stonewall Collegiate.

**In Edition** is published bi-weekly by the Community Relations Office.

Notices and information for the next issue of **In Edition** should be submitted to the Community Relations office in Room 4W21, before noon, Wednesday, August 20, 1986.

## PAPER PROJECT UPDATE

Paper Project mania is sweeping the campus. The University's second load of paper for recycling was picked up by Willpax, Ltd. on June 9. The amount of paper gathered for the second collection was substantially greater than the amount of paper collected between April 14 and May 8.

Computer Services, the Registrar's Office and the Dean's Office have contributed a significant amount of computer printout paper to the Project. It will be recycled to produce high-quality paper products. Newsprint collection has also increased as a result of the cooperation of the Bookstore and the Library's periodicals department.

Several individuals within the University have made outstanding contributions to the project. **Sandra Murphy** (French Department) collected old phone books and personally delivered them to a scrap paper firm where they will be used for steam production. **Reid Edwards**, **Mary-Ann Hastman** and **Linwood DeLong** have also put forth exceptional effort in getting the Project off to a good start.

Mixed ledger collection (the distribution of "paper growers") has now been established in the following areas: Administration; the Office of the Controller; the Office of the Registrar; the Office of the Dean of Arts and Science; the Office of the Dean of the Collegiate, and Collegiate faculty; Community Relations; Computer Services; Continuing Education; Counselling Services; Development Centre; Faculty and Staff Club; Media Services; Modern Cleaners' office; Personnel Office; Printing Services; Public Health Nurse; UWSA; and partially within the following teaching departments: Biology, Classics, Economics, French, Political Science, Psychology, and Religious Studies.

Have you used your Paper Grower today?





THE UNIVERSITY OF WINNIPEG

OFFICE OF THE PRESIDENT  
AND VICE-CHANCELLOR

86/05/15

515 PORTAGE AVENUE  
WINNIPEG, MANITOBA R3B 2E9  
CANADA  
PHONE: (204) 786-9214

Memo to: Board of Regents and Finance Committee  
From: Robin H. Farquhar  
Subject: 1986-87 Operating Budget Recommendations

At the time of this writing, we have not yet received confirmation of our 1986-87 operating grant from the Universities Grants Commission. However, for various reasons I believe that we must proceed with our financial planning for the fiscal year which is already almost one-sixth behind us. Accordingly, I am hereby submitting my 1986-87 operating budget recommendations for consideration by the Finance Committee and Board of Regents at their meetings this month.

My recommendations derive in large part from those submitted to me by my Advisory Committee on Budget and Planning, the report of which is appended hereto for your information. I very much appreciate the amount and quality of work that Committee has done this year; expending a good deal of time and effort on a very important activity, they have done a thorough job, including broad consultation throughout the University, for which I am grateful. The Committee's recommendations seem reasonable to me and some, in fact, I find exciting. They are certainly helpful and I only wish we had the resources available to implement all of them at this time. I do believe that we should move on the major ones and in that respect my recommendations will be largely compatible with those of the Advisory Committee.

The Committee devotes most of its report to suggested allocations of our redressment grant, and I infer from this the view that if at all possible those funds (\$75,000 remaining from last year, \$185,000 promised for this year, and a further \$185,000 to come next year) should be employed to recover and advance our academic excellence, rather than to balance a budget that merely maintains the status quo; I share this viewpoint and, accordingly, my recommendations will be consistent with it. I shall present first, then, my recommendations for the allocation of our redressment grant, secondly other recommendations relating to our 1986-87 operating budget and thirdly, recommendations on additional items in the Advisory Committee's report.

A. Recommended Allocations of Redressment Grant

- (1) Library - I recommend that the 1986-87 installment of our redressment grant (\$185,000) be allocated in 1986-87 to capital development projects for purposes of academic improvement (such

as Library expansion and classroom upgrading) based largely on recommendations expected within the next few months from our Capital Development Consultant. In the following year (1987-88) I recommend that these funds be incorporated into the operating budget of the Library for the purpose of supplementing our provision for acquisitions, on the condition that the Library Acquisitions Task Force (recommended below) first completes its work to my satisfaction. A summary of the Library's Ten-Year Development Plan, which is pertinent to this recommendation, is appended hereto.

- (2) Writing Program - I recommend that the 1987-88 installment of our redressment grant (\$185,000) be allocated in 1987-88 to additional capital development projects for purposes of academic improvement (such as accommodation of the proposed Writing Skills Program, if approved by Senate) based largely on recommendations from our Capital Development Consultant, to the extent that the necessary funds exceed our capital grant from the UGC (which we shall be requesting in our submission of 1987-88 budget estimates). In the following year (1988-89) I recommend that these funds be incorporated into the operating budget of the Faculty of Arts and Science to help meet the costs of offering the proposed Writing Skills Program, if it is approved by Senate. A summary of this proposal is appended hereto.
- (3) Supporting Services - There is a total of \$75,000 in the first installment of our redressment grant which was not applied to recurring costs last year and thus remains available for incorporation into our operating budget this year. This must be done in ways that will increase our efficiency and effectiveness, meet our most critical needs, and enhance our ability to generate revenue from external sources. Toward those ends, my recommendations for the allocation of these funds fall into three main categories as outlined below.
  - (a) It has become apparent, especially with the unionization of our support staff during the past year, that our personnel administration function (especially in labour relations) is getting into deeper and deeper trouble. This led me, as I informed the Board a few months ago, to engage a consultant recommended highly by AUCC to thoroughly investigate our current arrangements for personnel administration and recommend any changes deemed essential. William D. Farr, Vice-President (Finance and Employee Relations) at York University, was appointed to undertake this task. He made two visits to our campus, consulted widely with all interested persons, and submitted his report to me last month. The essence of his report is that our personnel administration function (especially labour relations) is indeed in deep trouble which is rapidly worsening, that we are seriously understaffed in this area in



terms of both numbers and expertise, and that we in fact do not have a coherent personnel administration operation that is well integrated, well led, or even well located. In order to address these problems, he recommended that we immediately add some new staff in personnel administration, organize them as an integrated unit under a single head, and place them in a location where all elements of the organization can be integrated. More specifically, he proposed that the leadership of this unit be provided through three senior positions (an Executive Director and two parallel subsidiary Directorships) with responsibilities as outlined on the next page. I concur with Mr. Farr's proposal in this regard and, accordingly, I recommend that we proceed to its early implementation as follows:

- eliminate the current position of Director of Staff Relations (the incumbent is returning to academic work this September 1) and recruit in its place an Executive Director of Employee Relations (the appointee to be recommended to me by a search committee chaired by the Vice-President (Administration) and including the Vice-President (Academic), the Dean of Arts and Science, and the Director of Personnel Services);
- eliminate the current position of Associate Dean of Arts and Science (Personnel) (the incumbent wishes to take administrative leave commencing this September 1; this leave will be taken a year earlier than originally anticipated and will entail a one-time salary expenditure, which I recommend be charged against the special provision for career development established by the Board last year, to be replenished as possible from our operating surplus projected for 1985-86) and recruit instead a Director (Salary Administration and Records) with the appointee to be recommended to me by the new Executive Director of Employee Relations through the Vice-President (Administration); and
- re-assign the current Director of Personnel Services as Director (Employment and Training).

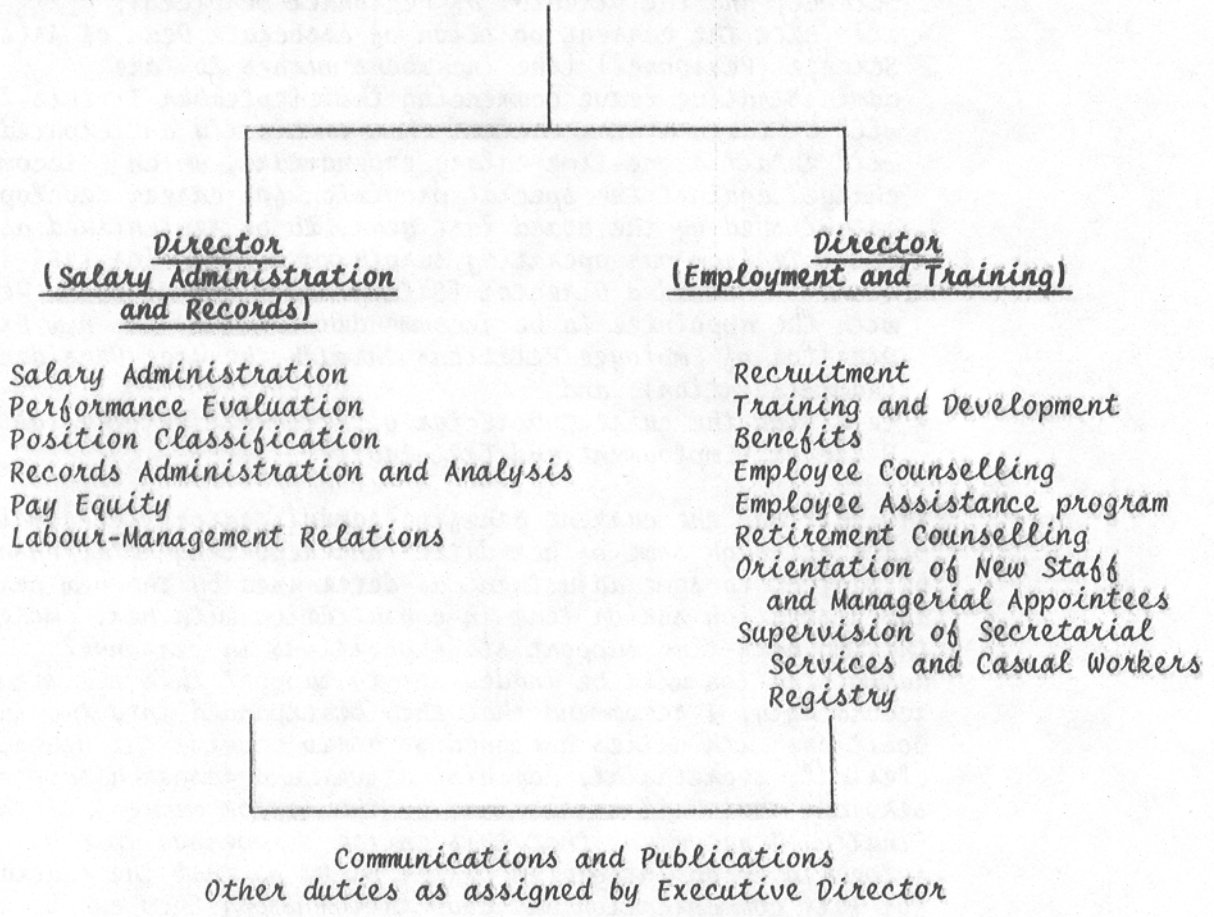
In addition, the current Benefits Administrator will remain in place although some of her duties and reporting relationships may be subject to some adjustment as determined by the new personnel administration senior team in consultation with her. Moreover, the two half-time support staff positions in personnel administration will be inadequate to support this new structure; accordingly, I recommend that they be expanded into two full-time positions with duties assigned so as to provide the necessary clerical, secretarial, administrative, and research support services that will be required by the senior members of the unit. Finally, I recommend that this entire six-person unit be relocated in an integrated office suite so that the crucial needs for full communication and cooperation among them can be met; such space is not easily come by and we contemplated various



EXECUTIVE DIRECTOR OF EMPLOYEE RELATIONS

Direct personal responsibility for:

- Negotiations and contract administration relations with AESES(UW) and UWFA (Collegiate Division)
- Grievance procedures (AESES)
- Provision of bargaining support services to academic bargaining committee
- Assistance to President and Board Committees on academic personnel matters
- Extra-departmental relations
- Organizational development; relations with non-unionized managers and staff
- Extra-institutional relations
- Departmental priorities and policy development
- Other duties as assigned by the Vice-President (Administration) or the President
- Responsibility for Personnel functions managed by



off-campus locations for it; however, one on-campus possibility has emerged and I recommend that we pursue it: it should be possible to rearrange some of the operations in our Child Care Worker Training Program to free up most of the space on the second floor of the south unit in MacNamara Hall, and the space thus freed would be just adequate through modest renovations to accommodate the entire personnel administration unit (this proposal is being submitted to the Board's Property and Physical Planning Committee for consideration).

If we move toward the implementation of these recommendations immediately, I believe it will be possible to "save" our personnel administration function along the lines proposed by Mr. Farr.

While Mr. Farr was here, I also asked him to give some consideration to the overall organization of the Vice-President (Administration)'s field of responsibility. In doing so, Mr. Farr noted that there are far too many support service units reporting directly to the Vice-President (Administration), with the result that adequate attention to their overall supervision is impossible. Accordingly, he recommended that a new position be established (Executive Director of Support Services) which would be responsible to the Vice-President (Administration) for supervising the work of our Media Department, Printing Department, Technical Services Department, Nurse, health and safety matters, ancillary services (Bookstore, parking, food services, and residences), administrative relationships with the U.W.S.A., and other duties as assigned by the Vice-President (Administration) or the President. I think this is an extremely timely recommendation and, accordingly, I authorized an internal posting for this position to be filled subject to budgetary approval. Following the review of candidates who applied in competition for this job, the Vice-President (Administration) with advice from a selection committee has recommended to me that Steve Coppinger (currently Assistant to the President) be appointed to this position.

I recommend that this appointment be made and that the position of Assistant to the President be eliminated; in its place, I recommend that a half-time support position be established with the appointee to be selected by and report to the Executive Secretary to the President.

- (b) Appended to this document is a recommendation from the Vice-President (Academic) for an important reorganization of the Registrar's Office. This proposal calls for a reassignment of the current Registrar to the new position of University Secretary (a senior post found in many universities) in which he would be responsible to the President for maintaining records, providing



information, organizing meetings, and acting as Secretary of the Board of Regents, the Senate, the Staff and Faculty Forum, and major committees thereof, along with other duties as assigned by the President; he would also continue to have responsibility for preparation of the University's Calendars and for presenting degree candidates at our Convocations (which he has traditionally done so well over the years). The other two senior positions currently in the Registrar's Office would be reconstituted as Director of Admissions and Director of Records, respectively, each reporting to the Vice-President (Academic). Further, implementation of this recommendation would relieve the Controller and his Secretary of responsibilities associated with the position of Secretary to the Board, thereby enabling them to devote all of their efforts to the financial management of our University (it would require some modest revisions of terminology in the Board's By-law No. 1 and, if this recommendation is approved, I would like to record those necessary revisions as notice of motion for consideration by the Board at its June meeting).

I recommend that we proceed with the implementation of this proposal which, in addition to the reorganizations and reassignments noted above, would require the establishment of a new support staff position in the Registrar's Office and a half-time position to support the work of the University Secretary. Moreover, I propose that the University Secretary's office be located in the space currently occupied by the Director of Personnel Services and Benefits Administrator (across the hall from the President's Office) which would be vacated by implementing the recommendations under (a) above; it would then be possible for the new half-time support position to the Executive Secretary to the President and the new half-time support position to the University Secretary to be filled by a single full-time employee, for whom we would seek exclusion from the AESES bargaining unit on "confidential" grounds.

- (c) Appended to this document is a proposal from the Vice-President (Academic) to establish the new position of Associate Vice-President (Academic) with primary responsibility for maximizing our capability of attracting external funds for international and other projects that are appropriate to the mission of this University. This area of endeavour is essential to both our long-term financial security and our academic development as a university. Our ability to engage productively in such work has now been clearly demonstrated and the workload associated with it has outstripped the current capabilities of the Vice-President (Academic)'s office. I concur strongly with this proposal and, therefore, I recommend that we move toward its early implementation. This would involve no net cost to the University's operating budget because the additional funding



required for it would be considered a "first claim" on the revenues generated by it.

In total, implementation of the above recommendations would entail a net increase to our operating budget of three support staff positions plus some modest salary adjustments reflecting the various appointments and reassignments involved - an overall annualized cost of about \$75,000. As the current fiscal year would already be almost half over by the time most of these costs begin to be incurred, about \$35,000 of the \$75,000 annualized allocation would be available for one-time expenditure during 1986-87. We estimate that this \$35,000 would be approximately sufficient to meet the one-time costs involved in the renovations of space and purchase of furnishings and equipment which would be necessary to physically accommodate implementation of the above recommendations for reorganization.

In summary, then, I recommend that the \$75,000 remaining in the first (1985-86) installment of our redressment grant be incorporated into our operating budget in order to permit implementation of the above recommendations for various necessary reorganizations in our supporting services. And I further recommend that this implementation be initiated at the earliest convenience with a view to completing as much of it as possible by September 1, 1986.

#### B. Other Recommendations for 1986-87 Operating Budget

- (4) Student Fees - I recommend that student fees for the 1986-87 regular session be set at the levels proposed by my Advisory Committee - i.e., the common tuition fee for a five-course load would be \$888.00 and the differential course fees for a five-course load would be \$93.00 for Arts and Education and \$247.00 for Science. These recommended fees are essentially equivalent to those already set for similar courses in 1986-87 at the University of Manitoba.
- (5) Budget Preparation - Bearing in mind the above student fees, our operating grant for 1986-87 when it becomes known, and projected other income for the 1986-87 fiscal year, I recommend that the administration be asked to submit a 1986-87 operating expenditure budget that is balanced with our anticipated revenue for the year (excluding the redressment grant).

#### C. Additional Recommendations Arising From the Advisory Committee's Report

- (6) Library Acquisitions Task Force - I recommend that the Vice-President (Academic) be asked to establish a task force to propose a more equitable, responsible, and responsive strategy for determining library acquisitions than the approach that is now in place, and that (as indicated above) redressment grant

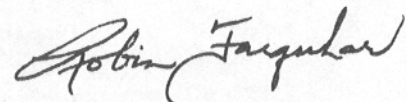
expenditures on Library improvements be delayed until such time as such a strategy has been developed to the satisfaction of the President and Vice-President (Academic).

- (7) Library Hours - I recommend that the Chief Librarian be directed to make every possible effort to extend the Library's hours of operation as soon as possible.
- (8) Computer Services Task Force - I recommend that the new Vice-President (Administration) be asked, as soon as possible after assuming that position, to establish a task force to review the projected needs for computer services over the next decade or so in all aspects of the University's operations (including instructional programs, research activities, Controller's Office, Registrar's Office, and other administrative functions) and to recommend a plan whereby these needs can be met as fully and efficiently as possible.
- (9) Space Renovations - I recommend that the Vice-President (Administration) be asked to ensure that provision for needed office, classroom, and other space renovations (including the possible expansion of our Bookstore, Collegiate, and Theology) be incorporated into the facilities development plan now being prepared under the jurisdiction of the Board's Property and Physical Planning Committee.
- (10) Technology Investment Fund - I recommend that the proposal for a Technology Investment Fund, to support the maintenance and modernization of our scientific laboratory equipment, be referred to the Board's Development Committee for consideration of its inclusion in our plan for a major fund-raising campaign.
- (11) Centralized Registry of Casual Workers - I recommend that responsibility be lodged with the proposed Director (Employment and Training), in the reorganized Personnel office, for the establishment of a centralized casual workers service, through which all requests for casual workers would be submitted to that office and, after ensuring the necessary financial provision, be filled by that office. Through this service, a registry of casual workers would be developed and maintained, including especially University of Winnipeg students who are interested in such work opportunities. Further, as much as possible of the funding available for the employment of casual workers would be integrated into a centralized fund administered by that office and its Director would have responsibility for seeking further funding from the various federal and provincial employment support programs that may be available from time to time.
- (12) Future of PBAC - My Advisory Committee on Budget and Planning has been very helpful to me over the past three years, initially

in suggesting areas where economies could be gained and cutbacks made, and more recently in advising on the allocation of our redressment grant. With those tasks now accomplished for the next year or so, and with a ten-year strategic plan scheduled for completion next winter, I am inclined to concur with the Committee's suggestion regarding its own future by not reactivating it immediately. Rather, I recommend that our new Vice-President (Administration) be asked, as soon as possible after assuming that position, to propose the kind of approaches to financial planning and budget development that he or she thinks would be most appropriate for this University at that time.

There are other recommendations in the Advisory Committee's report that should be considered for implementation as soon as the necessary funds can be made available, including the addition of an administrative assistant in the Controller's Office and the physical provision for the Rupertsland Research Centre (if approved by Senate).

In conclusion, while it will probably never be possible for us to support all of the important programs, services, and facilities that the University would like to provide, it is my view that the allocations recommended above respond to our highest priority needs and aspirations as fully as currently anticipated resources permit.



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Appendices (5)