

THE UNIVERSITY OF WINNIPEG: THE PAST EIGHT YEARS

University of Winnipeg President Robin Farquhar will present his year-end report to the Annual Meeting of the Board of Regents, June 26, 1989. The following are excerpts from the report. Because this year is my last as President of The University of Winnipeg, it seems appropriate in my final annual report to consider what has transpired at the University during the entire period of my tenure here. Thus, I shall endeavour first to describe some of the major developments that have occurred since I arrived on September 1, 1981, and I shall then indulge in some reflecting on the institution's evolution over these eight years. My comments, of course, will be subjective and expressive of my personal views about what has taken place, what is important, and what it means for The University of Winnipeg.

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THE UNIVERSITY OF WINNIPEG

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This was a good institution at the beginning of the 1980s, thanks to the fine work of my two predecessors as President. It was academically respectable, growing in size and recognition, and progressing well in the transition from a quite narrowly defined private college to a more complex and comprehensive public university. That evolution has continued during the '80's and, in fact, it has probably accelerated in response to externally driven demands and internally determined imperatives - phenomena which I have discussed in previous annual reports. A lot can happen in eight years and, in attempting to describe the happenings here, I shall report first some quantitative indicators and then provide a more qualitative summary.

Quantitative

Numerical data can yield incomplete descriptions that are subject to possible bias in both selection and interpretation. They may, however, contribute to one's understanding by revealing apparent trends, priorities,



President Robin Farquhar: "The evolution has continued during the '80's."

and causes for concern or satisfaction. Toward those ends, the quantitative information in the box on the next page may be of interest (the figures in the "now" column are the most recently available and those in the "then" column are for eight years earlier).

The factors included in this display are neither comprehensive in scope nor systematic in selection, but they are ones for which comparative figures are available (data on support staff, for example, are regrettably unavailable for

eight years ago) and they do have some indicative and evocative value. For example, among the highlights one may observe are the following:

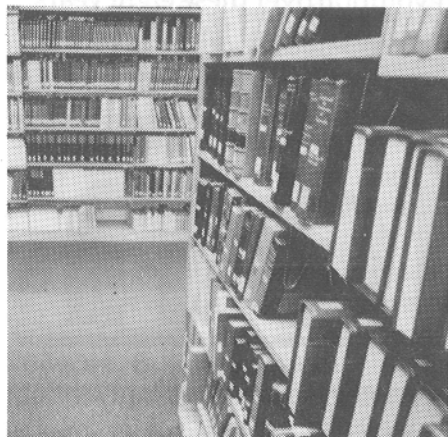
(1) There has been significant growth in all the indicators listed except for Collegiate tuition revenue as a percentage of total revenue, which has fallen; this is in sharp contrast to the same indicator at the University level where tuition has risen at a considerably faster rate than has the Universities Grants Commission grant (although the tuition figures for Arts, Science, and Education do not yield a completely fair comparison because the current figures include supplementary course service fees whereas those of eight years ago do not include the various fees which have since been amalgamated and replaced by course service fees).

(2) The most dramatic growth has been in Continuing Education where our present problem of rising expenditures outpacing income increases suggests that we may have been overly ambitious in the aggressiveness of our programming.

(3) Increases in the number of faculty have kept pace reasonably

well with enrollment growth in both the Collegiate and the University.

(4) The number of course sections has increased more than has the number of faculty in both the Collegiate and the University, which may suggest that we have allowed our academic programming to proliferate somewhat beyond our resource capability.



The library

(5) The growth in our Library budget far exceeds that of our Library holdings, which suggests the possibility that a higher priority has been accorded within the Library to improvements in such features as automation and services than to the acquisition of books and periodicals.



Research has grown in importance at the University.

(6) The growing importance of research is suggested by the significant increases in Centres, Institutes and external funds for that function.

Collegiate	Then	Now	% Change
Operating Budget	\$877,000	\$1,639,000	86.9
Tuition Fees per Course	\$200	\$325	62.5
Tuition Revenue			
as % of Total	75.7%	55.6%	-26.6
Revenue Enrollment - Credits	2,506	3,287	31.2
- full-time Students	506	610	20.5
Government Grant	\$146,949	\$588,919	300.8
Government Grant per Student	\$435	\$1,240	185.1
Number of Faculty	17	20	17.6

University (Arts, Science, Education, and Theology)

Operating Budget	\$12,748,000	\$26,527,000	108.1
Tuition Fees per Course			
- Arts and Education	\$123	\$259	110.6
- Science	\$123	\$302	145.5
- Theology	\$200	\$400	100.0
Tuition Revenue			
as % of Total Revenue	18%	23%	27.8
Enrollment			
- Arts, Science, and Education (f-t)	2,392	2,752	15.0
- Arts, Science, and Education (p-t)	5,380	6,736	25.2
- Theology (f-t)	2	9	350.0
- Theology (p-t)	84	131	55.9
- Total	7,858	9,628	22.5
- Total full-time	4,306	5,164	19.9
U.G.C. Grant	\$10,026,400	\$19,104,864	90.5
U.G.C. Grant per Student	\$2,328	\$3,699	58.9
Number of Faculty (f-t)	174	212	21.8
Number of Course Sections	692	877	26.7

Other

Number of Library Holdings	344,114	458,778	33.3
Library Budget	\$1,042,338	\$1,999,230	91.9
Internal Research Funds	\$48,047	\$68,505	42.6
External Research Funds	\$578,143	\$1,146,000	98.2
Total Research Funds	\$626,190	\$1,214,505	93.9
External Funds			
for Other Academic Purposes	0	\$809,838	--
Value of Annual Gifts	\$375,154	\$1,300,000 (est)	246.5
Accumulated Trust Funds	\$4,433,621	\$6,677,000 (est)	50.6
Total Assets	\$59,915,470	\$74,333,000	24.1
Continuing Education - Total Income	\$130,866	\$1,346,385	928.8
- Total Expenses	\$86,202	\$1,523,842	1,667.8
- Non-credit Courses	25	461	1,744.0
- Non-credit Registrations	224	4,875	2,076.3
- Hours of Instruction	772	9,678	1,153.6
Number of Buildings Used	9	12	33.3
Square Footage of Plant in Use	628,000	760,000	21.0
Number of Centres and Institutes	3	6	100.0
Accumulated Number of			
C.I.A.U Championships	6	14	133.3
Number of Degrees			
Awarded Annually	770	935	21.4

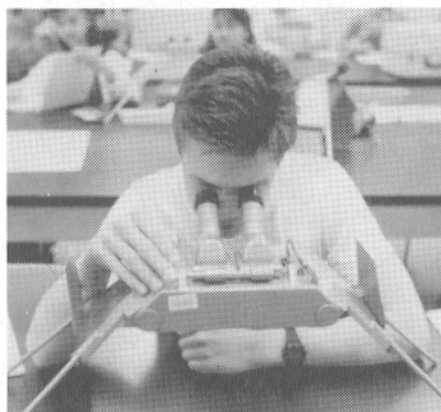
Different observers will view different indicators as noteworthy, but the above comments are sufficient for illustrative purposes and one may conclude from them in general that there has been substantial growth over the past eight years in virtually all dimensions of the University's operation (budget, enrollment, personnel, facilities, assets, graduates, etc.), that we are relying to an increasing degree on external funds (i.e., additional to U.G.C. grants and tuition fees) to fulfill our inevitably expanding mandate, and that our evolution toward full university status is demonstrated by the considerable escalation of our research and community service functions without an apparent decline in the quality of our traditional role as a teaching college (cf. such indicators as student/faculty ratio and Library budget). We are certainly a larger and more complex and comprehensive institution than we were eight years ago. I believe that this development has been necessary (in fact, virtually unavoidable) and that, on balance, we are a better university as a result of it.

Qualitative

While numbers can be revealing and helpful as a means of identifying progress and problems, they by no means tell the whole story. Probably more important in describing an institution's evolution over a period of time are the qualitative indicators of developments that have taken place. Those outlined below are among the more important at The University of Winnipeg during the past eight years.

With respect to academic developments, we have approved and implemented a Four-Year B.A., a Four-Year B.Sc. in Geography, a Four-Year Program in Urban Studies, a Major in Business Computing, a Major in Women's Studies, Honours Programs in Theatre with Specialization in Dance and in Theatre and Drama; and there are other new programs that have been approved by Senate but not yet funded for implementa-

tion by the Universities Grants Commission - such as Museology, Communication Disorders, and a B.Ed. Specialization in Native Languages. Others now in the final stages of development are new programs in Conflict Resolution Studies, Social and Economic Development Studies, and Urban Planning. We also inaugurated our first Co-op Program, in Chemistry, and we hope that more will follow in other disciplines. We have introduced the Writing Program and new programs in Child Care and Family



An annual Enrichment Mini-Program for gifted high-school students was introduced.

Counselling. We established a Department of Theatre and Drama, extended our German Department's domain to Germanic Studies and our French Department's scope to include Italian and Portuguese as well, and we obtained funding to establish new Chairs in German-Canadian Studies and in Women's Studies. We also extended the faculty advising system in Arts and Science and inaugurated an Honour Society for the most promising undergraduate students in that Faculty.

There has been substantial growth and diversification of graduate, clinical, and continuing education programs in Theology (both on- and off-campus) and that Faculty has created a consortium of teaching institutions contributing to its re-designed M. Div. program. In the Collegiate, new French-language and Native Studies programs were introduced, among other things.

Programs and services were expanded in Continuing Education, the

Institute of Urban Studies, the Interfaith Pastoral Institute, and the Western Canada Pictorial Index; and we established the Rupert's Land Research Centre, the Manitoba Multicultural Resources Centre, and the Mennonite Studies Centre (which, with the support of the Dr. David Friesen Family Foundation, has recently been formalized as Menno Simons College, officially affiliated with The University of Winnipeg). Teaching programs were introduced at the Peguis Indian Reserve and Stony Mountain Institute, and a joint protocol was approved for increased cooperation with Red River Community College. We introduced the highly successful annual Enrichment Mini-Program on campus for talented secondary school students from across the province, and a variety of international programs were developed with a number of countries including France, Egypt, Hong Kong, Israel, Italy, Malaysia, Peru, Portugal, and the U.K.

Many of these academic developments were fostered by the work of President's Task Forces on Student Accessibility, Academic Directions, Library Acquisitions, and Student Recruitment.

In regard to administrative developments, we integrated, both organizationally and financially, the Faculty of Theology into the University as a whole. We established a President's Budget Advisory Committee, a Senior Administrators Group, and various bodies to coordinate our increasingly complex labour relations activities. Several valuable new Offices were formed, such as those of the Vice-President (Academic) including the Research Administration and International Liaison functions, Employee Relations, University Secretary, University Relations including the Development function for fundraising purposes (thanks to the generosity of the Winnipeg Foundation), Community Liaison in the Athletic Centre, and Internal Auditor (we have at last been advised by the provincial auditor that all of the concerns historically raised by him have now been satisfactorily resolved). We also

reviewed and revised the organizational arrangements for our various Centres and Institutes.

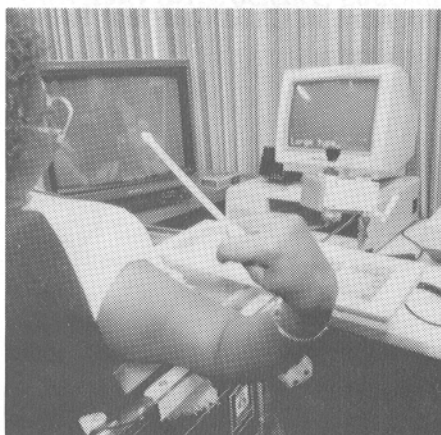
In addition, we rationalized our personnel policies and practices (through negotiation of first and subsequent Collective Agreements with faculty and support staff, development of a complete job classification system for support staff and of a salary administration policy for out-of-scope employees, and implementation of provincially mandated pay equity), and we introduced significant improvements in our pension plan as well as establishing an early retirement policy. It is noteworthy that, during almost nine years of unionization, we have never had a dispute that had to be resolved by an external arbitrator.

A two-part structure for student fees was created which rendered these charges more visible, rational, equitable, and comparable with those at the University of Manitoba, and improvements were made in the financial controls, integration, and value of various entrance scholarships and other student awards programs. The Board By-Laws and committee structures were substantially revised, the Senate organization was improved, and the General Faculty Council was replaced by a more comprehensive and better rationalized Staff and Faculty Forum. Emanating from these and other bodies were numerous new policies that were approved in such areas as fine art collection, smoking, travel, sexual harassment, racism, and conflict-of-interest; and we have created and distributed a University of Winnipeg Administrative Policy Manual with an updating system to provide easy reference to them and others that will follow.

The potential of new technologies was exploited through the installation of word processors, FAX, micro-computing, upgrading and expansion of our mainframe capabilities, a vastly improved security system, a modern telephone network, and a telephone registration system (thanks to the generosity of Comcheg). We also introduced substantial Library automation and im-

proved our Library capacity through compact shelving. And we developed contemporary management information and records management systems, a sophisticated new registration system, greater decentralization of budgetary responsibility, a contract administration policy, an internal charge-back mechanism, and improved systems for allocating costs to ancillary and auxiliary operations.

Concerning other developments,



The Nathan Micay Learning Resource Centre was established for visually impaired students.

there has been progress on a wide range of fronts (much of it, and of that summarized above, guided by a carefully crafted and comprehensive ten-year planning document which was approved by our Senate and Board). Our former Chancellor, Dr. Rod Hunter, funded the establishment of an annual Chancellors' Lecture Series (humanities) to complement the Bonnycastle (social sciences) and Laird (natural sciences) Lectures. The Rogers Award for Excellence in Research and Scholarship and the Atchison Award for Excellence in Community Service were inaugurated (thanks to gifts by Dr. Arnold Rogers and Investors, respectively) to complement the Robson Award for Excellence in Teaching, and they will soon be supplemented by the Board's generous establishment of the Farquhar Award for Excellence in Contributing to Self-Governance. Substantial expansion of funded scholarships also became possible, especially through the generosity of The Univer-

sity of Winnipeg Women's Auxiliary, Dr. Arnold Rogers, Sir William Stephenson, our Alumni, and other individuals. A much expanded on-campus and off-campus presence in music and art was realized. And we became the leading Canadian institution in founding an international network of senior administrators in urban universities.

Improvements were made in our arrangements for health services, research ethics, and animal care; and significant advances took place in workplace safety and health on campus and in our capacity to accommodate the needs of students and others with various disabilities. In the latter regard we established, for example, a Learning Resource Centre for the visually impaired, thanks to the generosity of the Nathan Micay Foundation.

Financially, we were successful in convincing the U.G.C. to provide us with an exceptional grant to redress our under-funding relative to Manitoba's other universities and a special anniversary matching grant as part of the Manitoba Universities Development Fund. Our assets have grown through some expansion of our property by purchasing all but one house on Spence Street between the CBC complex and Ellice Avenue and the Gladstone apartment building to the immediate north of our present campus; we have also been able to rent research space in the Canadian Institute of Industrial Technology on Ellice Avenue and training space for Continuing Education at 491 Portage Avenue. And there has been considerable construction and renovation of facilities at the University - the new Athletic Centre, MacNamara Hall (including day care centres, the Mennonite Studies Centre, Employee Relations, and academic offices), Bookstore and Cafeteria expansions, Continuing Education Training Centre, student services (Admissions, Counselling, and Records), Interfaith Pastoral Institute, Rupert's Land Research Centre, Manitoba Multicultural Resources Centre, Facilities Planning Office, Technical Services, Writing Centre, Library

study areas, Computer Centre, Controller's Office, Vice-President (Academic) and Library Administration complex, art gallery, and language laboratory (thanks to the generosity of Sony) - some of these developments being made possible by the decision to gradually phase our residences out of Graham and Sparling Halls. These and other advances have been facilitated in part by our multi-million dollar fund-raising campaign (which has not yet met its goal but has certainly raised far more money for the University, including the matching funds it generated, than in the entire 100-plus years of the institution's prior existence).

The highly successful Chancellor's Forum was inaugurated to link our academic expertise with the interests of corporate and professional leaders in the community, and we developed closer relationships with the United Church of Canada (especially the Manitoba and Northwestern Ontario Conference). In a related vein, there has been significant expansion and improvement of our methods and media for communication, both on-campus and off-campus, and a notable increase in special events (e.g., two Homecomings, three National Universities' Weeks, and a 50th/100th Anniversary Celebration including publication of a very substantial commemorative *University of Winnipeg Journal*, among many other things).

With regard to graduation, we introduced an Address to the Graduands and a reduction in the number of Honorary Degrees awarded at our Convocations, and we discontinued the Baccalaureate Service because of embarrassingly low interest. The Alumni Association succeeded in expanding and elaborating its roles, reorganizing its Council structure, generating better focus and greater impact of its activities (e.g., Alumni Green), and establishing branches in several major Canadian cities and Hong Kong. And in Inter-university Athletics, we eliminated our most expensive team which made it possible for our four remaining teams to pursue excellence with a degree of

success that was unprecedented here and unmatched elsewhere.

Thus, there has been considerable activity at The University of Winnipeg over the past eight years.

Reflections

With all of these various developments, one might well wonder if there has been any meaningful focus or direction to the University's evolution during the period under review. I believe that there has and that it is reflected in the following major objectives that have guided our initiatives and about which I have been explicit on numerous occasions with many audiences both internal and external to the institution:

- (1) **to maintain academic quality and vitality**, which has caused us to place restrictions on class sizes, introduce the Writing Program, expand our research operation, inject substantial additional funds into the Library's acquisitions budget, recruit new faculty members with great care, apply high standards in making promotion decisions, and improve our scholarship programs, among other things;
- (2) **to increase accessibility and responsiveness**, which has led to better provisions for meeting the needs of disabled students, broadening and strengthening our Continuing Education offerings, introducing new programs with the needs of employers in mind, enlarging and upgrading our group of centres and institutes, launching the ambitious work of the President's Task Force on Student Accessibility, introducing the Chancellors' Forum, and numerous other initiatives;
- (3) **to relate more closely to our urban, multicultural community** and do so in ways that draw on the strengths of our liberal education core and that show leadership among city-based academic institutions;
- (4) **to raise the public profile of the University** - locally, nationally, and internationally - as a high-quality multi-talented academic resource that compares well with other good Canadian universities, cares thoughtfully

about the community that supports it, is a good employer, and manages itself effectively and efficiently;

- (5) **to reduce the geographic, cultural, and aspirational insularity of the University** by expansion of our objectives and self-concept beyond basic research and teaching and by extension of our scope beyond the borders of Manitoba and Canada; and
- (6) **to survive financially**, which clearly has required an elaboration of efforts to generate resources from non-traditional sources (which we undertook only on the conditions that such activities were appropriate to our expertise and mission as a university, were helpful to others and best done by us, and did not detract from our ability to perform our core functions but preferably added to that ability).

I inherited an institution of good academic quality that was continuing its evolution from a private college to a public university, and I hope that through pursuing the above objectives this evolution has progressed in positive directions.

On occasion, I hear the concern that our image is "fuzzy." I would not disagree, and I would argue that this is inevitable. A good university must be many things to many people, and thus it will be perceived differently by different viewers depending on their particular interests and associations with the institution. The unavoidable result of this is a lack of consistency and clarity among the various ways in which the University is perceived by the multitude of different individuals and groups who view it from their diverse perspectives. While this "fuzziness" may frustrate those who would like to see a singular image of the institution projected, it is inherent except in a single-purpose operation - which a good university emphatically is not and which The University of Winnipeg should not strive to be. What is required, rather, is a concerted effort to highlight as many as possible of the commendable functions, activities, and achievements of our necessarily complex organization, an effort undertaken by all who are associated with it and not relegated

solely to a particular office or two in the central administration.

Notwithstanding the above, I believe that we are generally seen quite clearly as an "alternative" university which focuses primarily upon liberal education, with high academic standards (reflected particularly in excellent teaching) and a deep and historic concern for improving the quality of life in our urban community. Vague as this widespread view of us may be, I submit that it is more lucid and distinctive than the public images one might identify for the vast majority of provincial universities in Canada.

As I reflect on my experience here, I am struck by certain satisfactions, disappointments, and challenges that will remain in mind. Probably my greatest source of satisfaction is our Athletic Centre - perhaps because approval for its construction (with all capital and operating costs borne by the provincial government) came during my first year here and required a tremendous lobbying effort, perhaps because it is a beautiful and well-built addition to our physical campus, perhaps because it is highly functional and adaptable in its uses, perhaps because of its award-winning contribution to our interest in community access, and perhaps especially because it represented both a physical and conceptual "leap" beyond the single city block within which we had been constrained for the previous century of our existence. Some of the other major satisfactions that I feel include particular achievements among our recent academic developments (notably the Writing Program, the child care initiative, and the establishment of Menno Simons College in formal affiliation with the University), the development of a fully-legitimated ten-year planning document that portrays us as becoming a "grown-up" university, the enhancement of our community relations, the establishment of an international presence, the closer integration of our Theology Faculty and Collegiate Division into the regular operations of the University, and our success in obtaining from the U.G.C. an exceptional redressment grant and a special anniversary grant which have helped us to survive financially. I also take particular pride in the strength of both the academic and non-academic members of the administrative team with which I

have been fortunate enough to work here.

In terms of major disappointments, there have been far fewer of them than of satisfactions. My main disappointment is that I will leave an institution that I have come to know, love, and respect, along with a group of friends and colleagues for whom I have tremendous admiration and affection. I also regret that I won't be here to enjoy observing and participating in the fruition of some of the initiatives we have taken over the past few years - such as the expansion, integration, and beautification of our campus as a result of the



Dr. Farquhar: "Probably my greatest source of satisfaction is our Athletic Centre."

fund-raising campaign's success (including the anticipated gift from the City of the Spence Street segment between the two parts of our campus), the implementation of recommendations from my Task Force on Student Accessibility, and the growth to full potential of Menno Simons College and our new centres and institutes. I'm sorry that the idea of establishing a Faculty of Applied Studies has not yet drawn sufficient support to justify proceeding with its development, and I remain convinced that it would be an appropriate organizational model here which could help us maintain a respectable "market share" of good student entering the universities in Manitoba. I'm also disappointed that, despite active lobbying with five successive Ministers of Education, the Government of Manitoba has still not tabled a University of Winnipeg Act for legislation; I believe that the reasons for this delay are beyond our control and have no relationship to the government's commitment to the

University's continued existence, which I do not doubt.

With respect to challenges, I think the primary one will be to maintain our financial survival without destroying the quality, accessibility, and academic vitality of the University; most current indications are that this will become even tougher in the years immediately ahead. A related challenge will be to extend the work reflected in *A Proud Tradition Continues* by a thorough and concerted approach to strategic planning which will guide us through the 1990s into the next century. And perhaps the University's most fundamental challenge will be to find an appropriate balance between the valued commitment to basic liberal education and the growing need for entrepreneurial endeavours: I am convinced that this institution must further reduce its cultural insularity; the "big bad world" outside should be viewed not as a threat to our prized institutional autonomy, academic freedom, and intellectual integrity, but rather as an opportunity to employ those features in ways that will strengthen us and help others.

In conclusion, I am proud of what The University of Winnipeg has become. It could be better (and I am confident that it will become so under the leadership of my successor) but I believe that its progress has continued in positive directions over the past few years. To the extent that this view is shared by others, I would insist that the credit be placed where it properly belongs - with our faculty and staff, with our students and alumni, with our Board members and community supporters, and especially with my colleagues in the administration whose great ideas and hard work are what really caused the good things to happen. I also wish to acknowledge my gratitude for the strong collegial support I have received from my fellow Presidents in Manitoba's other universities, especially Arnold Naimark who has been in place with me for the duration.

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It has been a pleasure and a privilege to serve this fine University.