

# *in edition*

MAY 28, 1993

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## **The State of the University**

*The following is the text of the "State of the University" message that President Marsha Hanen delivered to the staff and faculty on May 5, 1993.*

This is the first occasion on which I have had the opportunity to say how much I appreciate the fact that many of you participated in the recent presidential review, and that some of you spoke to me or wrote to me either during or following the process. I appreciate the University's confidence, and I want to assure you that I shall do my very best to continue to develop the vision that I believe we share.

The context in which I say this is, I think it is fair to say, not the one any of us would have chosen. Indeed, more than a few people have asked me whether I would still have been willing to undertake a second term had I known, last fall when I had to make the decision, what was about to transpire in relation to our funding. The funding issue is, for me, the greatest frustration of my presidency; but I believe that we have embarked on a course of action in relation to our future that is appropriate, and that needs to be consolidated, and it is this to which I plan to devote a great deal of my attention over the next few years.

### **Financial Situation Impacts on University**

Much of what has transpired in this province in relation to our financial situation is unprecedented, at least in recent years. The ways in which this is so are generally well known, but it may be worthwhile for me to say a few words about one kind of impact this has had in our University.

Senior administration in almost any organization always has an element of crisis management attached to it, but this year that element has taken on much larger proportions

than heretofore. Specifically, ever since the announcement of the appointment of the Universities Education Review Commission, there has been a constant series of requirements for response. Some have been rather positive, such as the need to prepare our brief for the commission; others have been less so, such as the need to deal with funding reductions and related constraints, with little or no room for considering alternatives.

I was struck the other day by the Statistics Canada indication that the current recession is over, and the fact that they date its beginning from April 1, 1990, exactly six months after I took office. I trust there is nothing causal in that, but the realization of the timing brought home to me one of the reasons that the financial situation has been such a constant drain on our time and energies.

The broader economic context also makes it clear why we are so aware of the similarity of our situation to what has occurred in other countries - in the UK, in Australia and in New Zealand - and what is occurring now in other provinces. The issue of government debt seems to have captured the imagination, not only of governments and the business community, but of substantial portions of the public as well. This is not, of course, to say that everyone believes that the approach of current governments, whether of the right or of the left, is the correct one, but only that the issues that are leading to increasingly difficult funding situations for universities in our province appear to be as pervasive as is the approach of a variety of governments to those issues.

The frustration that I feel, and that I communicated to the Presidential Review Committee, about the funding situation is, I am certain, shared by most of you, particularly when all of our lobbying, meeting with

# Special

The UNIVERSITY  
of WINNIPEG

government people, letter writing and presentation of clear and accurate information appears to have little effect. Indeed, I would venture to say that the present course is well established and, because we share the misery with so many individuals and groups, it is even less possible now to generate public sympathy or government attention for us than it would be if so many were not suffering. I say this not to be pessimistic, but to provide you with what I think is a realistic assessment of the current situation.

Along with the focus on deficit reduction that appears to have captured both the rhetoric and the decision-making of governments, I suspect we all perceive another aspect to the current funding



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realities. This relates to the move of governments in many places to play a more direct role than ever before in decision-making in those areas where they provide funds. The representation of government involvement as being at arm's length no longer applies in many places, and the justification seems to be quite straightforwardly that payers of pipers get to call tunes. Here in Manitoba, the role of the Universities Grants Commission has become much more directly tied to government over the past few years, and we have seen this very clearly in the last three or four months.

Symptomatic of the environment in which decisions are being made is the provincial government announcement on May 4 that Manitoba will no longer provide bursaries for students with financial need. It seems that, in future,

students who had qualified for bursaries will have only loans available to them. A similar announcement had earlier been made in Ontario.

This change, added to the proposed changes to the Canada Student Loan Program, to which many of us have been voicing strenuous objections, may well create additional hardships for many of our students. To my knowledge, no-one in our university was informed prior to the public announcement. I myself learned about it from a *Winnipeg Free Press* story on May 5.

I think it is important for you to know that I do not take the fact (if it is a fact) that the government's general course appears to be set for the next few years as a reason not to continue our efforts on behalf of our university and higher education in Manitoba more generally. In the past month alone, I have written letters to the UGC and to the Roblin Commission concerning our funding, have had a lengthy meeting with the executive director of the UGC, have met twice with my colleague Manitoba university presidents on these issues, and have taken the opportunity to discuss these issues with two members of the Roblin Commission.

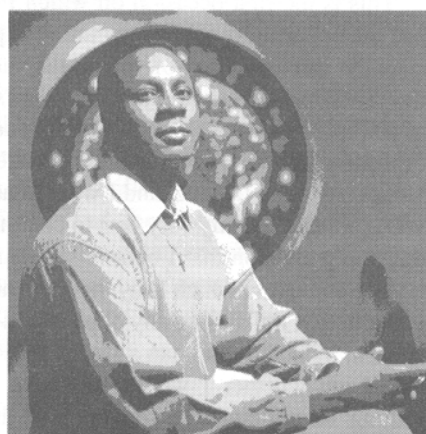
This does not count the various interactions that other members of the administration have had with staff of the Grants Commission, or discussions that some of us and members of our Board of Regents have had with members of the government. It is my belief that this kind of activity must be ongoing, and that this is the way to bring about special recognition of, and attention to, particular needs that we have, even during periods of general restraint.

### **Communication Needs to be Enhanced**

I also believe that we must not allow the current realities to make us despondent. The morale of faculty, staff and students is a matter of great importance to me, and I would like to request your continuing help in trying to maintain that morale, and in continuing to develop in the directions we have set for ourselves. In order to do that, it is clear to me that we must all work as hard as we

can to enhance communication within the University.

Communication is one of those things of which we can never have enough, and any time there is a failure or a perceived failure of communication, it will seem as though those in positions of responsibility or decision-making are not paying attention to this imperative. You have all heard me say more than once that communication is a two-way street, and that responsibility for making it work must be shared. That means more than just passing on rumours. It means conveying information to colleagues that you receive by virtue of serving on committees or projects, as long as it is not confidential. It also means conveying to those of us who might be in a position to act whatever



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3rd year Master of Divinity Program  
Faculty of Theology

information we need as a basis for acting.

That said, I want to focus on what I take to be my own responsibility for communication and maintaining morale during these next difficult months, and to tell you a few things that I propose to do. First, of course, there is today's meeting.

Second, I have decided that it may be helpful if I make myself available in an informal setting on a few occasions in May when anyone can come and chat with me about any university matter where you may have questions, or concerns, or advice to offer.

If there appears to be a need to continue this arrangement after the end of May, I shall certainly consider doing so; and I shall institute a similar process again in future, whenever the need arises.

## **A Revised Budgeting Process**

Although I do not wish to lay disproportionate stress on issues of funding and budgeting, I think there is little doubt that those matters will occupy a very central place in all of our concerns for the foreseeable future. We have taken steps this year toward a revised process for budgeting, involving an advisory committee in helping us to determine the overall budget to be taken to the Finance Committee and the Board of Regents at the end of May.

We have worked with the budget within large envelopes, or under overall headings, both on the expenditure side and on the income side, rather than attempting to lay down line item budgets for any unit. That job is left to those managing the units, although within certain overall guidelines. Before dealing with the numbers themselves, we developed a set of principles on which all members of the Budget Advisory Committee were able to agree. These will be tabled along with the budget itself, when it goes to the Board of Regents, in order that the decisions we are recommending can be, as much as possible, placed within a context.

On May 4 the Budget Advisory Committee met to review the overall determinations being recommended by the administration, and to discuss the reasons behind these recommendations and consider alternatives. We have been attempting to gauge the impact of the budget we are proposing, and will make adjustments. The budget that goes to the Board this year will be annotated, providing explanations for certain decisions, and tying them to ongoing planning, and/or to policies approved by the Board. This should make both the process and the result more transparent than ever before.

In addition to the work of the advisory committee, the Dean of Arts and Science has, on several occasions, discussed the Arts and Science budget in detail with all Department Chairs, in an effort both to provide as open a process as possible, and to clarify budget details for a large number of people. Similar activities go on in some other parts of the University, and I am hopeful that this way of doing budgeting within units will

become commonplace before too long. As well, we have ensured that the Council of Deans and Vice-Presidents, which includes all Deans, Associate Deans, the University Librarian, and Directors of Employee Relations and University Relations, have been kept informed about the overall budget.

## **New Planning and Budgeting Committee To Be Created**

The next step I wish to institute is a University Planning and Budgeting Committee, to begin work next fall. This committee will have the responsibility of advising on university-wide budgeting and priority setting, using the work of the Academic Planning Committee,



*Cassandra Yip  
3rd year Theatre and Drama*

Senate, and appropriate Board committees. It will replace the Budget Advisory Committee, which has been an interim arrangement for this year, and will take the place of two separate committees - one for planning and one for budgeting - recommended in the Futures Report. The committee will be asked to bring together academic, space and financial planning into an integral whole, in order that we make decisions based on clear priorities, on doing things in the best possible way, on providing sufficient resources to do whatever we decide we can and wish to do, on avoiding duplication within the University, and so on.

The Planning and Budget Committee will have membership from different constituencies within the University, some elected and some appointed, in

order to ensure that the committee has access to all appropriate information. There will be two-year staggered terms, to preserve continuity while avoiding entrenching individuals on the committee for very lengthy terms. Of the first set of non-administrative members, half will serve for one year, and half for two years. In my view, the more people who come to understand the budget in a deep way, and the various considerations that go into setting priorities across an institution as large as this one, the better the job we can do, and the more likely it is that we will all be working together toward shared goals.

The new committee will have responsibility for ongoing planning, and I hope to have the membership in place by the end of June. Its mandate will run from September through August, and will include, but not be limited to, advising on both the annual operating and capital budgets for 1994-95, and the Estimates that we will have to prepare for government for the 1995-96 budget. Each year's committee will have a similar mandate relating to subsequent years.

## **Emphasis to be Placed on Three Areas**

Our financial situation is difficult; that much is clear to all of us. In that, we are not different from other public sector organizations throughout most of Canada. I still believe, as I have for some time, that we are in a better position than many because of our comprehensive and ongoing planning processes and because we are so relatively focused and have such a clear understanding of our overall resources. In addition to continuing to make our case to government, both in general and with respect to specific issues, I believe there are three areas in which we must place our emphasis over the next couple of years.

The first is **academic planning**, and all that goes with it. We must continue on the path of curriculum review that we have begun, and decide in very clear terms just what should be the shape of our academic programs over the next five to 10 years. The second thing we must do is to **integrate our academic**

**planning with financial planning**, so as to be able to implement, in priority order, those things we think it most important that we do. We cannot dig in our heels and say we wish to maintain the status quo. For one thing, the resources to meet the ever increasing cost of doing that will not be available. For another, change is an ongoing process within any university, and our university has always met the challenges that changing environments bring. The real question is what kind of change is right for our university, and how we can use that change to provide improved programs and services to students, and an improved working environment for our employees.

We have, for some time, been involved in change along these lines, and it may be helpful if I outline a few of the next steps I believe we need to take to move this process forward. We shall soon be releasing an update on the implementation of the Futures Report, in order both to chart our progress, and to clarify for the entire University community just what has taken place to date. We have been using our mission statement to drive planning and budgeting, but I believe it would now be appropriate for us to develop more specific goals and objectives, consistent with our mission and the principles we have espoused. Along with this, we need an outline of initiatives designed to meet those goals and objectives. This should be done through both the Academic Planning Committee, and the new Planning and Budget Committee.

The third thing we must do is **direct more attention to increasing revenues independently of our government grant**. This means not only continuing to think of imaginative ways of offering courses and programs that will generate profit for us, especially during times when our space is not fully utilized, but also reviewing some of what we now do and asking whether it can be done in such a way as to generate some funds, or whether something else might be done in its place that would do so. Such examination is difficult and sometimes even painful, but we must face it sooner rather than later. One example of what I have in mind here is my recent trip to

Asia, supported by a program within the Academic Relations Division of the Department of External Affairs, the purpose of which was to discuss some possible international contracts that have the potential to accomplish the goals I have just outlined. There will be a continuing need for various people to do this sort of work from time to time, but always within agreed goals and priorities.

The other aspect of revenue production is fund raising, and I believe that we must now move to enhance what we are doing in that area quite considerably. The full report on fund raising over the past five years, including the Silver Jubilee and Strengthening the Links Campaigns, will be available shortly, and



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Post-graduate researcher in  
organometallic lab*

will be shared throughout the University, as well as with the public. I believe that we must next move to detailed planning for another campaign, to commence within the next couple of years. We must decide what are our highest priorities for fund raising, prepare our case, and put in place the personnel and committees to ensure success.

Many of you will have ideas about what most needs to be done and how it should be done. Some of you will be willing to undertake background work and writing; others will be willing to chair or serve on committees internal to the University; some of you will be willing to work on programs in relation to alumni, parents, or planned giving; some will be able to help spe-

cifically with letter writing or telephone contacts; and still others may be willing and able to assist in relation to corporate or foundation or individual segments of a campaign. In due course I will be sending a questionnaire throughout the University designed to help us to identify ideas and persons who can help.

As examples of ways in which faculty and staff can participate, many of you maintain contact with former students, or have information which could be useful in identifying potential volunteers, or contributors. As well, I am sure everyone realizes that our success in raising funds from our external supporters is directly affected by the perception people have of the extent to which our own faculty and staff support those efforts. This is something to which we must all give our attention, and there are ways in which we can facilitate participation, such as by providing for payroll deduction for our appeals.

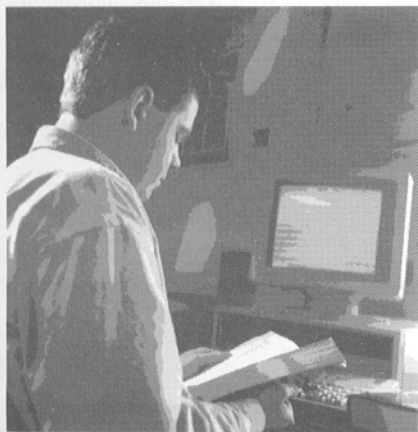
### **Work Week Reduction Applied**

Before I go on to other matters, I want to say a few words regarding the issue of work week reduction, about which we are in consultation with our bargaining units at the present time. As I believe you all know, the Minister of Education, Rosemary Vodrey indicated to us when she announced the operating grant a little over two months ago, that she would be expecting the universities to implement some form of the arrangement that the government was imposing upon its employees. Since then, we have had the enabling legislation, and a direct question from the UGC as to how we would be implementing this. Members of the administration have thought long and hard about this matter, and we have determined that, for reasons connected to our future funding, it is necessary that we apply the work week reduction along with the other universities.

The matter is, I suppose, essentially political, and it is a judgment call. Once we had reached consensus that this was necessary, we endeavoured to find a way to implement it that would mini-

mize the negative consequences to our staff, and maximize the positive ones, by providing days off that would allow for long weekends, by ensuring that benefits and base salaries would not be affected, and by ensuring that the pay reduction would in no case involve more than one day in any month. The consultations that will now be taking place are intended to provide an opportunity for questions to be asked and answered, and for suggestions to be made and explored. Acknowledging that none of us would have wished it necessary to proceed in this way, I think we need to approach these consultations with a view to making the best of the situation, or, at least, minimizing the worst.

We also intend that the funds thus generated will be used not simply to



*Tim Simpson*  
2nd year Political Science

balance the budget, but rather to allow the University to do a few of the things that we all know we need to do, but for which there is otherwise no money available. For example, we think it important to bring the Library Endowment to the one million dollar level, and to commit to drawing an annual sum representing perhaps 4 per cent of the principal, with the remainder of the income being capitalized to safeguard the endowment over the long term. The funds would be specifically for acquisitions, and could begin as of the April 1994 budget. Of course, we will also want to encourage continuing contributions to the endowment, so that the amount available annually can rise appropriately. Two other examples of worthwhile uses for such funds are the

enhancement of technology, and increased professional development, including teaching. To place matters in some perspective, we have recently heard about projected 5 per cent salary cuts in one province, and budget reductions of 20 per cent over five years in another. Just what will come to pass in these jurisdictions is not clear, but these things are in the wind, and provincial governments are talking to one another, as never before.

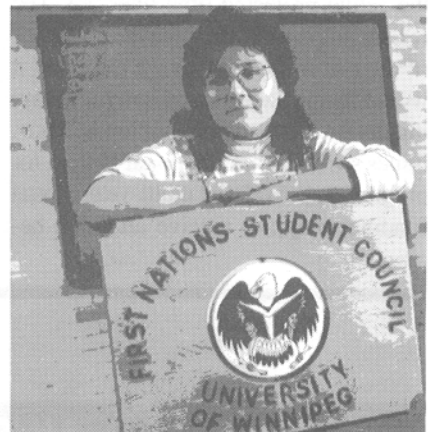
### **Concerns about Surcharge on Visa Student Fees**

It is time now to turn to a few other issues. I know there has been considerable concern about the matter of the government's directive that a 75 per cent surcharge be placed on visa student fees, beginning in the fall of 1993. This was expressed to all universities as a "requirement" and a "directive," but there appears subsequently to have been quite a bit of confusion, and, on at least one occasion, it was described in the legislature as a "suggestion." Be that as it may, we now know that the University of Manitoba will be charging the fee, and rebating the full amount, at least for all students currently in a program and those who had applied prior to the announcement of the surcharge by the government. We intend to make a similar recommendation to our Board for 1993-94, though the issue of how new students applying after the announcement of the surcharge are to be affected is not resolved.

The university presidents will be meeting to attempt to achieve a common view about an appropriate policy for 1994-95 and beyond. We are of the opinion, as we have been for some years, that this issue should be treated similarly throughout the province. There also seems to be widespread agreement on the principle of the appropriateness of providing some measure of relief for students with financial need. I should mention that we have investigated the situation with respect to visa student fees in other western provinces. Only one university does not charge such fees; all others are

considerably higher than ours would be if the 75 per cent charge were to be implemented.

Another matter on which you may wish to have some information is the current situation with Continuing Education. The recent move from 339 Portage Avenue occurred because the conditions of occupancy required in our agreement with our landlord were not fulfilled, despite many requests, discussions and promises. There came a time when it was necessary to conclude that the agreement would not be upheld, and this we have done. Continuing Education is operating, for the moment, out of Room 2M70, and I want to thank all of you for your help and support in effecting a smooth transition. It has been a



*Zelma Guimond*  
4th year Sociology

very difficult year for the division - quite unpredictable when the decision was taken to occupy the space down the street. We are now examining a couple of alternatives, with a view to an early recommendation to the Board, and to having Continuing Education ensconced in suitable space during the summer.

### **The Future and the Review Commission**

Let me close with a few comments on the future, in relation to the Universities Education Review Commission. As I indicated earlier, I think the preparation of our brief, and the opportunity to discuss it with the commission have been positive for us. I can also say that, in numerous discussions with individu-

al commission members we have received very positive comment on our university, on how we manage, on the quality of service we provide, and on our sense of mission and focus appropriate to our place in the post-secondary system of Manitoba. None of us has received any indication that a return to a single university in this province is being contemplated.

On the other hand, two things give me pause. One is that it appears unlikely that the commission will be reporting within the year that was provided in their mandate. That year expires at the end of June of this year, and I am led to believe that the report will not be available that soon. We do not have any indication of what the actual projected time lines are. The reason this is a worry is that the existence of the commission is, as we expected it would, being used as a reason for delaying decisions in a variety of areas. Thus, issues such as a more rational system for program approvals, or multi-year capital funding, may not receive attention be-



Bernard Woods, BA  
4th year Honours English

fore 1995, by which time an election will likely have intervened.

My second concern is that the present atmosphere, in which the possibility of new funding for anything is becoming ever more remote, is as much the context in which Duff Roblin and his colleagues are working as it is for every other entity that is related to government. For that reason, I fear that much of what the

commission may recommend will be in areas that are not truly the core of our activities, and that there will be suggestions that these things should be funded through reallocation from existing programs. As you all know, the commission is conducting research on university-industry linkages, and technology in education. Both are important topics, to be sure, but I daresay less central to our concerns about high quality undergraduate education than we would wish the commission's focus to be.

On a more positive note, however, we had a lengthy discussion with one commissioner about the possibility of our making good use of a fund designed to allow us to make the kinds of changes in program and other areas that we think necessary, and this was some indication that the commission is attempting to think creatively, and that it recognizes that recent funding constraints have effectively removed our ability to make those changes on our own.

## COMING EVENTS

"Coming Events" is compiled by University Relations. If you are planning a campus event, please let us know. Send the information (in writing) to Lois Cherney, University Relations, Room 4W17. Basic details about your event are required: what, when, where, sponsor, and the name of a contact person.

**Note:** *in edition* will not be published during the summer, but will resume in September. Submissions for the first issue of the new academic year must be received by Aug. 20.

SUN., JUNE 6

- The University's annual **Spring Convocation** for the conferring of degrees will be held at 2 p.m. in Duckworth Centre.

TUES., JUNE 8

- Miroslav Jindra, Professor and Director of Canadian Studies at Charles University in Prague, Czech Republic, will speak on **Velvet Torn to Pieces: The Throes of Transition—some remarks on the past and present of the Czech Republic** in the Faculty and Staff Club at 7:30 p.m.

WED., JUNE 9

- **The University of Winnipeg Downtown Jazz Band** will play on the front lawn at the Centennial Rock from 12 - 1 p.m. The event is sponsored by Downtown BIZ.

MON., JUNE 21

- Professor Miroslav Jindra will speak on **Culture in Stormy Times—Problems with and Consequences of Privatization** at 11 a.m. in Room 1L07.

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