

ROLLER-COASTER YEAR FOR THE UNIVERSITY

University of Winnipeg President Robin Farquhar presented his year-end report to the Annual Meeting of the Board of Regents on June 27, 1988. Following are excerpts from the report.

As I reflect on the year under review, I experience the sensation of one who has been on a roller-coaster. We have had our ups and downs at The University of Winnipeg during 1987-88, and I shall try to capture their main characteristics in the sections that follow.

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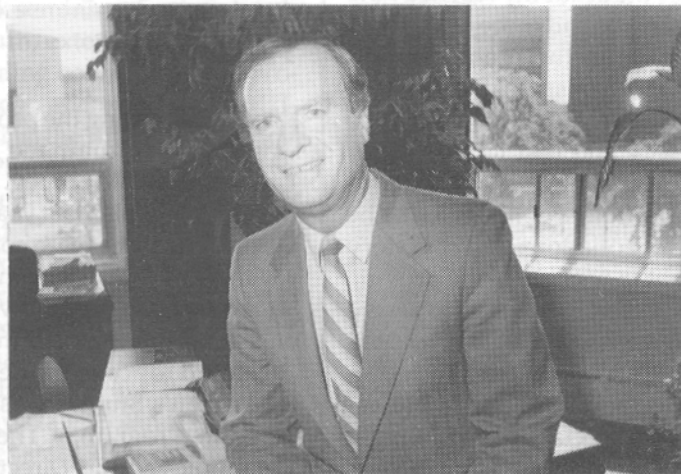
AUGUST 12, 1988

THE UNIVERSITY OF WINNIPEG

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The Downside

From one perspective, the year might be characterized as "the winter of our discontent," primarily because of the difficult relationships that we encountered with our employees. Implementation of our first collective agreement with the support staff union resulted in salary adjustments that were disappointing to many and in position evaluations that left some surprised and unhappy; the fact that both sets of decisions were di-



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rect outcomes of agreements reached in bargaining with the union did not ameliorate the dissatisfaction they caused for some employees nor the negative attitude toward the administration that they (and certain faculty members on their behalf) developed in consequence. And the faculty in its own right did not enjoy a very pleasant year, as reflected in a definite (although I hope temporary) decline in the quality of relationships between the Faculty Association and the administration; this deterioration was not exclusive to The University of Winnipeg nor was it as dramatic as in some other universities across Canada (several of which were involved in strikes and votes of non-confidence during the year) but it was nevertheless serious and there are certain circumstances that I think help to explain it at our institution.

I believe that 1987-88 was a year in which at least three major tensions reached new peaks almost concurrently on our campus. First, as we proceeded with the implementation of the academic component in our ten-year planning document, strongly differing views on the appropriate mission of the University became clear in the struggle to maintain our traditional values while adapting to the changing contemporary world. My own views about the kind of evolution required in

today's universities, which I am endeavouring to effect here, were set forth in my lead chapter in *Academic Futures*, a book published under the editorship of Waris Shere and Ron Duhamel during the year under review. Those views, which require a more outward-looking orientation than may have been typical at The University of Winnipeg in the 1970s, are held as well by my colleagues in the administration and, I believe, by most Board members; but they are not universally shared by all faculty members and these differences (which would normally be considered healthy in a university) resulted in considerable tension, especially when combined with other circumstances mentioned below. The appearance this year of the Universities Grants Commission's draft Role and Mission Statement for the University Sector in Manitoba contributed to this tension,

and the probably inevitable result internally was considerable concern and confusion.

Secondly, we continued to experience severe financial constraint with no apparent relief in sight; in fact, greater severity was promised by the UGC. Like many other universities, we are stretched extremely thinly in terms of resources, and the promise of continuing and probably increased constraint came at a time when no significant decline in enrollment seems likely and our needs for greater research effort, more support services, improved and expanded physical facilities, and new scientific equipment are more evident than ever. These conditions understandably caused considerable frustration and depression. Moreover, the kind of "entrepreneurialism" that seems essential to combat them realistically runs counter to the views held by some as to the traditionally appropriate role of a university, thus exacerbating the disagreement noted above.

Finally, after six remarkable years of relatively strife-free labour relations since the certification of our Faculty Association, the tension between the industrial model of the union and the collegial model of the academy reached new and unwelcome heights this year. We had more grievances that progressed to the final stage in the pre-arbitration phase of our dispute resolution mechanism than in the past, and we experienced the first case of a dispute which we were unable to resolve internally and had to refer to an outside arbitrator for resolution (although we did subsequently settle it ourselves). In addition, we encountered the most difficult round of salary negotiations in our history (even the conciliator we brought in was unable to provide much help) although we did succeed eventually in reaching a three-year salary agreement with the Faculty Association. While some claim that this evolution from the collegial to the industrial model was inevitable once certification was obtained by the Faculty Association, and found it amazing that we had been able to hold it back for so long, I remain convinced that the particular nature of our Univer-

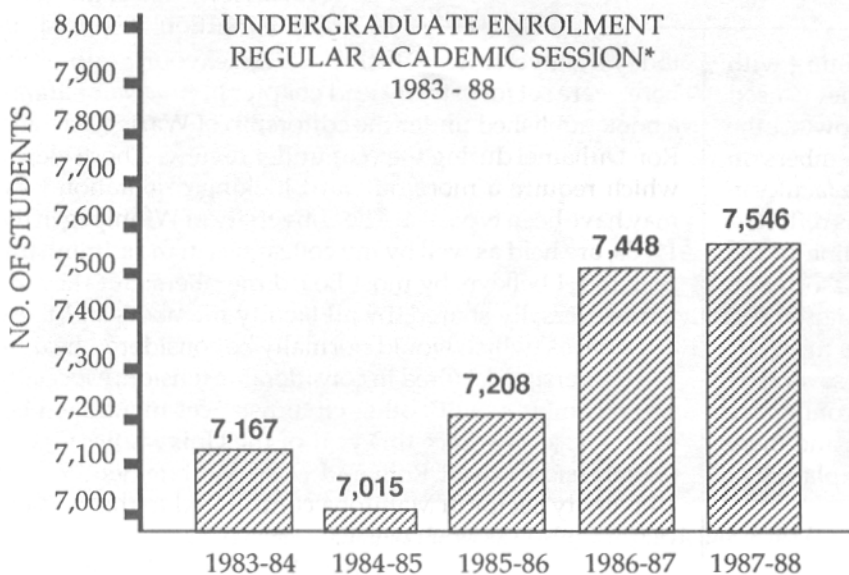
sity is such that a meaningful element of collegiality in relations with the faculty can be maintained indefinitely, given on both sides a strong commitment to do so and a thorough understanding of, and deep respect for, the distinctive nature of universities in general and ours in particular.

Nevertheless, the virtually concurrent peaking of these three major tensions made this a difficult year indeed, and a rather unhappy one for a number of us. Their simultaneity was no accident, for they are inter-related and they must be addressed together. This will not be easy because an industrialized faculty is difficult to engage in collegial decision making about mission, especially at a time of increasing financial restraint. Nevertheless, there have in recent months been clear indications of a turnaround as both the faculty and the administration have initiated unmistakable efforts to restore the good faith and mutual respect that we enjoyed for so long at this University. I am optimistic that this tendency toward reconciliation will continue and we may even find, in retrospect, that the experience of surviving our "winter of discontent" might in fact have strengthened us collectively.

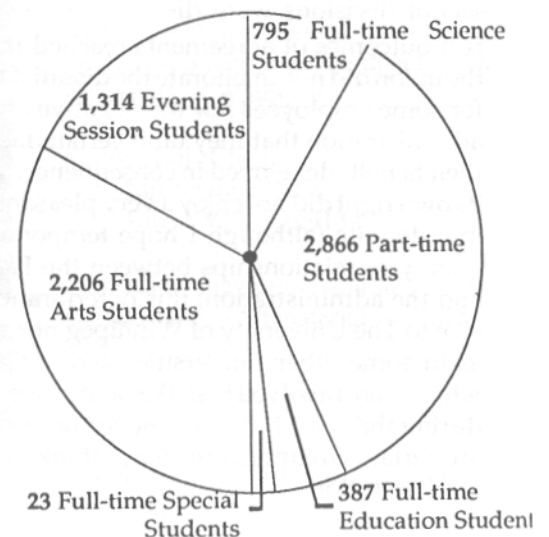
The Upside

Notwithstanding the problems mentioned above, 1987-88 was a year of dramatic progress in many ways at The University of Winnipeg. Having finalized our ten-year development plan last year, we commenced the implementation of its three main components during the year under review, and I shall summarize some of the advancements we managed in the following paragraphs with direct reference to elements noted in our planning document.

In regard to academic development, approval for a Major in Women's Studies was received and a proposal for an Honours Program in Theatre and Drama was submitted. We employed the Director of our Writing Program, the specifics of its operation were developed for introduction



* DOES NOT INCLUDE FEBRUARY SESSION



BREAKDOWN OF 1987 - 88
UNDERGRADUATE ENROLMENT

ona phased basis over the next two years, arrangements for funding it were confirmed, and the instructional staff, Associate Director, and Writing Centre Director were recruited. A substantial supplement to the Library's operating budget for acquisitions was provided. Funding was secured for the Chair in German-Canadian Studies and fund-raising progressed to endow the Chair in Women's Studies for the Prairie Provinces and Northwest Territories (shared jointly with The University of Manitoba). The position of Director of Research Administration was established in the Office of the Vice-President (Academic) and its value was immediately demonstrated. Plans for transforming the Mennonite Studies Centre into Menno Simons College neared completion. The Division of Continuing Education, operating from its new street-front training centre on Portage Avenue, pursued its thrust toward more substantial professional offerings through Senate-endorsed programs by developing them in such fields as Public Relations, Journalism, Records Management, Communication, Teacher Aides and others.

Additional community service thrusts included the hosting of many Small Business Week seminars, further development of the Chancellor's Forum, extension of the Athletic Centre's national prize-winning community use program, numerous major conferences, and expanded activities of the Institute of Urban Studies, the Interfaith Pastoral Institute, the Western Canada Pictorial Index, the Manitoba Multicultural Resources Centre, the Rupert's Land Research Centre, and the Child Care Worker Training Program. The first year of our experimental Co-operative Program in Chemistry was successfully completed with plans to expand it and hopes to extend it into other areas of study. The growth of our international programs continued with new developments in Egypt, Israel, Peru, Hong Kong, Malaysia, France, Germany, Italy, Poland, Portugal, and elsewhere. Task forces were established to study and propose innovative new approaches to fostering student accessibility and to facilitating student recruitment, and a proposal to establish a new Faculty of Applied Studies was taken under consideration. We became a founding tenant in the National Research Council's new Canadian Institute for Industrial Technology, renting research space in that excellent facility. The Faculty of Theology moved toward finalization of its plan to head a consortium of teaching institutions contributing to the Faculty's redesigned M.Div. Program, and new thrusts were nurtured in such fields as feminist theology, global faith, family therapy, and others. And the Collegiate continued to offer a rich program of excellent education at the senior secondary level, maintaining a solid financial operation while charging tuition fees far below those of most other secular private schools in the province.

With respect to campus development, implementation of the ten-year plan proceeded largely on schedule with the first stage of phasing out our residences and substantial renovation of Sparling Hall to accommodate our expanded Computer Centre (including the installation of new equipment that significantly increases our data-processing ca-

capacity), the Interfaith Pastoral Institute, the Manitoba Multicultural Resources Centre, the Rupert's Land Research Centre, and a Facilities-Planning Office. The next stage will see renovations in Wesley Hall to provide additional space for our Controller's Office, further alterations to Sparling Hall, reconfiguration of Graham Hall to accommodate our new Writing Program and other academic space needs, and the general improvement of classroom teaching areas.

Concerning fund-raising, our major five-year capital campaign, "Strengthening the Links," was launched with the on-site consultative help of Ketchum Canada and a major boost from provincial matching grants allocated through the Manitoba Universities Development Fund. Chaired by Sidney Spivak, Q.C., the campaign is seeking to raise at least \$10.5 million for such purposes as endowments for scientific equipment, library acquisitions, Chairs, scholarships, and other academic initiatives; construction of a new centre for cultural and student activities; substantial renovations to existing buildings and grounds; and the purchase of desperately needed equipment and furnishings. Mr. Spivak put together an excellent team of volunteer leaders for the campaign and the results of early solicitations have been most encouraging. We hope to have met our objective through the confirmation of gifts and pledges by mid-summer, 1988.

So our plans have proven to be useful guides to action, their implementation is proceeding on course, and steps are being taken to update and extend them on a continuing basis. There have been other significant developments during the year under review as well. New policies were approved in the areas of Ancillary Operations, Fine Art Collection, Sexual Harassment, and Racism. An Early Retirement Plan was adopted. The Department of French was reconstituted as the Department of French, Italian, and Portuguese, and a new Honours Program in Theatre with Specialization in Dance was approved for submission to the UGC. The President's Budget Advisory Committee was reactivated, and we are on schedule with the intensive planning work required for implementation of the province's regulations on Pay Equity (under the leadership of Annabelle Mays, Director of Education, who had assumed the additional responsibility of Pay Equity Officer). I could go on, for it has been an extremely eventful year, but the above is sufficient to demonstrate that much progress has been made at The University of Winnipeg during 1987-88.

Conclusion

The year under review brought us into 1988, which marks the 100th anniversary of our ancestor Wesley College and the 50th anniversary of our predecessor United College. Several events were planned to celebrate these milestones including a major Homecoming weekend (which was to be held very successfully in May), quilting of a large and beautiful new ceremonial banner for University events (which was to be unveiled and dedicated at the Spring Con-

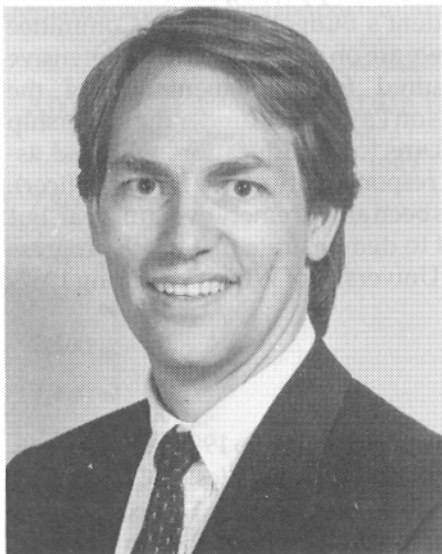
vocation), and the preparation of a substantial commemorative issue of *The University of Winnipeg Journal* (which was to be published in the summer). Events such as these, and others mentioned in the preceding section of this report, cannot succeed without the intensive dedication and strenuous effort of numerous people. I want to acknowledge the excellent contribution made to our progress by the Chancellor, members of the Board of Regents, faculty and staff, and leaders in the Students' and Alumni Associations. And I particularly wish to commend my colleagues in the administration who, during a year of considerable difficulty and sometimes unfortunate provocation, never flagged in their endeavours in support of the institution as a whole and demonstrated a great deal of "grace under pressure"; I am proud to be associated with them. (The same can be said, thankfully, of Carl Ridd who, as President of the Faculty Association, demonstrated statesmanlike leadership in helping to keep the channels of communication open with the administration during our time of difficulty between the Parties.)

Speaking of the administration, there have been several significant personnel developments during the year including the resignation of Alan Artibise (Director of the Institute of Urban Studies) to accept an administrative position at the University of British Columbia, the appointment of Anne Bawden to succeed Eileen Burrows as Director of Alumni Affairs, the appointment of Carol Halko as our first Internal Auditor and the establishment of her mandate, the appointment of Herb Mays as our first Director of Research Administration, the extension of appointments for further five-year terms of Bill Converse

(Chief Librarian), Larry Didow (Associate Dean of Arts and Science, Students), Don Kerr (Associate Dean of Arts and Science, Budget), and Coreen Koz (Associate Chief Librarian). Jim Carr, Executive Director of External Relations, successfully ran for election and was to be granted a part-time leave of absence without pay and transferred to the Division of Continuing Education during his first term as an M.L.A.; and Hugh Allison was assigned by Ketchum Canada to be our on-site fund-raising campaign director and quickly established himself as a respected member of our University community. I appreciate their efforts, and those of all others who have retired or left us for various reasons during the year under review.

Finally, I express my deep personal gratitude for the chance to take a six-month administrative study leave during the next year, and my appreciation to Vice-President McCormack for agreeing to serve as Acting President during my absence, in which I intend to bring my latest book, *The Canadian School Superintendency*, to the point of publication and to enroll in a demanding four-month full-time program of intensive French-language courses at the Centre Linguistique pour Etrangers in Tours, France. This will be my first leave in twenty-two years as an academic, and I am deeply grateful for the opportunity it will provide me to complete some scholarship, learn some important new skills, and generally refresh myself. I have no doubt that the University will run well in my absence, thanks to the quality of leadership in the Board and staff who will have responsibility for its operation. And I trust that the resemblance of 1988-89 to a roller-coaster ride will be considerably less than that of the year under review.

MCKINNON NAMED NEW BOARD OF REGENTS CHAIR



Gordon McKinnon succeeds Beth Candlish as chair of the Board of Regents.

Gordon A. McKinnon, a partner in Thompson, Dorfman and Sweatman Barristers and former school trustee, was recently named chair of the Board of Regents of The University of Winnipeg for a two-year term. He succeeds Dr. V. Elizabeth Candlish, executive director of the Biomass Energy Institute Inc.

McKinnon said his new role as board chair will be "to ensure that University governance is handled in an appropriate and business-like way."

"As chair I will facilitate the conduct of meetings, represent the board in dealing with the administration, evaluate the administration as well as undertake some ceremonial functions," he explained.

Since joining the University's Board of Regents as a government appointee

in 1981, McKinnon has served as chair of the property and physical planning committee, chair of the pension committee and a member of both the executive and finance committees.

Prior to his work with the Board of Regents, McKinnon served as a school trustee in the St. James - Assiniboia school division for two terms (1974-80). In addition, he was a board member for the Mental Health Research Foundation and for a Winnipeg group home.

McKinnon graduated from the University of Manitoba School of Law and was called to the bar in Manitoba in 1979. He then joined the firm of Scarth, Dooley and Olson Barristers and became a partner in the firm in 1978.

Board of Regents

Expiry Date

Expiry Date

CHANCELLOR

Dr. W. John A. Bulman 1990

PRESIDENT

Dr. Robin H. Farquhar 1991

GOVERNMENT

John A. Cardoso 1987
 Douglas Weaver 1987
 William C. Barlow 1988
 J. Robert Liptrot 1988
 Gordon A. McKinnon 1988
 Norma Walker 1988
 Raul Bautista 1989
 Derwyn Davies 1989
 Lynn Raineault 1989
 1 vacancy to be filled 1989

CHURCH*

Margaret E. McPherson 1991
 Robert P. Purves 1991
 Harvey L. Sexter 1991
 Dr. V. Elizabeth Candlish 1990
 Rev. Dr. J. Ralph Donnelly 1990
 Rev. Dr. Austin B. Fennell 1989
 Alan H. Hannah 1989
 James D. MacDonald 1989
 Harold Thompson 1990
 1 vacancy to be filled 1991

ALUMNI

Keith Black 1990
 Mr. Justice Raymond H. Harris 1989

ALUMNI OBSERVER

Mr. Justice James Smith 1991

SENATE

John J. Coté 1989
 Harold M. Hutton 1989
 Chris P. Leo 1989
 1 vacancy to be filled 1991

U.W.S.A.

Bromley Basford 1989
 Ahmed Gommid 1989
 Jeff Swystun 1989
 Dennis Yaeger 1989

SUPPORT STAFF OBSERVER

Margaret Unruh 1989
 1 vacancy to be filled 1990

*Nominations endorsed by local conference.

ATCHISON AND ROGERS AWARDS: CALL FOR NOMINATIONS

The deadline for nominations for the 1988 Atchison and Rogers Awards is Friday, Sept. 16.

The Atchison Award is presented annually to a University of Winnipeg faculty or staff member while the Rogers Award is given each year to a University of Winnipeg faculty member.

The Clarence Atchison Award recognizes the employee who best demonstrates excellence in performing the community service function of the University.

The following points will be considered:

- impact of the service
- extent of involvement (i.e. time, effort, skills/abilities)
- internal committee work and work for which remuneration is received will *not* be considered for the purposes of this award.

Nomination forms are available from the External Relations Office, Room 4W16, and should be submitted to Joan Anderson, Director of Public Relations.

The Erica and Arnold Rogers Award recognizes a faculty member who demonstrates excellence in his/her research work.

The committee will consider the following criteria:

- national or international reputation of the researcher
- published research record
- recognized excellence in the research community, exemplified by external grants, office in professional associations, invitation to serve on editorial boards and international conference participation.

Nomination forms are available from the Office of the Vice-President (Academic). The nominee must supply any supporting material such as a curriculum vitae, reprints, reviews of work by the researcher and research council evaluations.

Nominations and supporting material must be submitted to Herb Mays, Director of Research Administration, Office of the Vice-President (Academic).

BOARD COMMITTEES AND REPRESENTATIVES

Committee/Board	Chair	Members
Executive	G.A. McKinnon	H.L. Secter, M.E. McPherson, V.E. Candlish, M. Unruh, K. Black, B. Basford, H. Hutton.
Audit	R.P. Purves	J.D. MacDonald, H. Thompson.
Development	H. Thompson	J.R. Donnelly, A.H. Hanna, J. Smith, J.J. Coté, B. Basford.
Finance	R.P. Purves	H.L. Secter, M.E. McPherson, J.D. MacDonald, J.A. Cardoso, M. Unruh, J. Swystun,(Faculty).
Nominating	V.E. Candlish	A.H. Hanna, R.H. Harris, J.J. Coté, M. Unruh, A. Gommid.
Property & Physical Planning	A.H. Hanna	N. Walker, J.R. Donnelly, R. Bautista, J. Smith, J.J. Coté, A. Gommid,(Support Staff).
Non-Certified Staff - Board Liaison	H.L. Secter	R.P. Purves, J.R. Liptrot, C. Leo, J. Swystun, (Non-certified staff member), (Non-certified staff member).
Relations with Faculty Assoc.	G.A. McKinnon	R.H. Harris, D. Davies, V.E. Candlish, L. Raineault.
Student Affairs	M.E. McPherson	W.C. Barlow, R.H. Harris, B. Basford, A. Gommid, H. Hutton, C. Leo.
Athletics	D. Weaver	R. Bautista
Institute of Urban Studies	D. Davies	J.R. Liptrot
Library	A.B. Fennell	N. Walker
Mennonite Studies Centre	J.R. Donnelly	-----
Multicultural Resources Centre	-----	D. Davies
Pension	H. Thompson	(Government)
Research	K. Black	L. Raineault
Study Leave	-----	J. Smith
Western Canada Pictorial Index	L. Raineault	J.A. Cardoso, J. Brown, G. Fraser, T. Dixon, J. VanderStoel, J. Tooth, (one additional community rep.).
Interfaith Pastoral Institute	-----	A.B. Fennell, (Church).
Senate	-----	(Government), (Church).
Theological Council	-----	A.B. Fennell, (Church).
Experimental Ethics	-----	K. Black
Atchison Award	-----	D. Weaver, W.C. Barlow.
Rogers Award	-----	J.R. Liptrot, (Government).
Student Accessibility	-----	D. Davies, N. Walker.

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Editor: Lois Cherney
Information Officer
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