

UBC REPORTS

Vol. 14, No. 5/Sept. 1968/Vancouver 8, B.C.

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An Open Letter From the President:

'LET'S GET DOWN TO IT'



Last June, the Students' Council of the Alma Mater Society of UBC presented the University's new president, Dr. F. Kenneth Hare, with a brief entitled "The Future of Education at the University: Fair Weather or Foul?"

That document set out student dissatisfaction with many aspects of University life and called for a series of major changes in the way the University functions.

Throughout the summer Dr. Hare has been meeting with Mr. David Zirnhelt, president of the Alma Mater Society, and with the Students' Council to discuss the issues raised in their brief.

On Wednesday, Sept. 4, the Senate of the University met in special session to discuss the AMS brief. The first result of the meeting — an indication of the Senate's eagerness to discuss with the student councillors their criticisms and requests — is described by Dr. Hare in this open letter to Mr. Zirnhelt.

(On page 4, Dr. Hare tackles the often-asked question, How does a university work?)

Mr. David Zirnhelt
President
Alma Mater Society
Campus.

DEAR DAVID:

Because the matter is so very important, I thought that you'd not object if I replied to your various letters and to the Alma Mater Society brief **The Future of Education at the University** in this manner. I'd like everyone in the University to read it.

SENATE held a special meeting on the evening of September 4th to discuss the brief. It was received with a sense of its great importance. I was asked as a first step to arrange a meeting between all 80 Senators and the A.M.S. Councillors. So when you and I can find a suitable date, I'll invite all your Councillors and all my Senators to a reception where we can begin discussion.

YOU might also like to consider setting up with me a series of meetings on the campus where anyone can come to discuss the issues. The faculty is now so interested that I imagine they'd come in great numbers. Why not the new Union Building as a site?

YOU know, David, things at U.B.C. aren't all that bad. When we first began to talk about these questions I hardly knew the place — I'm still a freshman — but after three months on the job, I've found my way around the campus, got to know a lot of people (including the whole of your Council), and got a glimmering of how things work round here. In spite of mud, hoardings, queues, overcrowded buses and lobbies, most of the people I've met wouldn't want to go elsewhere. So we've got a job to do, you and I — to iron out the bugs, so as to speak. Let's get down to it.

Yours sincerely,

F. Kenneth Hare
President



REGISTRATION BLUES are reflected on the face of this coed who came to the campus early to take advantage of a special registration period for first year arts students August 28 to 30. An estimated 20,000 students — the largest number in UBC's history — are expected to complete registration by Sept. 11. Photo by Mike Wood, UBC Extension dept.

UBC Campus Braced For 20,000 Students

The University of B.C. campus was visited last week by the largest concentration of students in its history as the 1968-69 session got underway.

Registration of a record number of students, estimated at 20,000 by University Registrar J. E. A. Parnall, began August 28. Undergraduates completed registration by September 7 and the last registration day for graduate students is September 11.

The estimated enrolment of 20,000 students is an increase of approximately 8.3 per cent or 1,525 students over the 1967-68 enrolment of 18,475.

As in previous years, the largest enrolments are expected in the faculties of arts, science and education which had enrolments in the last session of 5,569, 3,368 and 3,214 respectively.

A special three-day early registration period was held August 28-30 for first year arts students in an effort to reduce crowding and delays during the normal registration period.

One of the busiest areas on campus this week is the Armoury building on the West Mall which temporarily becomes the largest bookstore under one roof in the Lower Mainland area.

Several hundred thousand volumes and hundreds of titles comprising the basic texts for most courses are on sale at the Armoury until September 20.

Texts for professional courses, such as medicine and law, are on sale at the permanent bookstore located on the Main Mall.

In order to meet the demands of increased enrolment, construction of various new facilities has proceeded rapidly throughout the summer months.

The new Student Union Building, valued at \$5 million, is scheduled to open this month.

Facilities in the new SUB building, which replaces Brock Hall, include offices for the Alma Mater Society, the student newspaper *The Ubyssy*, the student-operated radio station and a 1,200-seat cafeteria and snack bar.

Brock Hall will be turned over to the University and part of it will be used to provide additional study space for students.

Food service facilities have also been expanded by conversion of the old horticulture barn on the Main Mall into a snack bar.

Several new residence towers are nearing completion in the Totem Park and Place Vanier residential areas.

A new general services administration building is scheduled to open shortly.

It will provide additional space for the operation of such departments and services as the registrar's office, finance department, data processing, campus post office and housing administration.

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REPORTS

Volume 14, No. 5—September, 1968. Authorized as second class mail by Post Office Department, Ottawa, and for payment of postage in cash. Postage paid at Vancouver, B.C. Published by the University of British Columbia and distributed free of charge. Letters are welcome and should be addressed to the Information Office, UBC, Vancouver 8, B.C.

General Revenues Tapped to Help Ancillary Services

An appropriation of \$7,458 was required during the last fiscal year from University of B.C. general revenues to enable campus ancillary services to operate on a break-even basis.

Three of the five ancillary enterprises — food services, residences and bookstore and post office — broke even on their operations.

The University Health Service Hospital in the Wesbrook building showed a net loss of \$7,833, which was met out of UBC's general revenues.

The University Research Farm, located at Oyster River on Vancouver Island and operated by the faculty of agriculture, showed a net profit of \$375 last year. The year before the farm showed a net loss of nearly \$6,300.

UBC Bookstore operations showed gross revenues of \$2,008,618, which was reduced by \$50,000 in rebates to students.

Below is a table showing the financial operations of each of UBC's ancillary enterprises for the year ending March 31, 1968.

CAMPUS FOOD SERVICES

Revenue		\$ 870,160	
Food Costs	\$ 384,680		
Labour Costs	317,445		
Other Operating Costs	94,857		
Repayment of Advances for Construction (Student Union Building \$23,632, Barn Coffee Shop \$49,546)		73,178	870,160
Net Profit (Loss)		\$ —	

RESIDENCE OPERATIONS

Revenue		\$2,434,654	
Food Costs	\$ 599,435		
Labour Costs (Food Services \$416,336, Residences \$413,571)		829,907	
Other Operating Costs (Food Services \$76,934, Residences \$323,525)		400,459	
Development of Facilities and Grounds		39,875	
Debt Repayment (on Borrowing for Construction)		564,978	2,434,654
Net Profit (Loss)		\$ —	

UNIVERSITY HEALTH SERVICE HOSPITAL

Revenue		\$ 121,349	
Food Costs	\$ 6,794		
Labour Costs	103,373		
Other Operating Costs	19,015		129,182
Net Profit (Loss)		(\$ 7,833)	

BOOKSTORE AND POST OFFICE

Gross Revenue		\$2,008,618	
Less Rebate to Students		50,000	
			\$1,958,618
Cost of Books and Supplies	\$1,740,065		
Labour Costs	178,505		
Other Operating Costs	25,906		
Development of Facilities (Bookstore Addition)	14,142		1,958,618
Net Profit (Loss)		\$ —	

UNIVERSITY RESEARCH FARM

Revenue		\$ 102,615	
Feed Costs	\$ 43,820		
Labour Costs	46,997		
Other Operating Costs	11,423		102,240
Net Profit		\$ 375	

TOTAL ANCILLARY ENTERPRISES

Revenue		\$5,487,396	
Expenditure	\$4,842,556		
Repayment of Debt and Advances for Construction		652,298	5,494,854
Net Cost to University General Revenues		\$ 7,458	

Student Aid Tops \$4.5 Million Mark

UNIVERSITY of B.C. students received more than \$4,500,000 in non-returnable financial assistance and payment for services rendered during the fiscal year which ended March 31, 1968.

Figures on aid to students are included in UBC's financial statements, published annually in accordance with the 1961 Public Bodies Financial Information Act. Copies of the document are available at the UBC Bookstore for \$3 plus tax.

Nearly 1,700 students were paid \$1,884,597.74 for services as research assistants, laboratory supervisors and teaching assistants.

Fellowships, scholarships, prizes and bursaries awarded by UBC to students totalled \$1,665,583 and other direct grants to graduate students for advanced studies amounted to \$965,857.

(UBC officials pointed out that in addition to this direct, non-returnable aid, students also received assistance in the form of loans or non-

returnable awards from organizations outside the University.

(Loans under the federal government's Canada Student Loan Plan are estimated to total \$5,000,000 and awards from University loan funds totalled \$281,679.

(Non-returnable assistance from the provincial government to students is estimated at more than \$800,000 and includes government scholarships for high scholastic standing and bursaries based on need. In addition, Canada's National Research Council made direct grants to students totalled \$935,000).

UBC's major source of income during the last fiscal year was the provincial government, which allocated \$26,424,541 for operating purposes and \$5,286,614 for capital construction. (See table below).

The next largest sources of income were: student fees — \$9,073,184; sponsored and assisted research grants — \$8,913,887; gifts, grants and bequests totalling \$7,169,444, and income from ancillary enterprises (residences, bookstore, food services, etc. — \$5,487,396. (See table at left).

UBC's expenditures during the last fiscal year totalled \$71,636,178, including \$5,787,996 for self-liquidating capital construction (residences and food services).

The main items of expenditure were \$18,377,060 in salaries paid to teaching and administrative staff, salaries for supporting staff totalling \$11,655,457, and \$36,180,417 for supplies, services and all new construction.

UBC's CONSOLIDATED STATEMENT OF FUND TRANSACTIONS FOR THE YEAR ENDED MARCH 31, 1968

	OPERATING FUNDS			Endowment and Student Loan Funds	Capital Funds	Total of all Funds
	General Purposes	Specific Purposes	Total			
INCOME						
Operating and Capital Grants—Canada	\$ —	\$ —	\$ —	\$ —	\$ 429,068	\$ 429,068
Health Sciences Centre	—	—	—	—	2,094,594	2,094,594
—British Columbia	26,424,541	—	26,424,541	—	4,000,000	30,424,541
Health Sciences Centre	—	—	—	—	1,286,614	1,286,614
Student Fees	9,073,184	—	9,073,184	—	—	9,073,184
Services	1,185,945	263,872	1,449,817	—	—	1,449,817
Endowment Income	—	644,244	644,244	—	—	644,244
Sponsored or Assisted Research	—	8,913,887	8,913,887	—	—	8,913,887
Gifts, Grants and Bequests	—	2,449,969	2,449,969	634,108	4,085,367	7,169,444
Miscellaneous	294,465	82,201	376,666	—	36,156	412,822
Total Income	\$36,978,135	\$12,354,173	\$49,332,308	\$ 634,108	\$11,931,799	\$61,898,215
EXPENDITURE						
Academic	\$26,467,241	\$ 1,267,276	\$27,734,517	\$ —	\$ —	\$27,734,517
Library	2,517,128	714,652	3,231,780	—	—	3,231,780
Sponsored or Assisted Research	(68,569)	8,673,845	8,605,276	—	—	8,605,276
Administration	1,413,601	5,944	1,419,545	—	4,088	1,423,633
Student Services	648,544	117,572	766,116	—	—	766,116
Plant Maintenance	5,596,079	12,249	5,608,328	—	—	5,608,328
Scholarships and Bursaries	768,128	897,455	1,665,583	—	—	1,665,583
General Expenses	136,079	5,760	141,839	268	3,805	145,912
Land, Buildings and Equipment	—	—	—	—	11,431,152	11,431,152
Total Expenditure	\$37,478,231	\$11,694,753	\$49,172,984	\$ 268	\$11,439,045	\$60,612,297
Ancillary Enterprises (Net)	7,458	—	7,458	—	—	7,458
	\$37,485,689	\$11,694,753	\$49,180,442	\$ 268	\$11,439,045	\$60,619,755
Excess of Expenditure over Income for the year ended March 31, 1968	(\$ 507,554)	\$ —		\$ —	\$ —	
Net Additions (Decrease) to Fund Balances	—	659,420		633,840	492,754	
Reclassification of Funds	—	(131,491)		131,491	—	
Fund Balances at April 1, 1967	675,710	4,118,454		13,993,585	1,131,864	
Fund Balances at March 31, 1968 as per Statement of Financial Condition	\$ 168,156	\$ 4,646,383		\$14,758,916	\$ 1,624,618	

How Does A University Work?

By KENNETH HARE
President, University of B.C.

How does a university work? Certainly not as a bunch of lackeys to business and government, as some people seem to think. Not as an elaborate or depersonalized bureaucracy. Not as a degree factory. Not as a finishing school or place of accommodation for the idle rich. But how?

Barnaby Keeney, long-time U.S. university president, says that he still doesn't know, so it's presumptuous of me to say I do. But I'm going to try to set down a few thoughts to start discussion going. I hope someone who knows better will contradict me. Even presidents try to learn.

Let's start with another question. Is there a thing called the administration, and, if so, who belongs to it, and what does it do? At UBC the answer is clearly "yes". It is headed by the bursar and deputy-president, Mr. William White, who looks after the University's money, food services, buildings, payroll, campus, and so on. He has nothing to do with courses, or research, or any other part of the academic program, except that he has to pay for it.

And of course he doesn't do all the work himself. UBC is a city with 25,000 inhabitants, so it generates a lot of business; and it is with this business that Mr. White and the administra-

Which Do You Buy: Books or Parking Lots?

tion deal. He reports to me, and I in turn am responsible for seeing that he gets the resources he needs to do the job.

In fact, Mr. White never gets enough, because we try to put every cent we can into the academic program, which is what UBC is all about. So there isn't enough space in the parking lots, the queues in the cafeterias are too long (any queue at all is too long), sometimes the girl behind the wicket loses her cool because she's already talked to fifty people about the same thing that day.

Two hours of employee time at UBC will buy a new book for the library, so Mr. White always finds himself in this dilemma: if he takes on enough staff to end the queues, to build more parking lots, or to serve better food in the cafeterias, he's taking books off the library shelf, or making it impossible for us to engage enough professors. He knows this, and never asks for more than he absolutely has to have.

Of course I know that there is friction between this bureaucracy and the faculty, between it and the students. There always is; and although I'm trying to reduce it, I'm not fool enough to think I'll succeed at first try. But the crucial point here is this: the administration, as so defined, doesn't run the University. So who does?

Perhaps there's another body called "the administration," made up of myself and the deans, with the governors lurking somewhere in the background. We certainly exist. Is it we who run things?

Now we're getting nearer the mark, though I don't admit that we're the "administration." Deans are academic officers. They are professors told off to work for other professors in a sector of the University, and for the students in the same sector. It's true that they handle budget, appointments, control of their own buildings and a host of other things that bring them into daily contact with Mr. White and the administration.

They often feel like pawns in an endless

chess game (I was dean of a very large faculty at McGill, so I know what I'm talking about). But in fact their responsibilities are primarily intellectual. They are supposed, in the name of the faculty of which they are chairmen, to see to it that sound instruction is offered in their sector, by competent professors who are given the resources they need (for research as well as teaching). They are also responsible for the intellectual welfare of the students in their faculty, and for students from other faculties who take courses in their departments. So the deans are crucial men. But they're not just administrators. And they don't run the University.

Nor do I. I simply try to see that it *does* run. The key men and women are the professors and the students. They are doing the work without which UBC would just be a crowded town. My job, and that of the deans and departmental heads is to find the professors, to equip them

The Professor Must Be First a Scholar

with offices, libraries, laboratories and classrooms, and then to let them get on with it in complete freedom. Academic freedom means just this.

The professor is a scholar who has a two-headed responsibility. He must first be master of his field (which means in practice that he must do research, to try to push back the limits of knowledge); and he must feel responsibility for the learning of his students. These are inescapable duties. No professor worth his salt regards teaching as a chore, nor can he be persuaded to teach subjects he isn't himself the master of.

It is to these professors and their students that the responsibilities of heads, deans and presidents lie. That is why the deans are chairmen of their faculties, and why I am chairman of Senate. These are the bodies that are supposed to see to it that the collective interests of the academic community are served.

How, in practice are decisions for change made? Students often feel that they are the powerless victims of a juggernaut that rolls remorselessly on, and they tend to blame the wrong people—or they may blame the "system" which they see as reflecting the values outside the gates. Junior staff members feel the same way, and being articulate, can say so with even

greater effect. When I was an assistant professor (not so long ago), I felt exactly like this, and with justice. We need drastically to overhaul the internal working of the University so that students and younger professors are really heard from.

In fact, however, things really do tend to flow

A University Works From the Bottom Up

upwards in a university. The real initiatives, changing the curriculums, or starting up some new research project, start out as ideas in some professor's head, or in conversation between himself and his students. The big research projects that cost so much will have been conceived by one or more of the faculty. Since research has to be paid for by other sources, the faculty member concerned goes out and tries to raise the funds — from the National Research Council, the Canada Council, perhaps from industry. They don't get after him — he gets after them. That is the usual way of it. And it's a good way.

Similarly new courses are started when some zealous staff member decides he wants to do so. He talks it over with his departmental colleagues, who shepherd it through their faculty, and hence on to Senate. Senate has a committee on new courses, and decides if the new proposal is sound, and can be effectuated. If it does the governors are supposed to find the money for it. No harsh, institutionalized society sends us telegrams or delegations requiring us to teach what it wants. If our curriculum tends to reflect the needs of society, it is because we are ourselves members of that society and think that we have some obligation to serve its interests.

Of course there are flaws in all this. And it may be that the whole liberal idea of a university needs re-examining. It is under heavy attack these days from people who think that any large institution depersonalizes its members, and forces them into attitudes their consciences reject. If so, we're in trouble. The people I've met at UBC don't seem either depersonalized or intimidated. In fact they seem to me to personify that squib of Junius that the *Globe and Mail* nails to its mast every day: "The subject who is truly loyal to the chief magistrate will neither advise nor submit to arbitrary measures." As chief magistrate around UBC I can assure you that no-one seems disposed to do so. Which makes my job touchy, but profoundly worthwhile.