

UBC REPORTS

Volume 30, Number 12

June 13, 1984



UBC joins Toronto, McGill to research artificial intelligence

UBC is joining with two other universities in a major national effort to enhance Canada's role in the fiercely competitive international computer industry.

The privately-sponsored Canadian Institute for Advanced Research is financing research in artificial intelligence and robotics at UBC, the University of Toronto and McGill University.

Aim of the project is to produce robots that can sense their environment, make decisions on the basis of sensory information, and carry out actions based on their decisions. A parallel activity is to investigate the social impact of such machines on society.

Each of the three universities has a different emphasis in artificial intelligence. McGill and UBC will concentrate on fundamental research needed to develop "smart" robots. The University of Toronto will be more concerned with incorporating this basic knowledge into machines.

The institute's goal is to pull the three groups together into one critical mass of experts for a national program. It is also negotiating with other Canadian scientists who are now part of the U.S. effort in artificial intelligence to return to Canada as part of the Canadian team.

Although located in different cities, academics taking part in the project will use the instrument that is at the heart of the venture — the computer — to communicate with each other.

They will also be in close contact with Canadian industry.

The disciplines involved include neurosciences, electrical engineering, computer science, psychology, physiology and mechanical engineering.

The institute has brought together a number of UBC scientists in the psychology and computer science departments, centering on the visual recognition and processing work in the Laboratory for Computation Vision.

UBC already has an international reputation in this area. (See April edition of *Scientific American*.)

Leader of the UBC group is Dr. Raymond Reiter, professor in the computer science department. He and Drs. Alan Mackworth, associate professor in the computer science department, Robert Woodham, associate professor in the Faculty of Forestry and computer science department, and Anne Treisman in the psychology department, are fellows of the institute.

The salary of the four will be paid for five years by the institute, freeing them of all administrative and teaching responsibilities so they can work full time on the project.

Also associated with the project are Drs. Daniel Kahneman, professor in the psychology department and William Havens, assistant professor in the computer science department.

Institute president Dr. Fraser Mustard said Japan now is making massive efforts to close in on the Americans, the international leaders so far in artificial intelligence and robotics research.

The former vice-president for health sciences at McMaster University said other countries with research programs in the

field are Germany, France, the U.K., Sweden and the Netherlands.

"The Americans and the Japanese do not have an insurmountable lead," Dr. Mustard said.

"There is such a large amount of basic information that must be uncovered that Canada or some other country could become a major contender in the industry," he said.

Dr. Mustard said the institute would sponsor research into the social and cultural impact of artificial intelligence within the next year.

The project formally gets under way July 1 and the national budget for the first year is \$1.3 million.

The institute is a non-profit corporation formed in 1980. It is interested in promoting research in areas not adequately covered by other funding agencies.

New V-P appointed

UBC's Board of Governors has approved the appointment of David McMillan of Toronto as UBC's vice-president, development and community relations, President K. George Pedersen announced on Friday, June 8.

Mr. McMillan, 38, will assume responsibility for UBC's fund-raising, communications and community relations activities when he takes up his post at UBC on July 1, President Pedersen said.

"I am very pleased that we have been able to attract to this important administrative position an individual who has gained extensive background in the areas of fund-raising and community development," President Pedersen said. "I feel confident that he will make a significant contribution in his areas of responsibility, which are of growing importance in the light of the challenges faced by the University."

Mr. McMillan, who is currently executive vice-president of the Canadian Direct Marketing Association of Toronto, was national coordinator for the federal Progressive Conservative Party's national direct mail fund-raising campaign from 1975 to 1979.

In 1979 and 1980, Mr. McMillan was director of the legislative secretariat of the Office of the President of the Privy Council during the government of Prime Minister Joe Clark.

He organized the first national ecumenical Christian Festival, held in May, 1982, in Ottawa, and more recently was executive director of fund-raising for the Markham-Stouffville Hospital in a campaign that raised \$5 million.

Mr. McMillan graduated from Glendon College of Toronto's York University in 1970 with the degree of Bachelor of Arts.

Chancellors and The Law

UBC's Spring Congregation, spread over six ceremonies instead of the usual three, went off smoothly May 30 and 31 and June 1, with a record 3,811 eligible for degrees. Retiring chancellor J.V. Clyne (above, right) received honorary degree of Doctor of Laws. Sworn in as new chancellor was Robert Wyman shown here with Dr. Clyne. Shown at right is Corporal Ronald William Thurston of the RCMP, who received a Bachelor of Laws degree.



Cuts must be selective or quality will suffer

Continuation of across-the-board budget cuts to reduce the University's operating budget base will only lead to "across-the-board mediocrity in the University," UBC's Senate was told at its May meeting.

This observation about what it described as "variable shared reductions" in the University budget was one of six conclusions set out in the report of the Senate budget committee, which assists the president in the preparation of the UBC budget.

Zoology professor Dr. Geoffrey Scudder, who chairs the Senate committee, said it was that group's view that the budget for 1984-85 was the last time the University can afford "variable shared reductions" as a means of reducing the operating budget base.

Any further budget reductions, the committee said in its report, must be "selective," and certain academic activities "must be strengthened and allowed to develop; others will need to be curtailed."

Budget reductions must be selected according to the Senate's Academic Planning and Priorities Statement, approved in March, 1983 (see below). The committee's report adds that UBC should take the view that "without adequate funding it is better for us to do fewer things well than to maintain all units with the inevitable fiscal uncertainty."

The University, the report said, needs to develop an academic plan, a process in which Senate must be involved. "The Senate budget committee therefore proposes to formulate specific advice to the president on long-term academic priorities within the University."

The Senate committee, in the body of its report, outlines the effects of the 1984-85 budget reduction, including curtailment of enrolment in programs in Commerce and Education already announced.

There will be a major increase in class size in Law, the report says, in addition to a reduction in the number of electives and a shift of more responsibility to "clinical" (honorary lecturers) appointments.

Reductions in the Faculties of Arts and Science will not only affect their own students but those in many professional programs as well, since these faculties provide a substantial amount of service teaching.

Even though extreme caution was exercised in reducing the budgets of these two core faculties, "there will be elimination of many course options, increased class size and crowding in laboratories and tutorials."

The committee also noted "with some concern" the withdrawal of "Programs of Distinction" in the Faculties of Arts, Commerce and Graduate Studies.

* * *

In March, 1983, UBC's Senate approved an Academic Planning and Priorities Statement prepared by its budget committee, which included statements on the nature of universities in general and the nature of UBC in particular. It is this statement which will serve as the basis for the formulation by the Senate budget committee of specific advice to President George Pedersen on long-term academic priorities for the University (see story above). What follows are the second and third sections of the statement, which deal with the role of UBC and an academic plan.

II. THE ROLE OF UBC

2.01 UBC is a major Canadian, and at least in some disciplines, a significant world university. To retain that status is in itself a laudable objective; if work is going to be done it should so far as possible be excellently done. In the Canadian context, British Columbia, a major province, ought to have a major university. Equally, British Columbia, with all of its external links, particularly with the Pacific, should have a university whose international standing is recognized. And in the long run quality will beget quality. If the university has an excellent reputation it will attract first-class faculty and students who themselves will add to its stature. That can only benefit the province and its people.

2.02 However high it sets its sights UBC, like any other university, cannot, nor ought it attempt to, do all the things that a university might do. Conversely, it may be required on occasion to do things that

perhaps a major university would not wish to do. There are a number of possible factors which need to be balanced in deciding in general terms the role that UBC should undertake.

2.03 UBC, in common with any university, could never possibly pursue all aspects of knowledge. It will always have difficulty in funding properly even those things that it decides it wishes to undertake; even in the best of financial circumstances choices will have to be made that should be related to some thoughtfully developed system of priorities.

2.04 UBC will always be affected, quite properly, by its Canadian and British Columbia setting. It is only to be expected, for example, that there should be a strong emphasis in this institution on disciplines related to all aspects of natural resources. A university situated in British Columbia has both the opportunity and the obligation to work in those fields. That does not mean, however, that the university can afford to develop an excessively parochial mind. That would result in the university failing to develop the knowledge and expertise which society rightly expects the university should provide to it. All disciplines, whatever their local setting, are universal in nature, and a university forgets that truth at its peril.

2.05 UBC is part of the system of education of the province of British Columbia. It must, therefore, have due regard to its relationship to the other universities, to the community colleges, to other institutions of higher learning, and to the schools. It may lay claim, however, in light of its history and in light of its achievements, to some pre-eminence in research, graduate work and professional studies. That claim does not deny, but if anything underlines the central role played in the university by the Faculties of Arts and Science. The work that they do is not only at the heart of any concept of the university in general, but it is also an essential foundation for research, graduate work and professional study.

2.06 Whatever specific work the university undertakes, it must do in a proper academic environment, that is an environment that is conducive to producing the quality of mind that we think universities should produce. This is particularly difficult in a large non-residential institution. Such a setting may impose limitations which can never be totally overcome. It is clear, however, that some thought needs to be given to ways in which that necessary academic environment may be fostered. It should obviously be fostered in the classroom. It may be fostered through smaller classes, special lectures, the forming of academic clubs, or making a more imaginative academic use of the fact that 4,000 students do reside on campus. It is also possible that the university should be on guard against a narrowness of academic endeavor, and that it should look more closely at the broadening of the experience of its students, both within and outside their own disciplines.

III. ACADEMIC PLAN

3.01 Whether it is in a period of expansion or retrenchment the university needs an overall academic plan. That plan should be developed in light of the views contained in parts I and II on the role of universities in general and of The University of British Columbia in particular. In a period of expansion, the existence of a plan should enable the university to expand in a way which is in its best long-term academic interests. In a period of retrenchment, the existence of a plan should enable the university to act in a way which does the least damage to its major academic objectives.

3.02 The first and fundamental step in working out an academic plan is to decide in what areas the university should carry on its activities. We refer to the major academic activities that the university should be engaged in as "core" activities, and discuss them further in paragraph 3.03. The university must also pay due regard to a number of other factors. These include quality, cost, special value to Canada or British Columbia, and uniqueness in the province. These are discussed further in paragraphs 3.04 to 3.08. Assuming that the major elements that go into the formulation of an academic plan have been identified, the

first step in its implementation would be to make a preliminary assessment of priorities on the basis of what are "core" activities. That assessment would then need to be modified, and in many cases no doubt considerably modified, by reference to the factors that will be discussed in paragraphs 3.04 to 3.08. *All of this cannot be done according to any rigid formula, and will involve the exercise of much fine judgment.* In paragraphs 3.10, 3.11 and 3.12 we discuss some of the nuances that we think are involved in that process. Finally, in paragraph 3.13, we note three matters which in a sense may be of an ancillary nature, but which nonetheless we regard as being important.

3.03 The academic activities with which the university might concern itself can be classified into three groups. This classification needs to be done on the basis of the substantive activities themselves, and not simply by reference to the various units into which the university is organized for administrative purposes. The three groups of activities are not mutually exclusive, and some allowance must be made for "shading" between them. The three groups are:

- (1) Core academic activities. These are activities which would be regarded as core at any modern major university, or which would be considered core at The University of British Columbia because of the special nature of this university. *Prima facie* one would include within core activities interdisciplinary programs whose components are themselves core.
- (2) Core-related activities. These are activities which (a) lay a necessary foundation for core academic activities, or (b) build on a foundation laid by one of the core academic activities, but which do not in themselves develop major new concepts.
- (3) Non-core activities. These are activities which would not fall into either group (1) or (2). We suspect that if there are any such activities being carried on at present in the university, they must be few in number.

3.04 Quality. An academic plan should, of course, stress the need to maintain and strengthen the quality of any work which the university does. It should identify on what basis and by whom judgments about quality are to be made.

With respect to the university's role in preserving and disseminating knowledge, the quality of students admitted, the quality of teaching offered to them, the performance of students and the reputation of graduates are all indications of how well the university is doing its job. The success of the university in preserving and expanding knowledge may be judged by the quality of its graduate program, the research and publication of its faculty, the ability of its faculty to acquire research support, and the general reputation of the university in other academic quarters and in the community generally.

In general the responsibility for ensuring the quality of academic work lies with departments, faculties, the Senate and the Office of the President. As a matter of course, the faculties should be monitoring the quality of work which they do. This may be supplemented from time to time by the reviews which the university undertakes of departments or programs. These reviews are available to Senate, and enable it to make judgments about the quality of work being done. Equally, the Office of the President, relying on the reports from Deans and on the reviews, should have available to it the material needed for making judgments about quality.

3.05 Cost. In all spheres of its activities the university should continue to ensure that its work is being done at the minimum possible cost, consistent with quality. This requires not only a monitoring of the operation of academic units, but also a monitoring of the non-academic operations of the university.

3.06 Enrolment. The university is on record as wishing to restrict its enrolment to 27,500. That should be reconsidered, even if only to confirm that it represents a desirable policy. If it does, decisions then need to be made about the ultimate effect of that policy on the various academic activities of the university.

A number of approaches may be taken to the question of limiting enrolment. *Prima facie* one might start with the premise that the province should seek to

provide a place to all qualified students who wish to pursue their studies, and that each of the three universities should offer a full range of programs so that a student has the opportunity to study wherever he or she wishes to do so. However, even if that premise be accepted, it needs to be modified by reference to a number of considerations:

- (1) Should enrolment at, say, one of the universities be allowed to escalate without control, and that of the other two to remain relatively low? Or should there be a policy of maintaining some relative balance, though not necessarily equality in enrolment, among the three institutions.
- (2) It may be argued that quality is affected, and adversely affected, by excessive enrolment. In some programs, at least, it may therefore be desirable to limit enrolment to protect quality.
- (3) The resources, financial and otherwise, may not be available to cater to all qualified students who may wish to enrol. At least two consequences flow upon that:
 - (a) It may not be feasible to offer parallel programs at all three universities in certain areas.
 - (b) Within each university it may be necessary to put an enrolment restriction on particular programs. This has been done in many areas of this university.
- (4) Arguments may be made for limiting enrolment on the ground that there is no "need" for all the graduates in a particular program. It is notoriously difficult, if not impossible, to measure accurately future needs. If that be so, there is an obvious danger in limiting enrolment by attempting to make predictions about the future. It may therefore be better to allow the "marketplace" to establish an acceptable equilibrium rather than by imposing enrolment limitations. We recognize however that in this there is a danger for the university. If it devotes a major portion of its resources to a particular program when enrolment is high, it will have to be prepared to reconsider its allocation of resources if enrolment drops and, so far as can be judged, is going to remain at a lower level in the foreseeable future. This will require careful preplanning so that any reallocation of resources that is needed, can in fact be made.

On occasion, instead of being faced with a question of limiting enrolment, the university may have to deal with areas of academic activity where enrolment appears to be low. If this occurs in areas which are core, or where the need appears to be great for graduates, efforts should be made to increase enrolment. On the other hand, it may be necessary to either reduce support to reflect low enrolment, or indeed to consider the elimination completely of all or part of the particular program.

3.07 Special Value to Canada or British Columbia. It seems obvious that the university should be particularly concerned with academic activities that are of special value to Canada or to the province. We have already given as examples programs or disciplines that are related to natural resources.

3.08 Uniqueness. If a program offered by The University of British Columbia is the only such program offered in the province that is an added reason for retaining and, if need be, strengthening it.

3.09 In paragraphs 3.10, 3.11 and 3.12 we consider in a preliminary way how the various matters we have just discussed may be combined to make specific decisions. *We again underline that this cannot be done according to any rigid formula, and that none of the matters we refer to can be read in an absolute sense in isolation from the other factors that need to be taken into account.* In the end specific decisions will involve a fine balancing of all relevant considerations.

3.10 (1) In the case of core academic activities the university should not only retain those activities, but should, even in a period of financial retrenchment, be prepared to expand existing activities, or develop new ones where that is judged to be necessary to the essential functioning of

Please turn to Page 4
See BUDGET REPORT

'Averages' go back to faculties

Three proposals from a Senate ad hoc committee calling for the inclusion of numerical averages on student transcripts have been referred to UBC's 12 faculties for consideration and comment.

A motion to refer the proposals, made by Arts Dean Dr. Robert Will at the May meeting of Senate, was approved following presentation of the ad hoc committee's report by Prof. Robert A. Adams (Mathematics), assistant dean of Science.

The committee's proposals were that:

1. Sessional averages (for each Winter Session) and cumulative averages (for all courses taken at UBC) should be included on students' transcripts, and should be based on unit-weighted marks for all courses attempted, except courses for which no marks are normally given.

2. A single cumulative average should cover all of a student's undergraduate studies at UBC. A new cumulative average should be begun when a student enters a graduate faculty.

3. Numerical marks should be given to all students registered in a course, whether or not a final examination has been written. The "DNW" (Did Not Write) mark should not be used.

Prof. Adams said the one thing that emerged from a questionnaire to UBC faculties was "almost unanimous agreement . . . that averages would be useful and should be included on student transcripts." He added that his own faculty (Science) had dissented.

He said UBC's present system of awarding first-class, second-class, pass or failure standing did not generate enough information to enable a grade point average to be assigned. The committee's proposal, therefore, called for an average to be computed on the marks students obtained in courses.

Dean Will, who addressed himself only to the first recommendation before making his motion to refer, said he was not convinced that numerical averages were necessary and added that he couldn't imagine any purpose for a cumulative average.

He said his faculty had approved elimination of the DNW notation because it was unfair that students who remained in a course up to the end and did not write the exam were given the same notation on their record as a student who attended class for only the first three weeks of the University year.

He added that it was "very bad" if the average included a course for which the student received only five or 10 marks out of 150, "if indeed the intention is that you have to send in some mark if a student misses the last date for withdrawing (from a course) by one or two days.

"As a result, the average won't be representative, because they'll be taking four courses in which they may get high B's, but they'll get a C average because of the five or ten marks awarded in one course."

He said another consequence of the proposal would be that students would be assigned a failure status if they decided a course isn't for them, "but if they know that by just sticking with the course and doing some mediocre work, they'll do so in order to buoy up their average.

"They may not intend or be able to pass (the course), but they'll get 40 marks instead of five. . . Averaging is not meaningful if there is a zero or a five or a ten or some flunk fluke mark (on the record)." If the average is to be computed, he added, it should be on the basis of completed courses.

James Varah heads Computer Science

Prof. James Varah has been named head of UBC's Department of Computer Science. He has been acting head of the department since last July.

Prof. Varah, who joined the UBC faculty in 1971, is an internationally known scholar in the areas of numerical computation, particularly numerical linear algebra and the solution of partial differential equations.



UBC's student-operated radio station, CITR (FM 102, Cable 100), has a new station manager. She's Carleton University graduate Candace Kerr, standing, who succeeds Sonia Mysko, currently travelling in Europe, who has looked after the station's day-to-day operations since it was granted an FM license in 1981.

'CanLit' marks 25th birthday

"Canadian Literature," UBC's quarterly journal of criticism and review, celebrated its 25th birthday last week with the publication of issue No. 100.

The issue, enlarged to more than 375 pages, includes prefaces by recently retired Governor-General Edward Schreyer, former Canada Council chairman Mavor Moore and UBC President K. George Pedersen, as well as articles by such well-known Canadian authors as Clark Blaise, Henry Kreisler, Margaret Laurence, Dorothy Livesay, Eric Nicol and James Reaney.

A hard-cover edition of the issue, entitled *Canadian Writers in 1984*, will be issued by the University of British Columbia Press this month.

In an editorial in the anniversary edition, the journal's current editor, Prof. William New of UBC's English department, says that while Canadian Literature is by no means the longest-lived of Canadian magazines, "it is the oldest critical quarterly to have taken Canadian writers and writing as its sole topic: . . ."

Prof. New also pays tribute to George Woodcock, editor of the journal for its first 18 years. "It was his editorial skills which built the magazine . . . his judgments which so personally affected its contents, and his critical expectations which have so markedly touched the recent course of Canadian criticism."

The 25th anniversary edition of the journal is available at UBC's Bookstore or at Canadian Literature's office, Room 213, Ponderosa Annex 3, at \$15 a copy.

Kyle Mitchell heads Alumni Association

Kyle Mitchell, a senior partner of Dunhill Personnel Consultants Ltd., is the new president of the Alumni Association of UBC. Mr. Mitchell, a 1965 Commerce grad and a 1966 Law grad, succeeds Mike Partridge.

Industry Liaison Officer appointed

Prof. James Murray of the Department of Geological Sciences, a 20-year member of the UBC faculty, has been appointed Industry Liaison Officer for the University.

Dr. Murray's appointment was announced by Dr. Peter Larkin, UBC's associate vice-president, research, who said that the University was hoping to encourage closer liaison with industry.

"The University, as a resource, should be more accessible to local industry. Industry, as entrepreneurs, should be more approachable from the University," Dr.

Grad Centre taken over by University

UBC's associate vice-president for student services, Dr. Neil Risebrough, says he is optimistic that problems associated with the operation of the Thea Koerner Graduate Student Centre will be resolved before the 1984-85 winter session begins in September.

The University administration took over management of the centre early in May from the Graduate Student Society (GSS), which has had responsibility for running the building under an agreement between the society and the University signed in mid-1982.

Dr. Risebrough said the University took action because of a financial deficit of about \$100,000 owing to the University by the GSS.

"The 1982 agreement," Dr. Risebrough said, "made it clear to the GSS that the University would not assume any financial responsibility with respect to the agreement.

"We have attempted over the past year and a half to work closely with the GSS to eliminate the deficit. Since the GSS took over responsibility for the operations of the building in 1982 there has been a continuous increase in the deficit for which there is no historical precedent."

The Graduate Student Centre remains open for the use of GSS members, although no food or beverage service is provided. Catering for functions is being provided by UBC's Department of Food Services.

Shortly after the University took over management of the centre, President George Pedersen appointed a four-member committee charged with recommending a future management structure for the centre and methods by which the existing deficit can be eliminated and how the centre can

function in future on a sound financial basis.

Members of the committee are the two current student members of the Board of Governors, David Frank and Don Holubitsky, physics department head Dr. David Williams and Dr. James Richards, associate dean of the Faculty of Agricultural Sciences, who is serving as the committee's chairman.

The president has asked the committee to report by July 15 so that new procedures can be in place by Sept. 1.

The Graduate Student Centre adjacent to the Faculty Club was built in the early 1960s with a gift of \$400,000 from Dr. Leon Koerner. A \$750,000 addition, built with funds borrowed by the University, was added in 1971.

The loan is being repaid through a \$14 assessment paid annually by each graduate student enrolled at the University. It will be repaid by 1987.

School of Audiology gets \$42,550 grant

UBC's School of Audiology and Speech Sciences has received a grant of \$42,550 from the Mr. and Mrs. P.A. Woodward's Foundation for partial support for studies in hearing, speech and language.

The money will be for a computer for research in developing new hearing devices and for implementing "synthetic" speech systems, used in talking machines for the handicapped. It will also be used for analysis of language used by children and other communication problems.

Emeritus report rejected

Proposals to alter the criteria for granting emeritus status to retired members of the UBC faculty were rejected by the University Senate at its May meeting.

The proposals, contained in a report from Senate's tributes committee, called for the award of emeritus status "only to those deemed worthy of special recognition by the University by virtue of their distinguished teaching or scholarly achievement or long service to the University or the community."

Graduate studies Dean Peter Larkin, in presenting the committee's proposals to Senate, said it was anticipated that faculty deans would nominate individuals for emeritus status to the tributes committee, which would, in turn, make recommendations to Senate.

In speaking to the motions, Dean Larkin said it has been UBC's practice to award emeritus status "quite freely," and that the title was related to the fact that many of the "perks" of retirement were associated with it in the form of parking privileges and library cards.

He said it was the view of the tributes committee that UBC would be well advised to revise the way in which emeritus status was awarded "to limit it to the very few of our outstanding and distinguished colleagues on the occasion of their retirement."

A number of senators opposed the proposals and made the following points.

- It would be difficult to decide whether an individual merited emeritus status on the basis of distinguished teaching, given that the methods of

identifying outstanding teaching at UBC are imprecise.

- The method proposed for nominating individuals would generate a great deal of documentation at a time when UBC is already "awash in paper" and has diminishing resources for such a task.

- Promotion to a higher rank is the basic component of the incentive system at UBC and the prospect of being granted emeritus status on retirement is not likely to change attitudes while a faculty member is active.

- Many people who give satisfactory but not outstanding service over a long period would be unnecessarily disappointed at not being granted emeritus status, something that would be "divisive rather than helpful."

- UBC's present practice of giving emeritus status freely is not meaningless because it lets others know the individual is retired and is no longer teaching or carrying previous responsibilities. Those deprived of emeritus status would have no title at all at the University.

The tributes committee's recommendations were defeated by a substantial margin, as was an amendment that would have had the effect of granting emeritus status automatically to full professors.

UBC's president and Senate chairman George Pedersen said at the conclusion of the debate that he assumed Senate wished the tributes committee to continue to consider the question of the granting of emeritus status. A senator said that in doing so the committee should consider the possibility of abolishing emeritus status.

also be conveying industry's needs to the University.

"He will explain the facts of business life to University personnel and give advice on who might develop what invention."

Dr. Murray also will be responsible for giving advice to both parties on suitable government aid programs, will assist in the presentation of appropriate cases for funding, and will maintain a liaison with the B.C. Science Council's Innovation Office.

Larkin said.

He said Dr. Murray would give advice to industry on specialized research at UBC, explain University policies and procedures that are relevant to consulting and contracting, and otherwise facilitate industry-University relations.

"Initially, we will just be feeling our way," said Dr. Larkin, "but I feel that because of the importance of technology to the future economic well-being of the province this liaison is critical."

He emphasized that Prof. Murray would

UBC CALENDAR

Calendar Deadlines

For events in the weeks of July 8 and 15, material must be submitted not later than 4 p.m. on Thursday, June 28. Send notices to Information Services, 6328 Memorial Road (Old Administration Building). For further information, call 228-3131.

MONDAY, JUNE 18

Cancer Research Seminar.

Recent Developments in the Biology of Acute Lymphocytic Leukemia of Childhood: New Directions for the Future. Dr. Ted Zipf, Pediatrics, University of Calgary, and director, Southern Alberta Pediatric Oncology Program. Lecture Theatre, B.C. Cancer Research Centre, 601 W. 10th Ave. 12 noon.

Immunology Group Seminar.

HLA - Provinces Francaises. Dr. Francine Decary, assistant medical director, Ottawa Red Cross Centre. Salon C, Faculty Club. 8 p.m.

WEDNESDAY, JUNE 20

Education Lecture.

Educational Technology for Pre-Service Training at Hyogo University of Teacher Education. Dr. Tatsumi Ueno, Hyogo University of Teacher Education, Hyogo, Japan. Seminar Rooms A and B, Ponderosa Annex G. 4:30 p.m.

Summer Film Series.

Reuben, Reuben. Shows at 7:30 and 9:45 p.m. on June 20, 21 and 23 (no show Friday). Admission is \$2. Auditorium, Student Union Building. 7:30 p.m.

FRIDAY, JUNE 22

Medical Genetics Seminar.

Osteogenesis Imperfecta. Prof. Peter Beighton, Human Genetics, University of Capetown, South Africa. Parentcraft Room, Grace Hospital. 1 p.m.

Student Recital.

Music of Krumpholtz, Faure, Albrechtsberger, Dodgson, Honegger and Lewis. Rhonda Guild, flute, and Alison Hunter, harp. Recital Hall, Music Building. 8 p.m.

THURSDAY, JUNE 28

Summer Film Series.

Local Hero. Shows at 7:30 and 9:45 p.m. on June 28, 29 and 30. Admission is \$2. Auditorium, Student Union Building. 7:30 p.m.

MONDAY, JULY 2

University closed for July 1 Canada Day holiday.

WEDNESDAY, JULY 4

Frederic Wood Theatre.

Opening night of Alan Ayckbourn's play *Bedroom Farce* performed by Stage Campus '84. Continues until July 14. For ticket information, call 228-2678 or drop by Room 207 of the Frederic Wood Theatre. 8 p.m.

THURSDAY, JULY 5

Summer Film Series.

The Right Stuff. Shows at 8 p.m. on July 5, 6 and 7. Admission is \$2. Auditorium, Student Union Building. 8 p.m.

Notices . . .

Walking tours

UBC's Department of Information Services offers free guided walking tours of the campus at 10 a.m. and 1 p.m. Monday through Friday. Tours can be geared to a group's particular interests. To book a tour, call 228-3131. At least one day's notice is appreciated.

Nitobe Garden hours

The Nitobe Japanese Garden, located adjacent to the Asian Centre on West Mall, is open from 10 a.m. to 6 p.m. seven days a week, until October.

Frederic Wood Theatre

Stage Campus '84 presents the play *Dreaming and Duelling* June 13 to 23 at the Frederic Wood Theatre. For ticket information, call 228-2678. Curtain time is 8 p.m.

Daycare

Immediate full- and part-time positions available in professionally staffed campus daycare. Daycare features a stimulating activity program and considerable flexibility in scheduling. Open to children 18 months to three years. Contact Christine McCaffery at 271-2737.

Toddler summer school

Full- and part-time positions available now at Canada Goose Daycare on campus. The facility offers a flexible, stimulating learning environment for young children. Open to children 18 months to 3 years (will take 16½ months). Call 228-5403, 8 a.m. to 5 p.m.

Lost and Found hours

During the summer UBC's Lost and Found, located in Room 208 of Brock Hall, will be open the following dates from 9 to 11 a.m.
JUNE: 18, 25, 27. JULY: 4, 9, 11, 16, 18, 23, 25, 30. AUGUST: 1, 8, 13, 15, 20, 22, 27, 29. Telephone number for the Lost and Found is 228-5751.

NITEP reunion

To celebrate 10 successful years of the Native Indian Teacher Education Program a reunion day is planned for Saturday, July 7. The day's activities include a pot luck brunch at 11 a.m. in the lounge of UBC's Scarfe Building, continuing through to a banquet and dance in the Student Union Building. Past and present students, graduates, coordinators, sponsor teachers, instructors, school administrators, Indian Band representatives, relatives and friends are invited. Tickets for the banquet and dance (\$22 per person) must be ordered by June 29 from Patti McMillan at 228-5240.

French, Spanish and Japanese conversational classes

Three-week intensive programs begin July 3 and 23. Evening Japanese program starts July 3 also. For more information or registration, contact Language Programs and Services, Centre for Continuing Education, at 222-5227.

Host Families wanted

Interesting cultural experience for families who can provide accommodation for graduate students from The People's Republic of China. These students will be attending an English orientation program at UBC prior to enrolling in MBA or MSc programs across Canada. Room and board, \$648, July 8 - Aug. 25. Prefer families close to UBC. Contact Pat, 222-5274, Tuesday or Thursday, 8:30 a.m. - 4:30 p.m.

Library tours

Guided tours of Main and Sedgewick Libraries will be given Tuesday through Friday, July 3-6, at 10:30 a.m., 1:30 and 4 p.m. Meet in the Main Library entrance. The tours last about 45 minutes.

Budget report

the university. It must be realized that this will require a reduction in resources allocated to some other activity of the university.

(2) Even though The University of British Columbia is an older institution than the other two universities, in many areas of its activities it has not yet been able to allocate to them all of the resources that they require. A conscious effort therefore needs to be made to preserve and strengthen activities that are already of a high quality, and to improve in areas where the quality is lower than it ought to be.

(3) If enrolment in an area of core activity appeared to be low, *prima facie* efforts should be made to increase it. A suggested approach to a perceived "high" enrolment is set out in paragraph 3.06 (4).

(4) Special value to Canada or British Columbia, or uniqueness, are simply added reasons for retaining or developing core activities of the university.

(5) Despite the very strong presumption in favor of retaining and developing core activities, there could be cases where the university should consider contracting, or even eliminating completely, an activity otherwise regarded as core. For example, if the quality and enrolment in an existing program were low, if the costs were high and alternative programs were offered at other institutions, one might argue that it would be better for this university to eliminate the program completely.

3.11 (1) In the case of core related activities, the university should retain existing activities, but as a general principle should consider with great care any proposals to add new activities of this type. That would be particularly the case where the proposed activity builds on, rather than lays the foundation for a core activity.

(2) If the quality of any existing core related activity is poor, consideration should be given to improving its quality.

(3) If enrolment in a core-related activity is perceived to be high, the university should be more prepared to reduce enrolment than it would be in the case of core activities. Moreover, if enrolment in a core-related activity were low over a longish period of time then a case could well exist for reducing the support for such activity.

Continued from Page 2

(4) Special value to Canada or British Columbia, or uniqueness, would be reasons for retaining and strengthening any core-related activity.

(5) The university ought to be prepared, more than in the case of core activities, to reduce or even eliminate core-related operations. For example, if the quality and enrolment in a particular program were low, and the costs were high, the program might be reduced or even eliminated completely, and this even though there were not alternative programs being offered in the province.

3.12 (1) The university should not have any non-core activities, even in times of financial abundance. Therefore, even if there is no financial inducement to do so, the university should consider whether it wishes to continue to work in non-core activities should such exist. If anything, there should be a presumption against its doing so.

(2) A non-core activity's continued existence at the university could, however, be justified. For example, this might be done on the basis of high quality and low costs, high enrolment and the lack of any other similar program in the province.

3.13 Assuming that an academic plan is developed following the suggested guidelines, there are three matters which in a sense are of an ancillary nature, but which are nonetheless of importance:

(1) The procedures we have proposed exclude by implication either expansion or retrenchment by pro rata increases or reductions in the allocation of resources. Decisions must be made by reference to some set of principles which have been agreed on in advance of making specific decisions.

(2) The social and human impact of any reorganization of the work of the university cannot be ignored. Attention will therefore need to be paid to the effect of reorganization on faculty, staff and students. Equally, the effect of the alteration of academic activities on students who might have been planning to attend the university will have to be borne in mind.

(3) Any plan that is developed can not be excessively rigid. Some allowance must be made for flexibility in its application, and, without planning *ad nauseam*, the university needs to reconsider from time to time the

general structure of any plan that it adopts.

IV. IMPLEMENTATION

4.01 In the time available to us we have not been able to give proper consideration to the implementation of the principles which we suggest should form the framework of any academic plan adopted by the university. In any event, we doubt if we could draw up any implementation scheme without some reasonable consultation within the university. In this respect therefore we do no more than state what are probably two self-evident principles. First, if the university should accept our proposals as providing a framework for an academic plan, it should then immediately set to work to apply those principles to the situation in which it currently finds itself. Second, whatever the exact process of implementation, it needs to be done with the due involvement of the academic bodies of the university, in particular the faculties and the Senate.

Oriental night helps library

UBC raised almost \$10,000 for support of its Asian Studies Library as a result of an Oriental Night staged at the Robson Square Cinema on April 14.

The largest single donors to the fund-raising event were the Mitsui Canada Foundation and the Vancouver Chinatown Lions Club. Some 50 individuals also made contributions to the evening of entertainment sponsored by the UBC Library and Sing Tao newspaper, Vancouver's Chinese-language journal.

Those who attended the event heard a selection of Japanese and Chinese music and saw dancing and a martial arts exhibition.

Funds raised by the event will be used to purchase material for the UBC Asian Studies Library, housed in the Asian Centre, regarded as one of the leading libraries of its kind in North America.

First Class Mail

UBC Reports is published every second Wednesday by Information Services, UBC, 6328 Memorial Road, Vancouver, B.C. V6T 1W5. Telephone 228-3131. Al Hunter, editor; Lorie Churvik, associate editor; Jim Banham, contributing editor.