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SPECIAL ISSUE

Task Force Study to be launched at M.U.N.

President's Open Letter to Faculty, Staff, Students

NOTE

This letter has been delayed because I had hoped that we would, by now, have the decision of the Government regarding next year's grant. The plan was that there would be a meeting with the Cabinet Committee on M.U.N. Financial Affairs on February 26th., but that meeting has been postponed on several occasions. On March 17th., the Chairman of the Board of Regents and I met with the Premier, the President and the Secretary of the Treasury Board to discuss the operating and capital budgets of the University for next year. We expect to have the decision within a week or so. I have decided to delay this letter no longer since I am anxious that the Task Forces begin their assigned tasks. I shall write again as soon as we are officially informed of the decision of Government regarding our operating and capital budgets for next year.

"Nothing will ever be attempted if all possible objections must first be overcome."

Samuel Johnson

In my open letter to you dated January 28th, 1976, I explained the financial situation for the fiscal year 1975-76 and I outlined our efforts to meet that situation. I appealed to all of you for help in effecting economies and for your constructive suggestions regarding how we might make additional savings.

I need not repeat the various measures that were adopted to eliminate the potential deficit in excess of one million dollars on our current operating account. We shall have to wait, however, until late April, after the books have been closed, before we will know to what extent we have succeeded in balancing the budget. In the meantime, I express my gratitude for your understanding and your cooperation.

At one of the Convocations last May, I stated that a period of financial restraint was a time for the reexamination of our basic objectives, and for the remustering of our financial resources for the better attainment of these objectives. I view our current situation as simply a temporary phase. The important thing is to ensure that no action now taken as a short term remedy will impair our future. If we had listened to the prophets of doom in the past, this University would never have been established nor would it have developed to its present status.

I assure you I have no intention of listening to them now. Indeed, now is the time for us, having reexamined and reconfirmed our basic objectives, to enquire into how we might better serve society, and to plan positively for the future in order that we be prepared to act as resources become available.

We are not caught unprepared. Several years ago, all faculties, Departments and Schools were asked to clarify their basic objectives and their perceived roles within the University. More than a year ago they were asked more specifically to identify their essential core programs and to establish the minimum requirements to sustain such programs. A great deal of ground work has therefore been laid for the critical reexamination that must now be undertaken.

Presidential Task Force

In my previous letter, I stated our intention to reexamine the entire spectrum of our activities, to seek ways and means to increase revenues and to decrease costs and to clarify our order of priorities, not only within the University as a whole, but within the various divisions of the University. That intention, in my opinion, can not be satisfied by the negative act of establishing a Presidential Committee on Financial Restraint, however broad the scope of consultation undertaken by that

Committee. I have, therefore, decided to establish a Presidential Task Force on University priorities under the chairmanship of the Pro Vice-Chancellor, Dr. L. Harris. This Task Force has been selected in consultation with the Senate Committee on Committees. The assignment of the Task Force will be to examine and to analyze all operations of the University, to draw up a suggested order of priorities within the University as a whole and within each component of the University, to enquire into how revenues may be increased and how expenditures may be decreased within these components and to make suggestions and recommendations on the basis of its finding. This Task Force will be a fact finding and advisory body reporting to the President. Its suggestions and recommendations pertaining to academic matters will go to the appropriate academic council and/or committee of the Senate and then to the Senate. Those pertaining to non-academic matters will go to the appropriate Vice-President for recommendation to the President.

Sub-Task Forces

Supporting the Presidential Task Force on University priorities and reporting to it, there will be established the following seven Sub-Task Forces, whose members have also been selected in consultation with the Senate Committee on Committees:

1. **Revenue.** To examine ways and means of increasing the revenues of the University. This assignment will include a study of: (a) the provincial grant to the University as a percentage of the provincial budget; (b) comparable practices in other provinces; (c) the extent to which line departments in the Provincial Government pay for research and services compared with other

provinces; (d) student fees; (e) ancillary services to students; (f) the overhead cost of supported research; (g) endowments; (h) any other related matter.

2. **Faculty.** To investigate how (a) the University spends its money in respect of full-time, seasonal, temporary and part-time members of the faculty; (b) how the Faculties and Schools use that academic staff; (c) types of programs and courses offered; (d) size of classes; (e) actual levels of staffing; (f) effects of nonreplacement of positions falling vacant; and (g) any other related matter.
3. **Academic Support Services.** To investigate how the University spends its money on support services directly related to the academic programs such as support staff in Faculty, School and Department workshops and laboratories, in the library, Technical Services, E.T.V., Audio Visual, Computer Services, and any other related matter.
4. **Services to Students.** To investigate all activities and the use of all budgets related directly to student services whether or not they are under the control of the Vice-President (Student Affairs and Services), e.g., Thomson Student Centre, Brezeway, Residences, Dining Halls and Cafeterias, Counselling Services, Harlow Campus, Athletics, Glee Club, Office of Vice-President (Student Affairs and Services), and any other related matter.
5. **Administrative Support Services.** To investigate how the University spends its money on support services indirectly related to academic programs such as Office of the President, Vice-Presidents not subject to examination by other Task Forces, Registrar, Centre of Graduate Studies, Comptroller, Administrative Services, University Relations and Development, Personnel Division, Physical Operations, Campus Services, administrative support to Deans, Academic Directors and Heads of Departments, and any other related matter.
6. **Research.** To investigate how the University spends money on research within Departments, Schools and Faculties and in special organizations such as Institutes, Centres, MSRL,

RUVF, Oxen Pond Botanical Park, and any other related matter.

7. **Community Services.** To investigate how the University spends money on community services within Faculties, Schools and Departments as well as within non-academic divisions of the University such as Extension Service, Centre for Development of Community Initiatives, Office of Vice-President (Professional Schools and Community Services), use of facilities, and any other related matter.

In support of these Sub-Task Forces, I am asking Deans, and Directors of Schools to appoint their own committees to undertake a critical review of their activities and expenditures by discrete components and to make a presentation to the appropriate Sub-Task Force. The Directors of non-academic divisions of the University will be asked to make similar presentations without delay.

Normal Budgetary Process

Concurrently with these investigations there will, of course, be ongoing discussions with the senior officers of the University with respect to the 1976-77 estimates and a normal process will take place. With regard to these estimates, I can now advise you that the original requests of the various components of the University came to a total of \$48,295,566. These were reduced under the direction of my office to \$43,686,000, a cut of approximately 10 per cent. Our submission to Government for a grant of \$39,956,000 was based on the assumption that there would be approximately a 2 per cent increase in our full-time equivalent enrolment and that tuition fees would not be increased. The \$39,956,000 was an increase in the 1975-76 provincial grant of approximately \$6 million, representing an increase in our budget of 17 per cent, even though there would have been an increase in the provincial grant of approximately 21 per cent. The reason for this difference is that without an increase in fees, and with no substantial increase in enrolment, there would be little increase in our revenues from sources other than the provincial government.

Our Case for the Increase

The case that we presented for the increase of \$6.5 million was based on the fact that we are faced with the following increased expenditures of \$5.1 million over which the University has little control and practically no flexibility.

Continued on page 2

TABLE 1

1. Carry over of salary increases made to faculty effective September 1, 1975, and to staff effective October 1, 1975	\$1,300,000
N.B. Since these increases became effective only part way through the fiscal year, their full effect will not be felt until 1976-77.	
2. Projected salary increases for Faculty and Staff for 1976-77 based on the anti-inflation guidelines	2,130,000
3. Increased costs of fringe benefits on the 1975-76 carry-over and the 1976-77 increases	360,000
4. Increase in cost of heat, light, cleaning etc., for the new Engineering Building	300,000
N.B. This building was only taken over in November so that the full cost of operation must be borne in 1976-77.	
5. Projected additional costs of energy and cleaning for the rest of the University	270,000
6. Increased costs at Corner Brook including additional faculty and staff	470,000
N.B. Corner Brook did not become operational until September 1, 1975, and a modified second year program will be introduced in 1976.	
7. Increased costs of S.S.A. because of the increase in the rate to 10 per cent	180,000
8. Increase in telephone and postal charges	90,000
Total	\$5,100,000

The result of the above, is that there would remain only \$1.4 million to meet the costs of salaries of Faculty returning from leave, of new faculty and staff who must be appointed, and the inflated cost of goods and services (which in total are estimated to be in the vicinity of \$9.0 million).

The Budget for Medicine

The budget for the Faculty of Medicine is different from that of any other Faculty for, unlike the general University budget, it is carried in the budget of the Department of Health. The first reason for keeping it separate was to ensure that no part of the general University budget is used to support

the Faculty of Medicine. The second difference is that unlike any other Faculty, the budget of the Faculty of Medicine includes the full costs of physical operations and of security. Thirdly, it was clearly desirable to promote joint planning with the Department of Health of aspects such as medical manpower, community medicine, and medical research.

We submitted to Government a request for a grant of \$6,078,784 on behalf of the Faculty of Medicine. This request involved an increase over the grant for the current year of approximately \$1,426,000, of which \$1,106,500 is an amount over which the University has virtually no control:

TABLE 2

1. Additional costs of Physical Operations and security	\$ 338,000
N.B. The Faculty of Medicine moved into part of its new quarters during the course of the current fiscal year and will move into the remainder in August.	
2. Carry over of salary increases made to Faculty last September, and to staff last October, and of the salaries of new appointments made during the course of the fiscal year	371,000
3. Projected salary increases for Faculty and staff for 1976-77 based on the anti-inflation guidelines	213,000
4. Increase in cost of fringe benefits	75,000
5. Replacements already appointed but not yet on the payroll	109,500
Total	\$1,106,500

On the basis of table 2 figures, it is obvious that there would remain only \$319,500 to cover the inflated portion of the costs of goods and services, the cost of one new appointment and vacant posts that must be filled since this relatively new Faculty has not yet reached a stable size.

TABLE 3

1. Library	
(a) Construction	\$4,500,000
(b) Architect Fees	90,000
Total: Library	\$4,590,000

The desperate need for a new library was stressed. The point is now reached where there is little room in the present Library for students to study and space has had to be found elsewhere for journals.

2. Music and Fine Arts	
Architect Fees	\$ 76,000

This request was to provide funds for plans so that construction could begin when funds became available.

3. Academic Building No. 1	
Architect Fees	330,000

The purpose here is to provide plans for one of the academic buildings envisaged in the revised Master Plan. This building, to be built when funds become available, would consist of offices, classrooms, seminar rooms common to many users. It is hoped that this building could accommodate the School of Business Administration now housed temporarily in the Engineering Building, the School of Social Work now in the rented main building of Queen's College, and some departments now in the temporary buildings.

4. Site Work	
(a) Library site - clearing and relocating a temporary building	\$300,000
(b) Utilities tunnel to new Library	450,000
(c) Corner Brook	500,000
(d) Tree planting, etc.	200,000
Total: Site Work	\$1,450,000

The Library is planned to be built on the site of the temporary buildings. We hope to relocate one of them elsewhere for the School of Nursing. The funds for Corner Brook are for landscaping and for playing fields. The funds for tree planting are to cover the costs of planting the trees donated by the Royal Canadian Legion.

5. Renovations	
(a) Existing buildings in St. John's	\$600,000
(b) Corner Brook	100,000
Total:	700,000
Total:	7,146,000

M.O. Morgan,
PRESIDENT

The Capital Budget

The capital budget of the University is carried in the budget of the Department of Public Works and Services and is spent by that Department. The estimates on capital account that we submitted to the Government, and the explanatory notes were as follows:

Task Force

Membership is announced

The membership of the Task Force on University Priorities and the sub-Task Forces are defined in the President's Open Letter, is as follows:

Task Force on University Priorities

Dr. L. Harris, Chairman;
Dr. R. Peters, Dr. M. House, Dr. J. Barnes, Dr. E. Bullock, Prof. L. Jackson, Dr. P. Warren, Mr. N. Tilley, Miss Priscilla Renouf and Miss Helen Carew, Secretary.

Sub-Task Force (Revenue)

Prof. N. Ralph, Chairman;
Miss Gail Hillard, Prof. P. Fisher, Dr. J. Barry, and Mrs. M. Bernard, Secretary.

Sub-Task Force (Faculty)

Dr. I. Bruce, Chairman;
Dr. L. Brown, Dr. J. Church, Dr. G.M. Story, Dr. M. Newlands, Dr. J. Tomlinson, Mr. Glen Brown, Miss Susan Park, and Mrs. L. Beresford, Secretary.

Sub-Task Force (Academic Support Services)

Dr. D. Rendell, Chairman;
Dr. R. Hopkins, Prof. M. McPartland, Dr. R. Sexty, Dr. R. Newman, Mr. C. Mews, Mr. P. Colbourne, Miss Marcella Madden, and Miss Rosemary Barron, Secretary.

Sub-Task Force (Services to Students)

Prof. M. Andrews, Chairman;
Prof. M. Maingot, Dr. R.T. Pastore, Mrs. A. Wareham, Miss Gillian Butler, and Miss E. Halfyard, Secretary.

Sub-Task Force (Administrative Support Services)

Prof. H. Whalen, Chairman;
Prof. H. Ahuja, Prof. G.M. Cummings, Dr. A. Berger, Mr. Glen Roebolth, Mr. S. O'Brien, Miss Debbie Dumka, and Miss Bernice Caule, Secretary.

Sub-Task Force (Research)

Dr. B.H. Sells, Chairman;
Dr. A. Fallis, Dr. R.K. Crocker, Dr. G. Schwartz, Dr. R. Parsons, Mr. D.J. Lewis, and Mrs. T. Stokes, Secretary.

Sub-Task Force (Community Services)

Prof. B. Paddock, Chairman;
Miss E. Brett, Dr. A.B. Cannara, Dr. S.W. Bartlett, Dr. P.A. O'Flaherty, Dr. D. Hart, Mr. D. MacKay, and Mrs. Joan Bown, Secretary.