

THE NATIONAL FEDERATION OF CANADIAN UNIVERSITY STUDENTS
LA FEDERATION NATIONALE DES ETUDIANTS DES UNIVERSITES CANADIENNES

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P R E S I D E N T ' S R E P O R T

b y

ANTONIO ENRIQUEZ

NFCUS President 1953-54

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18th Conference - - 18ème Congrès

Université TORONTO University

18 - 23 October, 1954

R E P O R T

of the

THE PRESIDENT of The N.F.C.U.S.

I. - PROLOGUE:

Prior to presenting this report, the author would like to express his sincerest and heartiest appreciation for the honour bestowed upon him by his election to the Presidency of the N.F.C.U.S. It is only to be hoped that this Report will bear out, in some measure, the satisfaction of this confidence and honour.

In considering this Report, the reader should bear in mind that it is but a brief summarization of the over-all N.F.C.U.S. developments during the past year, and necessarily must exclude many points which would present a more polished picture, and which were excluded to permit a sharper picture of the main policy and action taken. The contents of this Report are treated more comprehensively in the Reports of the Vice-Presidents, the Secretary-Treasurer, and the International Affairs Commissioner, and C.U.D.A. Debating Commissioner, and shall be further analyzed in the respective Commissions.

II. - INTRODUCTION:

In accepting the newly-created full-time post of N.F.C.U.S. President the author believed his main duties would be: (a) To bring NFCUS to each Campus through personal talks and meetings, in an effort to develop a greater understanding for the organization's aims; (b) To collect a series of impressions, ideas and suggestions from students and student officers for the betterment of the NFCUS; (c) To study the administration of the NFCUS, its policy and projects in the light of item (b), and take action where possible to change favourably or recommend to this Annual Conference for implementation the following year.

III. - R E P O R T

A) . . Executive:

(a) Honourary President - The 17th Annual NFCUS Conference having omitted the election of an Honourary President, as foreseen in the Constitution, the Executive proceeded to present nominations and vote. The Executive voted unanimously in favour of Dr. Garnet Page, in view of his interest and experience in student affairs.

Dr. Garnet Page has been one of the first Honourary Presidents to take an active part in promoting the NFCUS, through his talks to students in the West, Ontario and Québec. His role as adviser has been a moderate and sage one which helped this Executive in no small measure.

(b) Regional Vice-Presidents - One of the mainstays of the NFCUS is the work of the Regional Vice-Presidents during Conference periods. The channels of communication, policy making, suggestions, and implementation on the business of the NFCUS relies to a great extent on their abilities to maintain interest and activity within their region and support and guide the National Office.

REPORT of THE PRESIDENT of NFCUS

III. - A) . . (b) -- (Continued)

This year the Vice-Presidencies were disrupted for extended periods of time for the following reasons:

- i) the failure of the 17th Annual Conference to elect a Western Region V.P., which caused this post to be vacant until January,
- ii) the two consecutive resignations, for personal reasons, of the Quebec Region V.P.'s, leaving the post sterile until the election of M. Rosaire Beaulé, at the Quebec Regional Conference in March,
- iii) the resignation of the Maritime V.P., again for personal reasons, his place not being filled until late February by James Kennedy, elected at the Maritime Regional.

The above resignations seriously impaired the effectiveness of the National Executive and forced a change of policy in the carrying out of Conference mandates. It is to be regretted most strongly that more seriousness is not exercised on the part of those accepting the Vice-Presidency, when considering same. Failure to do so hurts the work of the Federation, and consequently, its results.

Congratulations of this Conference, and the author, must go to the appointed 1st Vice-President, Mr. Howie Ellsworth, of the Ontario Region. The Ontario V.P. provided the leadership, enthusiasm and support expected in a Vice-Presidency, and more so, as can best be attributed by the activity in the Ontario Region. Sincere thanks must also be extended to Douglas Burns, Vice-President for the Western Region, James Kennedy, the Maritime Region Vice-President, and Rosaire Beaulé, Vice-president for the Quebec Region, for the support and collaboration given the author, and the fact that they accepted their posts late in the year, when the work had accumulated, requiring their immediate attention.

(c) I. A. C. and C.U.D.A. Commissioners: A great contrast took place in the work of these two Commissioners. Marcol LeBlanc, International Affairs Commissioner, was a constant and untiring support in carrying out the International policy of the Federation. His Report shall attest to the work and research he has done in this field, and it only remains here to point out that he discharged his position in a most worthy manner. On the other hand, the Debating Commissioner, Mr. Duncan Fraser, I regret to say, disappointed the author and the Executive most bitterly. After a promising start in studying and instructing C.U.D.A. members in preparation for the National Finals, the Commissioner fell into a lapse of inactivity and silence which threw the whole burden of the organization and finance of the National Finals on the National Office at a late date. In spite of repeated pleas by mail and telegraph to carry out the necessary duties of his office, the Commissioner remained silent. In view of this attitude, and after serious consideration, the author believes it remains to this Conference to judge the actions of the Commissioner and take appropriate action.

(d) Presidency - The broad mandate given to the author by the 17th Annual Conference upon his election was the very laconical instruction to: "perform his office as have past Presidents". It was thus, in a spirit of experimentation involving trial-and-error, that the author attempted to steer a course during the year.

- i) Budget Revision: General activities this year started immediately after the Conference, with the serious changes in the budget, occasioned by a revision of the University of Toronto S.A.C. commitment to pay the increased fee their delegates had agreed to. In the first shock of the lost revenue it was doubtful whether the full-time Presidency could be maintained. However, after re-itemizing the budget and taking into consideration the added income provided by the re-affiliation of the Université de Montréal, it was agreed that the wishes of the Conference could be carried out in this respect. This budgetary revision, though, meant a greater dependence on finding external income sources for International representation, and a curtailment of all possible expenses.

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III. - A. . (d) -- (Continued)

ii) Policy: One of the first actions taken by the Executive immediately following the 17th Annual Conference was the drafting of the policy to be followed in implementing mandates and issuing directives. The policy suggested, modified and adopted (Executive Memo - Oct. 21st/53) could be resumed into the following substantial principles:

(1) The main and underlying principle would be -- the need and prime consideration of strengthening the NFCUS on the National plane by emphasizing all mandates and projects concerning NFCUS members first, and by so doing developing a greater understanding and support at 'home', so to speak.

(2) Following from the above, it was felt that, though International Affairs could not be denied nor forgotten, yet they should be given secondary importance, in the belief that International cooperation and leadership should reflect the strength and support of the organization at home. In short, by strengthening National policy first, International development and strength would naturally follow, but the latter could not and should not attempt to grow at the expense of the other.

(3) Greater responsibility would be placed on the shoulders of the Regional Vice-Presidents in strengthening and publicizing the NFCUS nationally. It would be their duty to:

- a- Develop a closer relationship and consciousness of responsibility between Student Councils and their NFCUS Committees.
- b- Encourage greater study and suggestions from each member university for NFCUS policy and work, this being done by their distributing a monthly report to all Councils and Committees in their region with information on the National and International scenes garnered from the Executive's memos.

(4) Give top priority to a National Campaign to publicize the Massey Report recommendations regarding scholarships, bursaries, fellowships and loans. (The Campaign, with the exception of the Quebec Region, would be co-ordinated by the National Office and carried out in conjunction with the N.C.C.U., if possible, on the week of February 8th to 13th.)

An International policy outlined above depended to a great extent on the co-operation and support of the Regional V.P.s. It was felt that implementation of Mandates and the formation of new policy could best be done through the Regions, though in National campaigns these would be co-ordinated and directed by the National Office and applied by each V.P. at the same time. Unfortunately the unprecedented turn-over of Regional V.P.s handicapped this policy and its effects.

iii) Tour: One of the immediate concerns of the Presidency was the undertaking of the trans-Canada tour agreed on by the Conference, in order to serve the purposes of:

- a- Publicizing the work of N.F.C.U.S.
- b- Strengthening the bonds between NFCUS, Students' Councils and Campi newspapers.
- c- Studying the needs, suggestions and effects of the NFCUS on the various Campi.

The tour, on the whole, was successful in achieving the three purposes stated above. However, it could have been improved in the Western Region and Ontario if all Students' Councils had bothered to send part payments of their fees immediately following the Annual Conference. The tour of the Western Region was not undertaken until the end of November, when the first fee remittances were made, and consequently the dates of arrival were extremely poor. The Ontario Region was scheduled for March, but was postponed until early October due to the cancelling of activities of several universities, and the impossibility to address the proper student bodies. The Maritime and Quebec Regions were visited during the month of February and early March, with the President attending the Regional Meetings of both. On the whole, the time of this portion of the trans-Canada tour was excellent, and achieved the desired results.

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iii) Tour - (Continued)

In relation to the three purposes of the President's tour, the results were better than expected, and the personal meetings and discussions in many cases led to a better understanding on both sides.

Point (a) Publicizing was done by the arrangement of several meetings and addresses to Students' Councils, Open Meetings for students, clubs, committees, and, in some cases, local businessmen's organizations. The facilities of radio interviews and interviews with local and Campi press also helped to publish the NFCUS and its aims.

Point (b) The strengthening of bonds between NFCUS, Students' Councils and Campi newspapers was, to my mind, the most successful part of the tour. In informal discussions and 'bull sessions', the exchange of ideas on the NFCUS was profitable in extreme, and, as mentioned above, led to a better understanding on both sides, which consequently was reflected in a stronger Campi support. One of the main points stressed was the direct responsibility of Students' Councils in the policy and decisions taken by the NFCUS and more important still, their responsibility to carry out the agreed policy and mandates. It was stressed at this point, the fact that the NFCUS Committee is solely the delegated body of Students' Council to carry out specific details, but that responsibility and authority for its work rested directly with Students' Councils.

Point (c) was more directly concerned with the Presidency: Studying the needs, suggestions and effects of the NFCUS on various Campi. The suggestions and ideas gathered from the personal meetings and open assemblies are incorporated in the Recommendations of this report, and in the proposals of the Executive regarding program and finances.

iv) C. U. P. - The Annual Meeting of the Canadian University Press was held at the University of Toronto from the 28th to the 30th of December, with delegates from all Campi newspapers across Canada. The meeting was very successful, due, in no small measure, to the careful preparation and leadership given by the Executive Paper, The Western Gazette, and to the interest of the participants. The NFCUS President addressed the delegates on the opening day, and pointed out the necessity to have close collaboration between NFCUS and the C.U.P. Also, he pointed out that news should strive to be factual and unbiased, and not attempt to use the NFCUS issues as subjects for controversy and 'hot' copy solely in order to raise an issue. On the whole, the co-operation and reporting of NFCUS news by CUP editors has been wide and fair, and a few suggestions of technical order were made to NFCUS in order to better its news releases.

v) Istanbul Conference - In keeping with the wishes of the Conference, the Executive solicited funds from external sources in order to enable the sending of two NFCUS officers to the IVth International Student Conference. These efforts were successful, and the NFCUS was represented by the largest delegation it has ever had Overseas, with an approximate saving of \$500 dills. on the amount budgeted by the 17th Annual Conference for this purpose. It would be proper to remark here that this fund raising from external sources was motivated by the forced savings and budget re-adjustments mentioned previously in this Report, and were successful, thanks to the Foundation for Youth and Student Affairs of New York (contributed two round-trip air tickets, Ottawa-Istanbul); the I.A.C. Commissioner, Marcel LeBlanc (raised funds in Saskatchewan) and the two Observers, Bill Norrie and Thérèse Brochu, who very kindly paid all their expenses.

The Report on the Conference and the conclusions to same are included in the Report of the I.A.C. Commissioner, but, it would be well to point out here the leading role played by the NFCUS at the Conference itself, and the honours which the organization received in its various elections and appointments all in order to underline the fact that, though International Affairs was considered as secondary to National mandates, yet, it was not forgotten nor relegated to oblivion. This would be the best proof that International Affairs can and should be continued, in keeping with the important role of Canadian students, but such participation need not be grossly exaggerated at the expense of all other aims and projects.

Immediately following the Istanbul Conference and the meeting of the Supervision Committee, the I.A.C. Commissioner and the President returned to Canada, the President taking advantage to visit the Secretariat in Leiden upon his return.

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vi) - N.Y.S.N.S.A. : The President attended the Regional Meeting of the New York State Region of the National Student Association, held in Ithaca, N.Y. the first days of April. Attendance at this meeting has been customary in the past; and the development of friendship and exchange of ideas with this region is quite profitable, especially in the promotion of Student Week-end Exchanges and the holding of joint projects.

Following the suggestions of the above meeting, the NFCUS Executive is planning the possibilities of joint Leadership Training Conferences. These conferences, which have been tried with great success by the U.S.N.S.A., are meant to develop and strengthen the qualities of leadership in individuals, especially those in Student Government.

vii) - Europe : In keeping with the agreement of the 17th NFCUS Conference which permitted the full-time President to take 3 months unpaid vacation during the Summer months, (the principle being, that this would permit his working to earn school expenses, for the following term) the author took advantage of his trip to Europe to study, informally, the organization of several National Unions of Students, and discuss matters of mutual interest with a few student officers. His presence on the Continent also permitted attendance at the I.U.S. Council Meeting in Moscow, from August 20th to 26th, and the meeting of the CoSec Supervision Committee in Laiden, Netherlands, September 7th to 9th, from whence he returned directly to the National Office in Canada.

D) . . National Office:

The National Office was again staffed, this year, with a full-time Secretary-Treasurer, Mr. J. Yves Pilon, a part-time stenographer, Mrs. J. MacLean, and the full-time President, though the latter was away during the extended periods of time caused by the trans-Canada tour and the Summer vacations. A detailed report on the office activities shall be given by the Secretary-Treasurer in his Report, but it remains here to give a brief account on the over-all management and activities.

(a) National - The basic and primary duties of the Secretariat, specifically, its role as centre of co-ordination and information, was continued and expanded with the increase in membership and other contacts. Aside from the regular communications with the National Executive and local Committees on an average of three to four times per month, constant communication was held with University Presidents, Registrars, and the National Conference of Canadian Universities (N.C.C.U.); with World University Service of Canada (W.U.S.C.); World Association of Youth (W.A.Y.); Student Christian Movement (S.C.M.); Newman Organizations; Friendly Relations with Overseas Students (F.R.O.S.); United Nations Association (U.N.A.); UNESCO; External Affairs; Department of Labour; Bureau of Statistics, etc., etc.

All types of requests from individual students, interested persons or organizations were also received and processed; the work involved in carrying out several of the Conference mandates, such as the implementation of the Inter-Regional Scholarship Scheme, Representations to N.C.C.U. and to the National Canadian Passenger Association. Press Releases and statements, on behalf of the National Executive, were also carried out. Other mandates were carried out, though not foreseen, such as the successful completion of the National Debating Finals, finances, etc., of the C.U.D.A., in view of the complete failure of the appointed Commissioner to carry out these responsibilities.

Publications and distribution of informative material was continued and expanded, with the distribution of the NFCUS Brief; publicity on the Inter-Regional Scholarship Plan; Conference Resolutions; Reports on National and International Affairs; questionnaires, etc. The need for wider and better publications should be given serious consideration by this Conference, and suggestions to this effect are included in the Recommendations section of this Report.

A greater effort was undertaken in increasing the volume of services rendered by the Travel Department. The success of these efforts can best be judged by the Net Profit produced this year in comparison to the Net Profit of last year, and the forecast profit of the last Conference. The experiment carried out this year of chartering NFCUS student flights, as is done by the American and European N.U.S.s, has proved that this Department of the Federation can and should be further expended with the aim of increasing student

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B. - (a) . . (Continued)

travel, while at the same time producing substantial profits that can be used in financing the program of the N.F.C.U.S.

Full credit for this year's Travel operation must be given to Mr. J. Y. Pilon and Mrs. J. MacLean who devoted considerable personal time and underwent heavy responsibilities to make the venture a success. The surprising feature of this expansion is that it was undertaken in the same three month period of work as in past years (April, May, June), with no increase in staff and during the slack season of NFCUS (final examinations). Again, all credit for this superb showing must be given to the above mentioned persons.

(b) . . International: The usual activities of the National Office in keeping contact with the CoSec, I.U.S., and NUS's all over the world, was further increased this year by two factors: i) the added responsibilities undertaken by the NFCUS as member of the nine-nation Supervision Committee of the CoSec; ii) the investigation of the I.U.S. and the offer of Associate Membership.

The election of the NFCUS, at Istanbul, to the Supervision Committee of CoSec entailed the burden of added regular correspondence with the Secretariat and members of the Committee. Questionnaires received from N.U.S.'s members of CoSec dealing with all types of subjects, from 96 questions of the German V.D.S. on The Influence of Students on Administration, to the 25 detailed questions from the Colombian N.U.S. on the system of bookstores and co-operatives in Canada, etc.; all involving extended research and work by the National Office staff, in order to maintain the co-operation of the NFCUS with CoSec projects.

The investigation of the I.U.S. and Associate Membership in that organization required varied and extensive compilation of information, from both the I.U.S. and other bodies. Questionnaires on this subject were circulated to some 75 N.U.S.s and other student organizations; extensive correspondence was exchanged with the I.U.S. Secretariat in Prague; preparation and distribution of the Moscow Report and Overseas Commissioner Reports were also carried out.

Correspondence and exchange of information with some 50 N.U.S.s, UNESCO, W.A.Y., etc., was continued, as in past years, and increased slightly, in keeping with numerous incoming requests.

C) . . Student Councils:

The relations with Students' Councils were most profitable, especially since the President undertook a trans-Canada tour and was on a full-time basis, something which handicapped past Executives of the N.F.C.U.S.

Prior to arrival on the various Campi visited, the members of the Students' Council were circulated with a brief summary of the organization, its aims, policy and activities (NFCUS Brief), which permitted their gaining a background in the subject, thus enabling them to ask more precise questions and concrete suggestions. This system of personal exchange of ideas between NFCUS Executive and Students Councils is one of the most needed factors in keeping both sides aware of the situation and problems of the other. It has certainly permitted the author to increase his knowledge of expectations and criticisms of the NFCUS as seen by its main supporters. . The net result might be termed a deeper understanding of the potentialities and the needs of the organization, some which we hope shall be embodied in the suggestions from the Executive to this Conference.

One of the main points of misconception of Students' Councils seems to be the idea that NFCUS is something apart from them, and simply another Committee activity under the care of a Committee Chairman. From this misconception there rises the separation of duties, responsibilities and lack of contact between the NFCUS Chairmen and Students' Council. It was pointed out, and it should be stressed continually, that the Students' Council is the responsible body insofar as the Federation is concerned. The fact that it delegates the actual work to a Committee is no excuse for its not assuming the full burden of responsibility in decisions and commitments.

The work of speaking and explaining the NFCUS to the Students' Council members this year was, in the opinion of the author, one of the main factors in strengthening the organization. However, this work cannot be stopped, for the continual yearly change of Council members requires constant and repetitious attention and education if we wish the work of the NFCUS to develop.

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C. - (Continued)

Closer contact with the student representatives who make vital decisions on Federation matters is absolutely essential if these issues are to be judged intelligently and with full knowledge of their context and importance.

A great interest and support was met by the author on the part of Students' Council members. Personal friendships were formed which helped in no small measure to smooth the work and co-operation this year. This feature cannot and should not be neglected in the future if the work of NFCUS Executives is to be profitable and receive strong support and encouragement.

Several trips were undertaken to Regional meetings and meetings of Students' Councils with the purpose of meeting and explaining the work of the NFCUS. The advantage of having a full-time Executive member attend all meetings possible cannot be over-emphasized.

D) . . Committees:

At the same time as the contacts with Students' Councils were being developed, advantage of the visits was taken to speak with local NFCUS Chairmen on the activities and problems of the particular Committee in implementing the NFCUS projects on each Campus.

On the whole, the work of the individual Committees has been good, and in a few cases, outstanding, but the lack of co-operation and support on some Campi, especially by Students' Councils is most regrettable. In a few cases the NFCUS Chairman worked completely on his own, perhaps with a friend or two, with no obvious relation to Students' Council members. In a majority of cases the NFCUS Chairman was either elected or appointed and then forgotten for the length of the year to do as he jolly well pleased with that pesky business of NFCUS. The net result is that, quite naturally, the benefits and work of the NFCUS on each Campus vary in exact proportion to the amount of work and interest the Chairman and his Committee show.

It is one of the strange quirks of the NFCUS that it is continually receiving complaints of being 'cliquish', unknown, unrepresentative, etc., etc., by indignant Students' Council members and other when, in fact, these same critics sometimes are not even aware of their duties and responsibilities in being members of the NFCUS. The accusations of 'cliquishness' levelled at NFCUS spring from the fact that the Committee on some Campi, left to its own all year, as mentioned above, naturally draws further into its shell and carried on its work in the ignorance of Students' Councils. Well, may it be permitted me to make a strong statement and say that the fault for any 'cliquishness' ignorance of work and decisions, etc., of local Committee work by Students' Councils rest entirely with Students' Councils. It is their duty and responsibility to carry out the NFCUS work decided upon by themselves or their representatives at Regional and National Conferences. If their interest is confined to appointing a Chairman of Committee and then closing their eyes to its work . . . what can they expect ?

Another one of the reasons why NFCUS Committees work varies from year to year is simply that most of the local Committees do not provide the elements of continuity. One year co-operation with a certain local Committee will be extremely good, the next it might be non-existent for all intents and purposes. Why the change? . . . The main reason is that most Committees do not attempt to build a system of selecting members from the younger students: Freshmen & Sophomores, and thus after a good year's work the Committee members leave the University and the new Chairman lacks the knowledge, the experience and the interest, consequently letting the work drop and NFCUS on that Campus dies a slow death, undoing all the goodwill and support it might have accumulated.

It is the duty of Students' Councils to see that the Committee is properly constructed and smoothly working, in conjunction with the person appointed or elected NFCUS Chairman. Provisions for continuity and staffing of Committees must be decided on and executed if the Students' Council really wishes to derive the maximum benefits from the NFCUS membership.

Again, the personal conversations and talks with NFCUS Committees and Chairmen undertaken this year have helped to clarify matters and establish, in some cases, a better and stronger system of committee staffing and continuity. This must be carried on in the future, and each Region should have some basic and detailed discussion on Committee organization and procedure, adapting different solutions and methods to each case.

REPORT of The President of NFCUS.IV. - CONCLUSIONS and RECOMMENDATIONS

First, I would like to apologize for the length of this section. However, believing that one of the main reasons why the full-time Presidency was instituted last year was precisely to study the organization and make extensive recommendations I take this opportunity to present this Conference with the results of my year in Office.

Secondly, it would be well for this Conference to bear in mind that the following recommendations have been gathered from suggestions given by various Students' Councils members, NFCUS Committee Chairmen and students, and further augmented with the observations from this year's Executive, staff and Overseas Commissioners.

A) . . Organization:

1) Students' Councils: One of the main weaknesses of the NFCUS, as mentioned previously, is the misinformation and lack of knowledge of various Students' Councils as to their responsibilities and duties towards the NFCUS. The constant turn-over of Council members is an added weakness which can only be overcome by constant information, personal talks and discussions and a re-focusing of the concept of the NFCUS in their minds.

The Students' Councils should be the main foundation of the Federation. It is the Councils which are represented at this Conference, be it by their President, NFCUS Chairmen or other specifically appointed representative, and decisions taken here are in their name and Student body they represent. Unless this primary and essential principle is well understood and applied the NFCUS cannot hope to develop and achieve its aims.

It should be well understood that the Councils are responsible to the Conference for the responsibilities and commitments they undertake and these Councils, in turn, are naturally responsible for their decisions to their student membership. It might sound ridiculous to state such a basic principle here. However, the author has found that this seemingly obvious principle is not applied or ignored by many Students' Councils, and lies at the basis for misunderstandings and inactivity.

Recommendation:

- (a) This Conference should re-state the aims of the NFCUS, setting out in greater detail the responsibilities of Officers to the Conference and the Students' Councils to the NFCUS. This key point might perhaps be best considered by the meetings of Students' Council Presidents, and then submitted to Commission "2" for detailed study.
- (b) A closer exchange of information and constant supervision of the NFCUS Committee on each Campus must be undertaken by each Students' Council.

ii) NFCUS Committees: Since Students' Councils cannot be expected to do the actual detailed work involved in implementing the NFCUS work on each Campus, then certain responsibilities are passed onto an elected or appointed NFCUS Committee. This expediency step, however, again does not involve final responsibility for decisions, this remaining with the Students' Council.

NFCUS Committees must be re-organized, on the whole, in accordance with the conditions on each Campus but applying the principle of continuity and effectiveness.

As mentioned previously many Committees are elected or appointed at the beginning of each Council term and then forgotten until the end of the year. Other Committees depend upon one or two members to bear the whole burden of work.

The Committee, in practice, is the body that can either make or break the NFCUS and its projects on each Campus. If the Committee is not properly supervised from time to time by the Students' Council to see that it is carrying out its work properly, has provided for continuity and is submitting frequent reports on its progress to Council, then its effectiveness will depend solely on the individual or individuals running it, and from past experience your Officers can say that this evolves into either a small 'clique' or an inefficient unit.

The benefits of membership in the NFCUS, derived by each member University or College, depends on the work done by the Committee in producing same on each Campus, and the success of the National projects depend also on the participation

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IV. - A) . . ii) -- (Continued)

of each Committee, therefore, the formation of strong Committees working in close conjunction with Students' Councils is the only way to derive benefits from the student investment in membership.

Recommendation:

- (a) That each Students' Council revise the structure and working of its NFCUS Committee. Making sure to provide for continuity and exchange of information with Students' Council.
- (b) That the NFCUS Chairmen present at this Conference undertake to study more detailed suggestions for Committee organization at their informal meetings.
- (c) That the Regional Meetings consider periodically the work of each individual Committee in their Region and make suggestions for improvement.
- (d) That each Committee Chairman present periodical reports on progress of Committee; Regional developments and National and International developments to Students' Council, same which will enable them to take whatever decisions they might think fit.

iii) Regional Organization: One of the handicaps of the NFCUS, as compared to European N.U.S.s, is the fact that it can only hold one Annual Meeting each year, due to cost and distance. This yearly feature means that elected officers and Students' Councils do not have a further chance to meet and discuss the progress of the policy set at the beginning of the year. Contact is lost with Students' Council opinion and reaction to action being taken, and this, in turn, leads to a spirit of solidarity and supervision needed in running the NFCUS properly.

One of the alternatives proposed to solve the above problem, since any further Annual Conferences must be ruled out, is the holding of Regional Meetings in the Four NFCUS Regions across Canada. These Regional Meetings have been held continually in the Ontario and Quebec Region and almost continually in the Maritimes. This year there were Regional Meetings in the Maritime, Ontario and Quebec Regions (two in the last). There is definite need to make these Regional meetings an obligation, and enable their being held through allotment of NFCUS funds to this purpose.

The best time for these Regional Meetings, which should be held simultaneously, or nearly so, would seem to be in the last weeks of January, prior to the February Executive Meeting. At these meetings the Regional V.P. can present the progress and plans of the Executive and gather proposals for further action in policy implementation.

The Executive, on the other hand, can use these Regional meetings as 'sounding boards' for their policy and program and can thus ascertain whether the course of action they have followed since the Annual Conference is achieving its desired effects or should be revised. Also, it will relieve them from the harrowing responsibility of continually trying to assess new situations in the light of past Conference discussions or the guessed belief of what might be student opinion in the solution of these problems.

A decentralization of responsibility and work from the Executive to the Regions is a necessity in strengthening the NFCUS, and this Conference should make sure that at least one meeting is held in each of the Four Regions, if not more.

The Regional Meetings can, and should, be used to tighten up lax Committees and achieve a more down-to-earth approach that is not possible at the large Annual Conference. Methods of information and communication exchange between V.P.s and NFCUS Chairmen and Students' Councils should be set and adhered to rigidly, and the possibility of regular reports from V.P. to Region members and vice-versa should be instituted.

In the case of the Quebec Region this year the Regional organization showed its possibilities in striking form. The Quebec Regional, in March, adopted a Regional Report for submission to the Provincial Government, dealing with various matters of increased student aid. The fact that the Region had abstained at the past Annual Conference on the Massey Recommendations did not foreclose the possibility of action as a Region to meet the special situation in that Province.

The Maritime Region also undertook several projects of purely Regional and even Provincial character (see Report of Maritime V.P.) and thus managed to appeal more closely to students in that Region.

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IV. - A) . . . iii) -- (Continued)

In the case of the National Projects implementation, the fact that the Regions would be strongly knit units within the whole, under the guidance of a V.P. member of the Executive, would surely guarantee a more effective and co-ordinated action on all projects to replace the dubious practise of centralized directives to each local Committee from National Office some 1,500 to 3,000 miles away.

Recommendations:

- (a) This Conference should allocate sufficient funds for the holding of a Regional Meeting in each of the four Regions of NFCUS. (This suggestion is considered in the Executive Proposed Budget.)
- (b) Each Regional V.P. should be instructed to convene such a Regional Meeting and present a report on Executive progress at same.
- (c) Each Region should draft more detailed rules of procedure in the exchange of information and communication between the V.P. and the Local Committees and Students' Councils.
- (d) Each Regional V.P. should be directly responsible, for the work and implementation of NFCUS Resolutions within his Region, to the NFCUS President.
- (e) Each Regional V.P. should be obliged to submit a regular report on developments on the NFCUS National and International scene to all his Regional Committees and Students' Councils and, in turn, present a regular report to the members of the Executive Committee on activities and proposals in his Region.
- (f) Each Region should be encouraged to take on student problems or projects of interest to students within same, i.e., the Student Exchanges (along the lines of the 'Carabin' week-ends between Toronto and Montreal 'U'); Reduction of local expenses or taxes, i.e., Education Tax in New Brunswick (See Maritime V.P. Report).

iv) Executive: Up to the present time the Executives of the N.F.C.U.S. have been under the severe handicaps of distance and infrequent meetings, either amongst themselves or with their Regions.

The fact that, immediately after their election to their posts, and a very brief meeting with the outgoing Executive, they separate across the country, and must rely on correspondence to deal with all the complicated problems involved in running the NFCUS, means that efficiency and promptness are cut to a minimum. This forced reliance on correspondence to carry out all matters implies that all information must be written in 6 or 7 duplicates; reams of information on all activities and from all quarters must be read and assimilated; constant awareness of student news and developments must be an essential feature, and can only be gathered by continual perusing of Student publications and frequent reports with the Students' Councils and NFCUS Committees.

The NFCUS is criticized as being a 'paper organization'. However, how else can its daily routine business be carried out, while keeping the Executive and members up to date on all developments? In the past, and that includes, unfortunately, this year, we remark a most strong aversion amongst V.P.s, Students' Council members and NFCUS Chairmen, to even read the information that is sent out, and consequently, the results are ignorance and lack of co-operation, or, in many cases, complete silence. Since it is not possible to continue under the present burden of complete reliance on correspondence, several decisions must be taken by this Conference to render the organizational process more effective and less cumbersome. In past section we have proposed Regional Meetings, now it follows that at least one Executive Meeting must be held each year between Annual Conferences. The lack of this meeting during the past year through lack of funds (and V.P.s) shifted all the weight of responsibility on heavy correspondence, much of which went unanswered or even acknowledged.

More personal contact is needed throughout the whole organization, and thus try to rid the NFCUS of the criticism of being some organization 'down Ottawa way'. These contacts can and should be developed at all levels:

- (a) Full-time travelling President
- (b) Regional Meetings at least once a year
- (c) Executive Meetings also, at least once a year.

Further in complications, the fact that the Executive changes completely each year (or almost so) and brings in fresh, inexperienced chaps, needs some stronger

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IV. - A) . . iv) -- (Continued)

element of continuity than provided by meetings, and this should be strengthened by the continuation of the full-time Presidency. Also, the V.P. posts should be considered a great deal more seriously than they were by candidates at the last Annual Conference . . . three resignations and one vacancy in four posts during this year certainly cannot be said to show great thought and seriousness on the part of candidates brought to the Conference and nominated by some Students' Councils. This cannot continue, and this Conference must understand that the author feels most strongly in this matter precisely because the Students' Councils should make sure that the people they nominate are fully aware of the responsibilities they are undertaking. To this effect they should ascertain that good candidates are included in their delegations.

Recommendations:

- (a) An Executive Meeting should be provided for by this Conference, and should be held one or two weeks after the Regional Meetings, not later than the second week in February. Attendance for all Executive members and I.A.C. Chairman should be compulsory.
- (b) Each V.P. attending the above Conference should present a report on his Regional Meeting; developments in his Region and proposals from same.
- (c) Students' Councils should strive to include suitable candidates to the Executive, I.A.C. and C.U.D.A. Commissioner posts, in their delegations to the Annual Conference. No nomination should be made by the delegation unless it is satisfied that the person in question is fully conscious of the responsibilities of the post and intends to carry out same during the whole length of office.
- (d) The President, Secretary-Treasurer, I.A.C., and C U.D.A. Commissioners, should be responsible for submitting regular reports on work done and future plans to the Executive.
- (e) The out-going President should be made an 'ex-officio' member of the Executive though not required to attend Executive Meetings.

v) National Office: With the addition of the full-time Presidency, some of the duties of the Secretary-Treasurer were relieved or substantially helped. The fact that a member of the Executive was constantly informed of all issues and progress and action, and could take immediate decisions on less important issues, added a great deal to the effectiveness and dispatch of matters dealt with by this Secretariat. This feature of having an elected full-time Executive Officer supervise the work of the Secretariat and be fully informed, is a necessary feature in the NFCUS.

Decisions on International Affairs policy, which had to be dealt with immediately, or action in answering appeals from V.P.s or Students' Councils, or attendance at important Students' Council meetings, or decisions on Travel Department operations, involving responsibilities of several thousands of dollars to the NFCUS. All these and other decisions cannot be taken by the staff of the National Office for they involve matters of policy or high liabilities which, in all fairness, should not be placed on the shoulders of paid staff. Decisions like the above must be taken continually, and immediately, if they are to be effective, consequently making it extremely difficult to consult with a far-flying Executive that is, many times, apathetic to answering urgent requests for decision.

The above only underlines one of the advantages and necessities of having a full-time Executive Officer supervising the over-all work of the National Office and Executive.

On the question of staff, the problem is a vicious circle one, for, while students expect more from NFCUS before they will increase fees, it cannot be expected that with the present full-time Secretary and part-time Stenographer, the whole burden of work, projects, co-ordination, information, etc., etc., can be carried out alone. One of the main needs is to provide room for expansion, and foresee same. The Travel Department, through its increased activities the past year, has demonstrated that it can be developed further and profitably, but needs staff of its own to handle the high volume of traffic, and experienced personnel to take decisions involving some liabilities of \$70,000. dollars, in a field that is full of pitfalls and 'cut-throat' operators. The same as the U.S.N.S.A. and European NUS's rely on income from their Travel Departments, NFCUS also can and should develop this potential income source further. This year's Net Profit is

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IV. - A) . . v) -- (Continued)

is almost \$7,000. dils, and a great part of this will go to NFCUS finances (the rest remains as Reserve), and the burden of producing it rests with only two people, who, devoting the same amount of months as in the past (3 Examination months), but working unpaid overtime, and holidays, made such a windfall possible. This cannot continue.

Recommendations:

- (a) The full-time Presidency should be continued, and perhaps increased to a two-year contract, preferably to recent graduates.
- (b) The Travel Department should have its own paid full-time Director (funds coming from Travel profits) and continue to pay its share of Administrative expenses.
- (c) A Travel Board should be organized to take major decisions in this Department, composed of: The Travel Director, Full-time President, and two Vice-Presidents from Ontario and Quebec Regions.
- (d) More detailed recommendations will be made by the Secretary-Treasurer in his Report to this Conference.

B) . . Policy

i) National: Up to the present the NFCUS has lacked a policy statement in a well-developed form. The need for such a statement is obviously necessary, and should include the long-term aims of the organization as well as what it stands for in general: anti-discrimination, etc. The need for such a policy statement is neither idealistic nor rhetorical, for in presenting the NFCUS on any Campus or to any student the first question is, "What is it, and what is its reason for existence".

The practical application of such a detailed policy statement is obvious in guiding the Executive to take decisions on issues that might arise (and do) during the year for which there are absolutely no terms of reference. The need to take definite stands, both on the National and International planes, is growing stronger and more pressing, and the burden of such decisions cannot be left solely to an Executive. The NFCUS needs, and should adopt soon, a full policy statement that would enlighten the members and the Executive and provide some measure of continuity and consistency from year to year.

Recommendations:

- (a) This Conference should delegate one or two universities to develop a study on the NFCUS aims and principles, in conjunction with the suggestions from the Executive and circulate same to all member Students' Councils prior to the next Annual Conference.
- (b) Extensive material should be scoured from European, American and Latin-American N.U.S.s and other organizations in the preparation of the above study.

ii) International: The need for a stated policy and aims of the NFCUS in regard to International student relations is one of the most pressing needs at the time. Representatives to International Conferences rely solely on their own judgments and knowledge of past actions when studying issues presented them. The continuity of policy and action is limited by the ability and interpretation of each NFCUS representative. The NFCUS has been most fortunate to count with the continued services of Chuck Taylor and Jean de Margerie over a period of three to four years, and their accumulated knowledge and experience of International Affairs has provided the NFCUS and its student members with some outstanding successes and honours. Also, the fact that Overseas Commissioners are usually ex-officers of the NFCUS, or of Students' Councils, gives more continuity and maturity to this department, than perhaps, to many others.

The fact remains, however, that judgements cannot be left solely to the representatives but must be guided over-all by some beliefs, purposes, principles, etc. The need is urgent and this Conference must draft something concrete.

Recommendations:

- (a) That on the basis of the representations to Istanbul and Moscow this year by the largest delegations in NFCUS history, and considering the detailed reports submitted on CoSec-I.U.S.-W.U.S., etc., this Conference consider adopting the suggestions for immediate policy of Jean de Margerie and Chuck Taylor - Rep. No.15.

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IV. - (Continued)

C) . . Projects: The projects and the system of implementing them vary from Conference to Conference, according to the preparation of the delegates, the general mood or the suggestions from Students' Councils. Each year the Conference composition changes radically, with very few 'veterans' of the past Conference attending. Each year delegations come with fresh ideas on re-organization, re-vamping, etc., etc. Delegations that one year supported one project most strongly contradict themselves the following, by clamouring against it. One University, most actively pressing for the full-time Presidency at Laval (Conference), now feels it should be abolished; another university, strongly pressing for \$1.00 fee per student at Laval, now complains too much money is already being spent and must be cut further. The story is the same: no continuity or full knowledge and acceptance of decisions taken by past delegations. The result is that no really strong and continued effort can be counted upon in most projects every year.

The NFCUS, of necessity, deals with two types of projects: those of long-term and continued action, and those of possible immediate application. A program balanced between both is necessary, and to this effect your Executive this year cut the Agenda drastically from last year, providing three Commissions instead of Four, and dividing the National Affairs (Projects) into two separate Sub-Commissions (Social and Economical, and Cultural). Projects being proposed for discussion have been selected as being of urgent need and some of immediate benefit. Your Executive has attempted to give a balanced project agenda which can be either reduced or increased, as this Conference feels necessary.

The need that this Conference should bear in mind is mainly that of producing a balanced, possible 'NFCUS Platform' which the organization should set its aim on accomplishing and, on this basis, request student support. This 'NFCUS Platform' should be given wide publicity and support, in an effort to clarify the why and whatfor of the NFCUS which, unfortunately, might not have been too clear before.

The projects are self-explanatory, and shall be further developed in their respective Commission. This year, your Executive has proposed a balanced budget that would include substantial expenditures for the implementation of concrete projects, we hope these shall be taken into consideration.

Recommendation:

- (a) That this Conference draft a NFCUS Platform, listing the projects that shall be undertaken this year, based on the suggested agenda items.
- (b) That this Platform be circulated and given wide publicity in an effort to clarify the aims of NFCUS on behalf of student members.

D) . . Finances: The increase in fee from .20¢ to .50¢, as compromised at last year's Conference, has met with more success than expected. The universities that did not pay .50¢ held referendums at which the student body voted in favour of accepting a raise to .50¢ for NFCUS. The principle was agreed to by an overwhelming majority, but the difficulty was in paying it out of restricted budgets. The Board of Administration at several universities refused a student approved fee increase request, and this has left a 'status quo' on the matter, which shall be discussed in Commission "2". The main point is that almost all universities have agreed, in principle, to pay the increased fee, and whether this can or cannot be done is not so important as the fact that it was recognized and approved. Let this be an answer to the perennial critics who claim NFCUS is not supported by student bodies.

The preparation of this year's budget shall be done only after the Projects have been set, thus setting the budget and fee according to the needs of the program decided upon by this Conference.

This year, as mentioned before, the budget shall be increased by profits from the Travel Department as in the past, but considerably higher than any past year.

1) Sources: In considering financing of the NFCUS it must be borne in mind that student levy can and will only go so far, and that the NFCUS cannot and should not be restricted from developing worthy projects or tackling student problems because of lack of student income. The solution is to find external sources of income and develop these in an ever increasing effort.

Some of these external resources possibilities are the following:

- a) Travel: As mentioned before the Travel Department will pass a substantial amount of money to the NFCUS budget proper this year, as a result of the 1954 Travel operations. The chartering of two flights

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IV. - D) . . i) -- (Continued)

- a) . . by NFCUS is one of the main reasons for this profit. The possibilities of expending this Department are excellent, and should be carried out by this Conference. In future years, if travel continues to develop at its present rate and world conditions and economic conditions do not change for the worse, then the NFCUS can expect a tidy sum each year for its projects.

This is the most immediate and easiest source of fund raising by the NFCUS.

- b) Society: The number of private clubs, i.e., Lions, Rotary, etc., now interested in student activities and granting scholarships and aid is quite large and well known. The interested people with ample resources and willing to help are less known but existing. The Americans have channelled these interested people and their contributions by means of organizations specifically meant to study and help young people in their projects. The Foundation for Youth and Student Affairs of New York is one such example. This Foundation grants scholarships, sponsors meetings of youth and student organizations, i.e., CoSec and provides funds for worthy projects: Delegation to Africa (CoSec); Publications, etc.

Here in Canada, the NFCUS, W.U.S.C., and other organizations have great need for such a centralized source of funds. The help that would be given for worthy projects of both organizations would be based on detailed studies by people who are in touch with student activities, and would save the trouble and time of visiting Provincial Governments, Business Enterprises, etc., etc., who know very little about student problems projects, etc., and yet would be willing to help if they had somebody they trusted to study the projects in detail.

The possibilities of organizing such a Foundation in Canada look good, after private talks with several people this year, but it must be done tactfully and intelligently. The full-time President could do a great deal to develop this project and search interested people in forming this Foundation.

Recommendation:

- (a) The full-time President should contact interested business men and other philanthropical people with the purpose of interesting them in starting a Foundation for Youth and Student Affairs of Canada like that existing in the U. S. A.
- c) Government : One of the potential sources of income with most hopes for realization is, quite naturally, the Government: Provincial and Federal. The Recommendations of the Massey Report recommend that a Canada Council be set up, and further, that one of the duties of this Council would be to help such worthy projects as it finds suitable in accordance with its aims. In clarifying this it was stated that organizations like W.U.S.C. and N.F.C.U.S. would receive consideration and be able to apply for help in carrying out their worthier projects, i.e., National Seminar; National Art, Short Story and Photo competitions, etc., etc. This recommendation is still pending final decision by the Federal Government, and when the NFCUS officers met the Prime Minister in February of 1953 he stated that he had not carried out this recommendation (which he felt was needed urgently) because he could not find the right people, those he had approached not being able to take time for the duties.

Recommendation:

- (a) The Conference should discuss the feasibility of pressing the P.M. for implementation of this Recommendation, in the light of any implications of Provincial-Federal rights that might be affected. If the Conference agrees to press for this recommendation, then immediately after the Conference the newly elected President and Executive, along with the Secretary-Treasurer and out-going President should request an appointment with the P.M. and present the recommendation on behalf of the N.F.C.U.S.