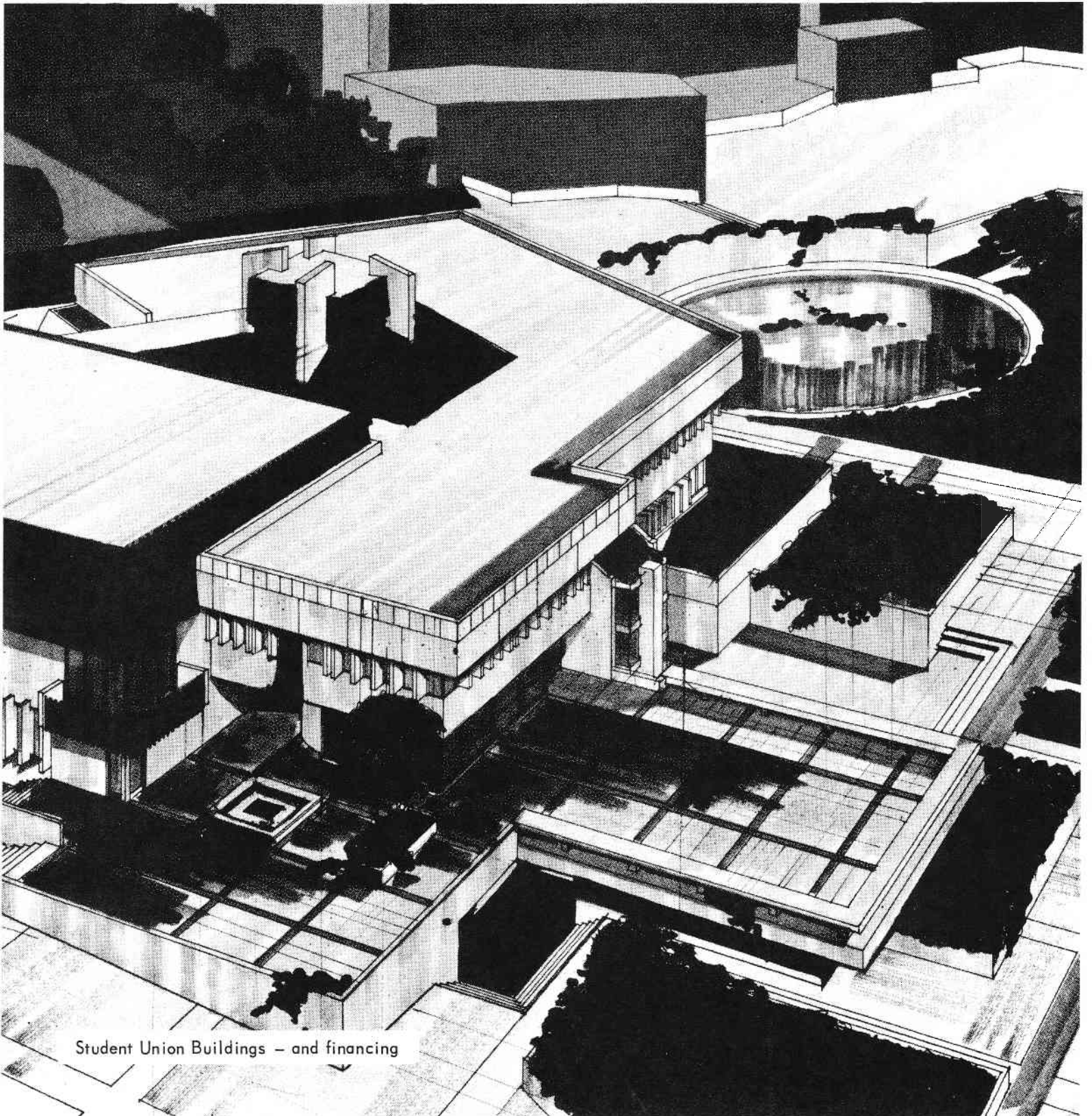


CUU *ACROSS* CANADA

Canadian Union of Students ■ Union canadienne des étudiants



Student Union Buildings – and financing

The Need for a National Council

by Barry McPeake

Barry McPeake is vice-president of the Students' Council at Carleton University. He was instrumental in establishing the Ottawa Free High School this summer.



The Structures Report ("A Shape for Things to Come") has focussed attention on one of CUS' greatest weaknesses—the lack of an adequate national decision-making structure.

Representatives from each member campus meet and work out in rough some pretty good ideas and projects for local, provincial and national implementation each year at the annual week-long Congress.

However, the participation of local campus and even provincial leaders ends there. The onus for developing national programs on such things as universal accessibility or academocracy falls back on the national president and his appointed Secretariat.

Inter-campus communications—except on a personal level—break down as everyone gets embroiled in the exigencies of their own immediate situation. Soon the budgets are passed, the major programs established and the councils' collective rethinking has stopped.

If Ottawa is hesitant about acting or pronouncing without sanction, the Secretariat is rendered impotent. This year, the idea of field workers to catalyze some of the more prepared campus councils to continue the work begun at the Congress was employed as a substitute for, instead of a compliment to, national cooperation and communication of ideas and techniques.

On the other hand, if Ottawa feels strongly the need for united or parallel student action on certain issues, the Secretariat is forced to act arbitrarily in a top-down manner; we all remember the National Student Day fiasco.

What is needed is a National Council—composed of campus, provincial and national representatives—which could meet regularly through the year. The Council and its committees would continue the work of the Congress in thinking out policies in greater detail and plotting more concrete and effective short and long range programs for enactment on all levels. There would be an opportunity for a continuous re-assessment of priorities and implementation methods in the face of changing conditions and a constant confrontation of different points of view.

The student and national press would be able to see and report throughout the year, on concrete evidence that dialogue and new ideas are circulating continually within a vibrant, dynamic union and that our policies are not rigid and formalistically followed between Congresses. CUS as a national organization with a democratic legislative dimension would be *visibly* doing things, as CUS, operating at several levels simultaneously; this would undercut the prevailing—and partly true—image of CUS as a separate centralized bureaucracy existing only in Ottawa which is purely arbitrarily connected to local campuses (the old we-they relationship).

The president and his executive would be able to respond to crises with the visible backing of student leaders, and could initiate actions and exert real

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THE NATIONAL STUDENT NEWSPAPER:



TOM WAKAYAMA PHOTO, THIS MAGAZINE IS ABOUT SCHOOLS

The Forgotten Mandate

by Kim Cameron

(Kim Cameron is currently Editor of the Dalhousie Gazette and was chosen to represent CUS in the Soviet Union's anniversary celebrations this summer.)

The 30th CUS Congress—after receiving Victor Rabinovitch's detailed 19-page report (prepared over the summer as the first full-time associate secretary for communications)—seemed to call for definite action in publishing a national student newspaper:

"Be it resolved that the Secretariat be mandated to publish a maximum of three twelve-page issues during the second semester of the forthcoming academic year if financially feasible..."

The resolution passed with a large majority.

However, no editor was hired and not even one pilot issue was published. Why?

The official rationale of the CUS Secretariat is that money was not available. What was done to prove this conclusively? After all, Rabinovitch had explored advertising revenue sources thoroughly and estimated that there were 630 major national firms likely to place ads, not counting those 50 already advertising in campus papers. A draft brochure for a major ad-getting campaign had been planned. A willing printer who had given definite prices was avail-

able in Montreal. A budget had been worked out and a long paper on means of combatting possible technical problems was in the Secretariat's hands.

It wasn't the unavailability of personnel because no one was approached. What happened?

True, CUS did not receive any money from the Centennial Commission as had been hoped. But this isn't surprising since the brief was withdrawn before the Centennial Commission looked at it—ostensibly to increase the chances for success of the simultaneously presented petition for funds for ISEP. Alternate fund-raising possibilities? Never explored.

Clearly the viability of a national student newspaper is still an unanswered (and even unasked) question.

A National Newspaper and CUS

Some people will argue that it is sufficient for the time being to simply expand *CUS Across Canada* until it grows into being a national publication. However, CAC has a completely different function as a house organ and is directed to a selective audience.

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The Architects drawing of the proposed Campus Centre

A student campus center has been a dream of the University of Toronto for the past 20 years, but a recent offer of financial support by the bank of Montreal has made it a certainty for May 1969.

After lengthy negotiations, the Bank of Montreal has offered \$1,837,500 in return for a fifty-year lease on 8,500 square feet. The Bank has agreed to submit to the architect's instruction, and has offered to allow university groups to use part of their premises after hours. The hours of service will be determined by the students.

The Student Administrative Council has developed this four million dollar project entirely on its own, with the services of architect John Andrews, creator of Scarborough College. SAC members Jerry McMaster and Joe Merber were responsible for most of the arrangements for the building.

The Ontario government offered \$2 million, and the university administration is expected to pay the balance if a substantial contribution could be obtained from private sources.

Banks and trust companies were invited to submit cash offers in return for the privilege of opening a branch. The Bank of Montreal made the best offer, and it was accepted by the Council. Board of Governors approval of the proposal is expected in the near future.

A unique feature of the building development is the invitation by the SAC to the faculty and administration to have some control over the operation of the building.

The administration originally wanted the building as a student centre, built and run entirely by the students.

But the SAC decided they wanted the building as a campus centre, and asked the administration and faculty to sit in on the decision-making Board.

"The main point is that we asked them to participate --they didn't tell us they should," said SAC president Tom Faulkner.

Originally intended to provide space for student government and clubs, the centre has broadened to become a social and cultural facility with something to offer both students and faculty. Lounge space, shops, a revolutionary theatre (with sawdust), billiards, seminar rooms for "free lectures", cafeterias, etc. are all badly needed at the University of Toronto.

"The best thing about the building is its flexibility. It will give commuters a reason to become involved in a non-residential university," said Faulkner.

...and so did UBC

Chartered banks can be an extremely good way to raise money for student union buildings, as the University of Toronto SAC has just proven.

But, Toronto was fortunate in that they were allowed to deal directly with the banks themselves, without going through the administration. This was not the case at the University of British Columbia in 1965 when they began to negotiate for their student centre. (Construction began on the \$3.4 million building this spring.)

Bank Top Priority

Before plans for the student union building were finalized, the UBC Alma Mater Society conducted a survey to find what students wanted most in their union building. At the top of the list of priorities was a demand for a branch of a chartered bank.

At about the same time, the administration was in the midst of planning their new building--also to include a bank.

Because the land for the SUB was owned by the university, the administration solicited bids for a total of 9,000 square feet of a bank in two locations (the administration building and SUB).

The Bank of Montreal submitted the highest bid of \$1,130,000 as prepaid rent for 35 years on the two campus branches. Of the total area, 6,000 square feet are in the SUB and 3,000 in the administration building.

More Money - Less Space

The AMS received \$202,000 as the total of the prepaid rent, leaving the administration with \$928,000 --for rent for the same period and half the amount of floor space.

The administration, through the negotiations, obtained a loan of \$87,000 from the Bank of Montreal, repayable over 35 years at a prime rate of interest for university loans.

Another clause stated that when one of the buildings

was started, the money would be given to both the administration and the AMS. Plans were well under way for SUB at this time, while the administration was still in the early planning stages. It seemed likely that the SUB would be well ahead of the administration building in development.

How did it happen?

How was the administration able to negotiate such a settlement? Why did the AMS accept the contract?

The university administration will own the student union building itself, as well as the land it is on because the Board of Governors' decision that any buildings built on the UBC campus belong to the university. This is despite the fact that each year, for a number of years, the students have paid \$15 each to help finance the building. (Fees from one year are approximately equal to the pre-paid rent to the AMS from the Bank of Montreal). The SUB cannot be built off campus, because it would be too far removed from areas of student activity. Thus, the AMS was forced to sign a 45 year lease for their building.

In the accepted bid, the Bank of Montreal had included a monopoly clause on the campus. Thus, even if the AMS had been allowed to negotiate their own contract for a bank, they would still have been restricted to the Bank of Montreal.

Because of the priorities set by the students, the AMS was forced to deal with the administration to get a bank in the SUB.

These reasons all added up to the administration getting the better part of the deal (which *they* had to negotiate because of their ownership of land and building).

This example is not meant to show that the UBC student council received a poor deal in their union building financing, but rather to point out the dangers and disadvantages of having to deal with the university administration in matters like this. Student union financing through banks *can* be profitable --but it's not necessarily so.

A National Council -- continued from page 2

national leadership. Contrarily, irresponsible actions conceived by the executive for associate secretaries could be checked and the work of the Secretariat could be more closely supervised and coordinated with developments on local campuses.

CUS pushes for participatory democracy by non-professional "citizens" of the academic community; its about time it did something to democratize its own national operations by giving local student leaders a permanent voice in the direction of the Union.

CUS could afford to be a phoenix rising from its own ashes each year when it was a small organization dealing only with student services and cultural productions. Inefficiency and inconsistency hurt no one but its own membership. But continuity is of crucial importance because CUS has grown into a professional union which is interacting with the society at all levels and tackling government, university administrations and public opinion in order to achieve long range objectives.

Quite apart from the increasing contractual obligations arising from extended services, the continuous development and redefining of policy and strategy are essential if we are ever to effect any real and lasting changes.

CUS has always (or at least recently) been noted for the radical originality and even relevance of some of its ideas for action. But it always failed at the implementation level.

This has been largely due to the lack of integration of levels of decision-making and action. Each province, council and sub-committee has completely different schedules and budgeting priorities. The National Council -- with representatives from all areas and levels of implementation -- could double as a forum for reconciliation of the non-essential differences which obstruct fruitful cooperation and joint unified action. Sure, this could be said of the annual Congress too. But priorities and factual realities change and new working relations and strategies have to be devised and a national council would be the place to do that.

Communications and cooperation always follow structural reform which opens up new channels for dialogue and vehicles for action. Such things as a national newspaper, pooled research into common campus problems, a common long range strategy on democracy and universal accessibility and detailed policies on off-campus social questions will probably never come about without a year-long national decision-making mechanism. The experience of OUS and BCAS on a provincial level has demonstrated this.

CUS has grown; it is time to take the logical step of forming a national council.

Why not simply try and beef up the present Board of

Directors? The *status quo* of CUS decision-making structures is inadequate to perform the policy evolving, short range strategic planning and programming functions. The Board of Directors is limited in membership to provincial and federal secretariat and *ex officio* representatives -- most of whom will soon be full-time professional students who are not in daily contact with campus realities.

It meets four times a year -- in mid-fall and late spring at the conclusion of the academic year and immediately before and after Congresses. It does not seriously attempt to review policies or programs on the local or even provincial and national levels. Instead it confines itself to administrative and financial details of the normal operation of the "corporation".

To be sure, some useful things are done by Board members as a result of the opportunity to exchange information and ideas privately twice a year, but the Board of Directors as a body normally has little direct influence on the campus.

(It should be noted that it is legally possible, despite the granting of powers to the Board of Directors in the Corporation Act, to set-up a National Council. At the end of each National Council the provincial representatives and executive who constitute the Board simply meet for fifteen minutes to ratify all the decisions made earlier.)

A National Council would consist of the National Executive (some have suggested that it be enlarged to include *full-time* vice-presidents for education, national, international and union affairs and of private provincial presidents and a majority of *campus representatives*. The past-president and president-elect's travel costs should be paid so they can sit-in on the sessions *ex-officio* with full voice but no vote. The campus representatives shouldn't have to come from specific areas to create an artificial geographical balance but there should be an *informat* tradition of guaranteeing regional diversity; of course, there would always be at least one representative from each province. It might be a good idea to allocate specific portfolios to the campus reps *within* the Council (i.e. the position should not be formally rigid but should be the result of establishment of specific functional committees). One permanent one would obviously be the post of finance commissioner.

The usual objection to doing anything like this in Canada is that it is too expensive. However, I have checked out the prices of *flying* everyone to five meetings (not including those immediately prior to and following the Congress which would bring the total to seven) to Ottawa (it might however be a good idea to rotate meeting places to different regions so that the local people can observe and participate locally) assuming that all campus representatives live in Newfoundland or British Columbia.

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The Forgotten Mandate -- Continued from page 3

It is an information bulletin which consciously puts forward the CUS line on everything and keeps people on various campuses working in connection with student councils in contact with their comrades on other campuses. It is not in the business of writing about subjects of interest to students which do not arise out of CUS activities. Nor would it be easy for it to be critical of CUS policy.

In short, it is not a magazine of general interest to the average student but a jazzed up bulletin for student bureaucrats and those interested in council affairs.

Unfair Competition?

Others contend that a national paper would jeopardize the continued existence of the Canadian University Press, and more particularly the advertising revenues of local campus newspapers. Rabinovitch's research disproved the latter contention conclusively. The achievement of the former would require nothing more than a conscious recognition of the need for a division of labour. CUP could continue to gather and distribute hard news stories and write short features. The National Student Newspaper (or more accurately Newsmagazine) would publish feature-length coverage of current news events too long for local papers to expect their readers to bother with.

The monthly could also provide a national perspective on issues which grip several campuses at once. Perhaps most important, it could cover other stories of interest to youth and students not directly related to council activities.

Finally, as far as the effect on local newspapers go, enclosure of the national newspaper within the local one for distribution purposes would likely enhance its circulation. Local newspaper writers could reach a wider audience and achieve national prominence if their articles were reprinted or originally written for a national publication.

Tabloid Format

A national student newspaper should not fall into the same trap as the old *Campus Canada* magazine did by trying to compete in the consumer publication field with a *Time-Newsweek* format, or set-up its offices on one campus. It should be a twelve-page tabloid newsmagazine carrying approximately three and three quarter pages of advertising (31% of total space) and appearing six times a year, once a month for every academic month. It would not be sold individually but would be printed for mass distribution. The Councils would contract to buy a bundle of papers in advance. Distribution from the publisher could be by railway or air express in bulk. On campus, the paper could either be inserted in the local rag or placed at the same drop-off points.

To begin with, the editorial offices should probably

be located in Ottawa in the Secretariat to cut costs. This would also put the editor in continuous contact with Canadian University Press. Initial staff should include one full-time editor and an associate who would deal mainly with advertising and overall managerial details, but who could probably spend at least one third of his time doing Secretariat duties.

Board Appoints Editor

The editor should be appointed by a majority vote at the Board of Directors. To ensure regional interests the majority would have to include the votes of most provincial representatives. Member institutions would have to be informed in writing of the selection.

The editor-appointee could be removed by 2/3 majority vote, by institution, at the Congress. During the year he could be removed by 2/3 majority vote at the Board of Directors.

The associate editor would be appointed by the editor in consultation with the president, and ratified by the Board of Directors.

Money Details

For the first year, CUS should concentrate on putting out three pilot issues in the spring term after having hired an editor and associate to raise advertising revenues and set-up a story-collecting system in the fall. Victor Rabinovitch's paper which has been reprinted for the Congress estimates that it would cost in the neighbourhood of \$10,000 at most. If the experiment were a success, the paper could go into full-time publication with an 11¢ per capita additional levy.

I think it's worth the effort.

Notes to you

Please remember to send in your fall mailing address as soon as possible. We would like to get all our mailings to you where you are, not where you were this summer. (This includes student councils too.)

* * * * *

There are many extra copies of all Congress working papers. A list will be published immediately after the Congress so you can order more copies if you want them.

* * * * *

The new brochure, giving information about the goals, policies, and programs of CUS is just off the presses and should be on your campuses by now. (If you have ordered them, that is. If you didn't, and want some, please send your order in right away.)

* * * * *

Have you read a good book lately? The program staff is compiling a bibliography of books on education. Please send in the title, author, and publisher. We will send you our thanks.

Inside the National Office

THE INCOMING PRESIDENT

Hugh Armstrong, the president-elect of the Canadian Union of Students, has been working in the national office since July.

Hugh, a 24 year old graduate of Carleton, was president of the Ontario Region of the Canadian Union of Students (now OUS) last year. He was elected at the 1966 Congress, and will officially take office at the Annual General Meeting on Sept. 8.

STAFF UNIONIZED

The support staff, (typists, clerks in distribution room, printer, accountant, and receptionist) have recently organized as a bargaining unit of the Office and Professional Employees International Union, local 225. They felt that because of the changeover of program staff and executive every year, a union would provide continuity in wages and working conditions.

NEW PROGRAM STAFF

With the new president each year comes a new program staff. These are the Associate Secretaries who co-ordinate and plan programs on the national level, and are responsible for campus support.

The incoming program staff has been working in the national office since the middle of July. They have been working on organizing the Congress, and planning campus support for next year, as well as familiarizing themselves with what their predecessor has been doing. The members of the new program staff are:

Pat Hembruff is in charge of the Student Government Research Service, and will be spending most of her time writing letters and editing reports to provide information to the campuses. She graduated from the University of Toronto in 1966, and was Executive Assistant to the U of T SAC president last year.

Daphne Kelgard will be working on human rights and some services. She graduated from the University of British Columbia this year, where she was CUS Chairman for 1966-67 and in charge of International Affairs on the UBC CUS committee for 1965-66.

Carol Wilson looks after the communications for CUS, which involves editing the newsletter, printing pamphlets and posters, overseeing all printing, and making sure the mailing list is up to date. She also comes from UBC and is a carry-over from last year's program staff.

Brian Hutchison will be doing a lot of work on education, as well as handling some of the services. He graduated in medicine from the University of Western Ontario this year, where he was very active on the Student Union Building Commission of the University Students' Council.

Rob Watt, from Simon Fraser University has just been hired as the co-op fieldworker. His job will be to visit those campuses interested in co-op housing and use his experience and/or expertise to set up co-ops there.

A National Council -- continued from page 6

The cost per meeting would not exceed \$3000 for a twenty-one man council (president, vice-president, finance commissioner, seven provincial reps, ten campus reps, plus past-president and president-elect.)

The annual expenditure would be less than that spent on the Seminar alone and the tangible savings which would result from better communications and a more coherently coordinated approach to campus problems could free field workers to concentrate on other things than just information-giving and arm twisting to follow secretariat program outlines. We cannot wait any longer to create a continuous decision-making mechanism at the national level. We need a national council now.

CUS Across Canada

August 25, 1967

Published periodically throughout the year in both English and French by the Canadian Union of Students, 45 Rideau, Ottawa, CUS Across Canada is the news -- letter of CUS. Authorized as second class mail by the Post Office Department, Ottawa, and for payment of postage in cash.

Editor: CAROL WILSON

TO: The Canadian Union of Students
Suite 406, 45 Rideau Street,
Ottawa 2, Ontario

(FOLD ON THE DOTTED LINE)

Name	University
Mailing Address in Fall	
I want to continue receiving CUS Across Canada: Yes <input type="checkbox"/> No <input type="checkbox"/>	I would like more information about the Canadian Union of Students: Yes <input type="checkbox"/> No <input type="checkbox"/>
Please put any comments, criticisms or ideas you may have on the back of this form	

(PLEASE PRINT CLEARLY)

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(CUT ON SOLID LINE, STAPLE 1 TO 2, HAVING BOTH NUMBERS ON THE OUTSIDE)

Memo-random

TO: Readers of CUS Across Canada
FROM: Carol Wilson, Editor
RE: Above

It's address-change time again, and that bureaucratic-looking thing above is a bureaucratic, but necessary form which MUST be completed and returned to the CUS Secretariat by September 15 if you wish to continue receiving the newsletter.

Stay tuned in to the cool things (as McLuhan might say) that are happening to and by students across Canada.

For the price of one staple and a stamp, you can receive the newsletter all year.

The forthcoming issues will be bigger and more exciting than ever, giving you the latest ideas and developments on the campuses and in the "student movement". (And I'll even do my best to get an issue out once a month.)

Don't be under-privileged! Send in your form today -- and if you have a friend who wants to receive CUS Across Canada, have him send in the necessary information too.

Remember: The more people reading and writing for the newsletter, the better it will be. (So write.)

PLUS **ACROSS** **CANADA**

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