

Ongoing 21st Century Campaign hits \$39 million

By JENNIFER BARONE

Just two years after its launch, the five-year 21st Century Campaign has passed its \$37-million target—but the work isn't done yet.

"Some campaign projects are oversubscribed, such as the scholarship/bursary envelope," says Paul Cassano, senior vice-presi-

dent, development and alumni affairs. "Other projects remain underfunded, for example, the Great Lakes Centre project, mainly because of a lack of government support.

"But I know of no other ongoing capital campaign which has exceeded its goal in such a short a time." To date, the campaign has reaped over \$39 million.

Core goals include funds for teaching facilities, instructional technology, equipment, renovations to the London Life Great Lakes Environmental Research Centre (GLIER), scholarships, library development, endowed professorships and for the university's affiliated institutions.

Fortuitous circumstances helped the campaign reach cer-

tain goals early, Cassano says.

A windfall \$5-million gift of equipment to the Windsor-St. Clair Manufacturing Resource Institute (MRI), and the \$2.5 million raised through the provincial government's Ontario Student Opportunity Trust Fund (OSOTF) provided a boost to the campaign. At the time of the campaign's May 1995 kickoff, the provincial government's program of matching, dollar-for-dollar, contributions made to the OSOTF had not been announced.

Despite the good news, it's not time to celebrate just yet, cautions Cassano: "We still have several envelopes which need fund-

ing. For example, renovations to GLIER and to the former Prince of Wales School, which will function as the MRI headquarters, and a new creative arts centre remain top fundraising priorities."

The first phase of \$8.6 million in renovations to the GLIER facility began last year and are slated for completion late this fall. Promised government funding for the project failed to materialize, forcing the campaign to raise its GLIER goal by an additional \$3.2 million.

The May delivery of a \$5-million, 32-tonne programmable

Campaign, continued on pg. 2

Our grads are going places



Human Kinetics graduands (someone who is eligible to graduate but who hasn't formally received their degree) James Allen and Pam Huston joined over 2,000 other students at the University of Windsor's 67th Convocation ceremonies on June 7, 8 at St. Denis Centre. The Faculty of Law convocation ceremony will be held on June 14 at the Cleary International Centre. Allen and Huston are shown during a photo shoot for the cover of the publication *Accolade*, produced by Community Relations & Publications and distributed at the convocation ceremonies. (Tony James photo)

Convocation marks historic moment for School of Nursing

By JENNIFER BARONE

Kathryn Foley walked just a few steps up the dais to receive her degree at the June 7 convocation ceremony. But they represented a giant step for the University of Windsor School of Nursing.

Foley is the first graduate of the school's Master of Science in Nursing program.

"This is a historic moment in the history of the School of Nursing," says Nursing Professor Anna Temple.

The benchmark set by Foley is also distinguished by how well the focus of the program dovetails with the priorities of today's health care system, says Professor

Lynette Leeseberg Stamler, who helped judge Foley's graduate thesis:

"Master programs in nursing are rapidly expanding but this is the first one set up with a real health promotion focus which is one of the newer roles nurses are being asked to fill today."

Creating a program that responds to a financially squeezed health sector by concentrating on health promotion and illness prevention was the goal, says Program Coordinator Janet Rosenbaum.

In 1994, Foley was one of the first 10 women to enrol in the three-year, part-time program. She says that, although some aca-

demics might question the value of nursing research, it tends to focus more specifically on patients, which makes it universally applicable.

Foley's own thesis examined several differences between adolescent female smokers and non-smokers.

Working as a clinical instructor for the school and taking care of her family while pursuing her degree was a challenge, Foley says. "It was tough and time consuming, but nothing I couldn't handle. But—maybe I'm so gungho now because I'm done!"

For related convocation stories, see pages 3, 6 and 7.

Budget: balancing goals, constraints

By JOAN CARTER

The university continues to reduce its operating deficit through a multi-faceted budget strategy designed to balance goals—educational excellence and accessibility—with financial constraints.

At its May meeting, the Board of Governors approved the 1997-98 operating budget showing a projected deficit of \$796,000, with a return to a balanced position in 1998-99. See pages 8-10 for the complete budget report.

The deficit is largely the result of unprecedented cuts in provincial operating grants in recent years, including \$10.3 million in the last fiscal year (1996-97). As well, enrolment declines have affected revenue.

The university has no accumulated debt. Appropriated reserves are sufficient to cover the board-approved 1996-97 operating deficit of \$3.6 million and the anticipated 1997-98 shortfall.

In the budget report to the board, however, President Ron Ianni warns that, unless government grants are enhanced or enrolment levels increased, further cost reductions will be required to balance the 1998-99 budget.

Ontario currently ranks last, 10-out-of-10, among the provinces in terms of per capita grant support for its universities.

Administration and Finance Vice-President Eric Harbottle says the budget was developed in accordance with the following principles:

- fiscal management, including stringent financial controls and energetic, innovative revenue generation;
- stability, with reductions in operating grants and declines in

enrolment partially offset by increased tuition fees and miscellaneous revenue; and

- restructuring, with a plan for savings of \$1 million to be developed and implemented.

Total 1997-98 operating revenue (excluding ancillaries) is projected to increase 1.2 percent to \$98,974,000, with total operating expenditures (excluding ancillaries) dropping 1.67 percent to \$99,770,000.

Government grants, including operating grants and the municipal tax grant, now represent 57.1 percent of total operating revenue, while student academic fees represent 41.1 percent compared to 35 percent two years ago (1995-96).

Other budget highlights include a 63 percent increase in 1997-98 student financial aid to help offset tuition fee increases and to ensure the University of Windsor remains accessible and affordable to qualified students.

The total increase in financial aid since 1995-96 is more than 200 percent.

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Campaign from page 1

head-changer/turret indexer system—a gift from an anonymous donor—was the first step toward the renovation of the former Prince of Wales school. The facility will be home to the Fraunhofer Resource Centre and the Silicon Graphics Computing Resource Centre. Even with the \$5.6 million in capital and equipment toward the \$2.5-million goal, more funds are needed to complete the physical renovations and provide equipment.

Academic restructuring at the university means that the proposed creative arts centre will be

required to house, not just the School of Dramatic Art, but also the Schools of Music and Visual Arts as well as English and Communication Studies. Discussions are beginning on how a proposed centre could accommodate the changes.

"These challenges mean that this is still a five-year campaign," Cassano stresses.

"But, by the year 2002, as these projects are completed, this campus will not only a new face, but a new foundation for excellence."

21ST CENTURY CAMPAIGN TOTALS

U of W/Chrysler Canada LTD. Automotive R and D Centre	\$8,577,820
Endowed Professorships	\$ 634,000
Endowments—Other	\$ 750,000
GLIER Centre	\$6,509,250
Instructional Technology & Equipment	\$1,589,688
Library Development	\$ 80,000
Scholarships and Bursaries	\$8,262,730
Teaching Facilities	\$ 505,000
Other Programs	\$4,467,714
Federated & Affiliated Institutions Assumption, Canterbury and Iona	\$1,503,000
Performing Arts Centre	\$ 25,000
Manufacturing Resource Institute	\$5,600,500
Annual Giving Program (1995-2000)	\$1,081,550
Total 21st Century Campaign	\$39,586,253

1997-98 parking rates unchanged

There will be no increase in 1997-98 university parking rates.

Permits for faculty, staff and students will remain at \$176.50 for the year and meter rates at 70 cents an hour in the "Pay and Display" lots.

The university's Parking Committee, chaired by Civil Engineering Professor Robert Stager, approved the 1997-98 rates at its May meeting.

This is the second consecutive year that permit rates have remained unchanged.

Meter rates increased from 40 cents to 70 cents an hour in September 1996 making it

more economically advantageous for students to purchase permits rather than pay as they go. As a result, revenue from permits increased substantially in 1996-97 while revenue from metered parking dropped.

Both Windsor's permit rate and meter rate are among the lowest in the Ontario university system.

Parking continues to contribute to the university's operating budget with an allocation of \$210,000 in 1996-97 and a projected transfer to operating of \$210,000 in 1997-98.

Gift with a view to the future

By JENNIFER BARONE

University of Windsor law and geography students are going to benefit from a \$300-million, 10-year project to transfer four million documents into one massive computer database.

The project being conducted by a company called Teranet Land Information Services will see all Ontario registry office maps digitalized and stored in an accessible database. Teranet and corporate partner Intergraph Canada Ltd. plan to donate both the hardware and software to allow the University of Windsor remote access to the system.

Law students will be able to do title searches by entering the street address, landowner's name and registered instrument number. Not only will the map image come up, but full property descriptions, owner's names, rights of way, easements or encroachments, sales activity and prices can also be accessed. All of the information can be called up in a matter of a few minutes. Until now, traditional title searches meant a much longer wait, sometimes even days.

Geography students will be able to learn the topography of tracts of land anywhere in Ontario.

As well, the City of Windsor will be using the electronic map database for emergency dispatch purposes because of its ability to quickly access maps for any region of the city, ideally quickening response times.

"The University of Windsor is the first university in Ontario to acquire this information system which is the result of a partnership arrangement between Teranet and the City of Windsor," says Paul Cassano, senior vice-president, development and alumni affairs. "It's another first for the University of Windsor and represents an initial investment of \$2.43 million in favour of the university."

Teranet CEO Aris Kaplanis, a longtime Windsor supporter who has worked for the Toronto division of the university's capital campaigns, gave an overview of the project to university representatives in May. He told the group that Windsor was chosen to have the system because, "As a supporter of the University of



HEADED IN THE RIGHT DIRECTION. A delegation from Teranet Land Information Services and Intergraph Canada Ltd., recently visited the campus to announce a \$2 million gift of computer hardware and software which will allow geography and law students access to a database of 150 million images. Shown above are representatives of the university's Department of Geography, Faculty of Law, and Office of Development & Alumni Affairs, as well as from Teranet and Intergraph.

Windsor, I wanted to bring it here first."

The offer was enthusiastically received by those who attended the presentation.

"This will give Windsor geography students a competitive advantage by teaching them how to work with a system that will be used in the private and government sectors," said Placido LaValle, acting head of geography.

Dean of Law Juanita Westmoreland-Traoré called the project "very exciting."

"I'm very interested in exploring the use of this kind of technology in teaching."

Veronika Mogyorody, geography professor and assistant to the vice-president, academic, technology, said she'd like to discuss

further uses for the system in areas such as GLIER and the criminology program.

Teranet uses Teraview® and POLARIS software to create the maps. The database will ultimately include 150 million images; only the U.S. federal government's data base comes close with 56 million. About 50,000 images are being digitalized each month by a workforce of over 1,000 people, which includes many Windsor graduates.

Teranet is a land information service company created in 1991 as a strategic alliance between the Ontario Government and Teramira Holdings, Inc., a consortium of private-sector investors and technology firms.

the Ambassador

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**UNIVERSITY OF
WINDSOR**

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Order of Ontario for president, chancellor

By JOAN CARTER

President Ron Ianni and University Chancellor Major-General Richard Rohmer will be invested with The Order of Ontario by Lt.-Gov. Hilary Weston on June 10 at Queen's Park.

The award "recognizes those persons who have rendered service of the greatest distinction and of singular excellence in any field of endeavour benefitting society in Ontario and elsewhere."

According to the Ontario Honours and Awards office, 24 "exceptional individuals" were selected to receive the honour this year from 107 nominations.

Among other things, the president is cited for his many contributions to education, for forging innovative partnerships with the private sector, and for his support for the arts.

He was nominated for the prestigious award by the Council of Ontario Universities, which he chaired from 1994 to 1996. The COU submission highlights the president's role in establishing numerous linkages with business, the community and other education partners.

Examples include the University of Windsor/Chrysler Canada Ltd. Automotive Research and Development Centre, the London Life Great Lakes Environmental Research Centre, the Ambassador Duty Free Store agreement, the CAW Student

Centre project, the expansion of cooperative agreements with U.S. institutions, and the university's unique Voluntary Internship Program.

His support for the Art Gallery of Windsor (former president) and the Stratford Festival (former member, Board of Governors) and his work as chair of the administrative committee, CAW Legal Services, are also noted.

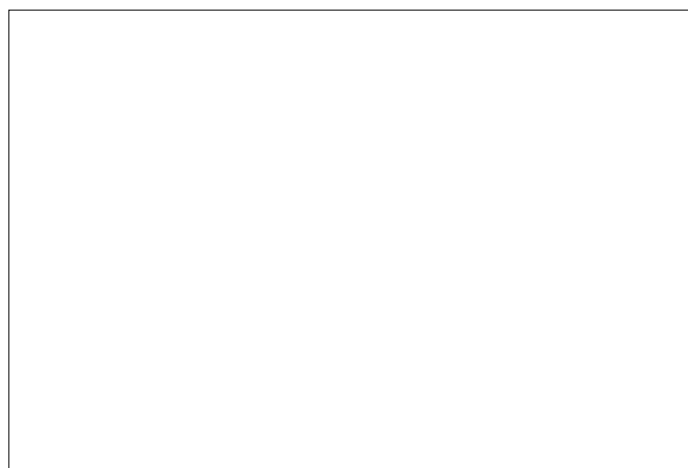
In addition to his distinguished career in law and the military, and his record of community service, Major-General Rohmer is a prolific best-selling author, a Commander of the Order of Military Merit, and an Officer of the Order of Canada.

A graduate of Assumption College (the University of Windsor's predecessor), he previously served as university chancellor from 1978 to 1989, resuming the position last year following the death of former chancellor Charles Clark.

The president was also honoured May 30 at a dinner in Toronto hosted by the Italian Canadian Advocates Organization, with all proceeds toward the establishment of a Scholarship Fund in the Faculty of Law. Some 250 guests, including the cream of Ontario's legal system, paid \$100 each to attend.

A graduate of the University of Windsor, Ianni was dean of the law from 1975 until 1984 when he was appointed president.

Chemistry Conference draws 1,250



Major Scientific Meet. The 80th Canadian Society for Chemistry Conference and Exhibition, June 1-4, organized and hosted by Windsor's Department of Chemistry and Biochemistry, attracted 1,250 registrants and is the largest scientific meeting of its kind in Canada. Chemistry and Biochemistry Department Head Arthur Szabo (right), conference chair, and graduate students Bahé Rajendran and Mauro Acchione check out instrumentation on display in the exhibition area.

First AIDS institute a success

By JOHN CARRINGTON

A 10-day think-tank on non-medical issues involving HIV-AIDS organized by Windsor's Humanities Research Group (HRG) was a bit of an experiment.

Unlike usual academic conferences with presentations of new material, the Summer Institute on the Social Sciences and Humanities in AIDS Research was designed for analysis and direction setting.

Psychology Professor Glen Schellenberg says participants are finding it a successful new approach for researchers, and one that might be repeated for other areas of study.

"Our multidisciplinary discussions of research results with people from different countries is proving very useful," he said when contacted at the institute. "We are learning how others in the world may interpret the same scientific facts and think differently about results."

He noted that one particular session showed how scientific developments in protease inhibitors may lead to changes in the meaning of HIV, which in turn could form the seed for new social research.

The institute, May 26 to June 5, brought together top researchers in Picton, ON, to analyse political, cultural and social questions regarding the epidemic. The gathering was designed to follow the XIth Annual International Conference on AIDS held in Vancouver last July where speakers called for "further development of the knowledge of the social and cultural forces implicated in HIV's epi-

demiological profile."

Thirty researchers from Canada, the United States, Australia, the United Kingdom and Brazil took part. In addition, 10 Canadian graduate students were awarded scholarships to attend. Scholarships were based on relevance of their research and potential to contribute to discussions.

Windsor participants included Schellenberg, HRG Director Jacqueline Murray who was the key organizer, and Sociology Professors Barry Adam, Eleanor Maticka-Tyndale, Jacqueline Lewis and Alan Sears.

During the first few days of the institute, participants compared and analysed research, public discourse, national policies, community mobilization, and safer-sex decision-making in contexts of women, cultures, the gay community, and the global political economy.

The results of those sessions were the basis for the final three days scheduled for identifying new directions for community-based organizations and research, articulating the agenda and co-ordinating strategies.

The institute was co-sponsored by HRG and the HIV Social, Behavioural and Epidemiological Studies Unit of the University of Toronto.

Primary funding for the institute came from the Social Sciences and Humanities Research Council of Canada which selected Windsor to host and organize the event. The Windsor AIDS Research Network (WARN) is one of the largest concentrations of non-medical AIDS researchers in Canada.

July 3 celebration for WEDnet launch

A roster of dignitaries is expected to attend July 3 celebrations marking new dimensions in global connections for the Windsor-Essex County region.

The occasion is the official launch of the Windsor-Essex Development Network (WEDnet), in which the University of Windsor is the lead participant. Science Dean Brian Fryer is chair of WEDnet's board of directors and Todd Sands, program development officer in science, has been appointed executive director.

The July 3 celebration is being hosted by AT&T Canada Long Distance Services and takes place from 4:30 to 7 p.m. in The Commons, CAW Student Centre. AT&T Canada LDS is one of seven vendor partners who are investing millions in the Windsor-Essex area.

George Harvey, president, Business Services, AT&T Canada LDS; Andrew Bjerring, president, Canadian Network for Advancement

in Research, Industry and Education (CANARIE); Robert Watson, president,

Shaw FiberLink; Windsor Mayor Mike Hurst; St. Clair College President Jack McGee; and officials from area school boards, hospitals, municipalities, and businesses are among those expected to attend.

CANARIE and the Ontario Ministry of Economic Development, Trade and Tourism are contributing \$2-million to build the network estimated to cost over \$6-million.

A partnership of public and private organizations designed to facilitate the development and delivery of powerful new information services both nationally and internationally, WEDnet is made up of high-speed fibre optic links operating at 150 million bits per second.

The first six WEDnet stakeholders, to be connected by mid-June, are the Essex County District Health Council, Hotel-Dieu Grace Hospital, St. Clair College, Windsor Regional Cancer Centre, Windsor Regional Hospital, and the University of Windsor.

Coverage of the July 3 event and an update on developments will be included in the next *Ambassador*.

St. Clair president honoured

St. Clair College President John (Jack) McGee received an honorary Doctor of Laws degree from the University of Windsor at the June 7 convocation ceremony.

McGee has been an enthusiastic supporter of the University of Windsor and joint initiatives between the university and St. Clair College. These include the University of Windsor/Chrysler Canada Automotive Research and Development Centre, the Manufacturing Resource Institute, and the Windsor-Essex Development Network (WEDnet).

Prior to becoming president of St. Clair, McGee was dean of science and technology at George Brown College. He has a master's of public administration degree and has published numerous articles.

During his Canadian Forces career, he earned his pilots wings with the Royal Canadian Air Force and served as a pilot in the Royal Canadian Navy.

McGee serves on a number of civic and educational bodies including the Council of Presidents of the Association of Colleges of Applied Arts and Technology of Ontario, the Mayor's Task Force on Casino Revenues, and the Advisory Board of the Canada-United States Business Association. He is an honorary member of the Rotary Club (1918).

He joined other honorary degree recipients Simeon Stodgell, Betty Goodwin, Joy Parr and Richard Pound. Ken Dryden will receive an honorary degree at the law convocation, June 14 at the Cleary International Centre.

Implementation on schedule for new structure

By JOAN CARTER

The focus is shifting from macro to micro, from structure to infrastructure, as plans for implementation of the university's new academic administrative structure begin to take shape.

Those most directly involved in moving the plan from paper to practice say continuity of service, consultation, fairness and flexibility will be guiding principles during the transitional period.

"We are assessing the needs of the new organization to determine the best use of resources in such areas as staff, space, and technology support, and will proceed in a professional and fair way," says Academic Vice-President Bill Jones.

"Change is both exciting and challenging. By working together I know we can accomplish our goals."

People and Places

Senate approval of the Strategic Renewal Committee (SRC) final report on May 6 means specifics concerning human resources can now be addressed, says Human Resources Director Jim Butler.

This will be done in consultation, he says, and will undoubtedly require patience as job descriptions are rewritten and other details worked out.

In the ensuing changes, all collective agreements will be respected and followed, he stresses, with appropriate dialogue with the faculty association and other campus unions.

Major physical relocations (i.e. moves to bring merged departments/schools into closer proximity with each other), although anticipated, will occur in an orderly fashion over the next year, Jones says. (Please Note: This issue of *The Ambassador* went to press at noon, June 4.)

The Big Picture

Effective July 1, the university's nine existing faculties will be consolidated into four major academic colleges, each headed by an executive dean.

The colleges and their respective deans are Graduate Studies and Research, current dean Sheila Cameron; Arts and Human Sciences, Kathleen McCrone, now dean of social science; Engineering and Science, Brian Fryer, now dean of science; and Business Administration, Education and Law, to be headed by an interim executive dean to be named by July 1.

The new structure will result in an overall reduction of the university's current academic administrative units (faculties, schools, departments) from 36 to 18, with the new units to be in place in accordance with the timetables identified in the SRC report's recommendations.

A summary of the recommendations, including an organizational chart, was distributed to all members of the university community the week of May 12 and was featured in the May 12 *Ambassador*.

In some cases, the names of units, as well as their designation as schools or departments, have yet to be determined. All new unit names will go to Senate for approval. Interim heads will be appointed by July 1 for units where current heads are not continuing or searches for new heads are not already under way.

Committees at Work

Several transitional committees have been established to facilitate the change process. These include the President's Executive Committee, chaired by President Ron Ianni; the Support Staff, Space and Technology Committee, chaired by SRC Chair Emily

Carasco; the Budget Transition Sub-committee, chaired by Dean Fryer; and the Senate Bylaw Review Committee, chaired by Law Professor Neil Gold, assistant to the academic vice-president (engineering).

The mandate of the President's Executive Committee is to oversee, at the macro level, implementation of the SRC's recommendations. Members include the president, Administration and Finance Vice-President Eric Harbottle, Jones, Carasco, Butler, and the executive deans of the four new colleges.

Arts & Human Sciences

"Our goal is to minimize disruptions for students, faculty and staff so far as possible and to aim for continuity and flexibility so far as possible," says incoming Arts and Human Sciences Executive Dean McCrone.

"Providing quality service to our students remains a top priority," she emphasizes, adding that she is "impressed by the collegial and cooperative manner in which most faculty and staff are approaching the new situation."

Internal searches are currently under way for a head of the new combined department of history, political science and philosophy and for a director of the School of Human Kinetics, McCrone says. An external search was initiated several months ago for a new administrator for social work, which has until June 30, 1998, to find a suitable partner within Arts and Human Sciences. Until then, the program administrator will report directly to McCrone.

Current Psychology Head Stewart Page and Sociology and Anthropology Head Barry Adam have continuing appointments. Interim appointments will be made in other units by July 1 and program chairs/coordinators will also be identified.

Campus-Wide Review

"The job of the Support Staff, Space and Technology Committee is to facilitate the implementation process in these areas on a campus-wide basis," says Committee Chair Carasco.

Although there are many unanswered questions at this time, the committee "is meeting the challenges head on," she says, "and intends to deal with all questions in a consultative and open manner, making decisions as quickly as possible in a sensitive and efficient way."

"We are fully aware of the important role that support staff and technicians play on this campus. Their work is invaluable to the smooth running of academic offices, programs and services."

Members of this committee include Jones; Gold; Prof. Veronika Mogyorody, assistant to the academic vice-president (technology) and director of academic computing services; Andy Hellenbart, manager, space and property management, physical plant; John Gibbs, employment manager, human resources; and Kerry Eagen, administrative assistant to the vice-president, academic.

Money Matters

The initial task of the Budget Transition Sub-committee was to determine how 1997-98 budget allocations were to be handled, says incoming Engineering and Science Executive Dean Fryer.

The committee will continue to address fiscal issues related to the reconfigured academic units and will look at areas where savings are to be achieved, he says.

Other members of this committee are Cameron, Carasco, Jones, McCrone, Information Analysis Director Rose Zanutto (formerly an assistant director of finance) and the interim executive dean of the College of Business Administration, Education and Law (to be appointed by July 1).

Engineering & Science

Fryer does not anticipate any major changes in staff complements or physical locations in the immediate future. "We want to keep things as simple as possible and are aiming for minimal disruptions."

To physically relocate units takes money and time, he notes, and any significant reorganization of human resources cannot occur until this is completed.

"Our first responsibility is to our students and to ensuring an excellent educational experience for them," he says.

Biological Sciences Head Peter Sale and School of Nursing Director Beth Horsburgh will continue in their present posi-

tions. Interim heads will be appointed by July 1 for two new combined units: mathematics and statistics, and economics; and physics, chemistry and biochemistry, earth sciences and several geographers. As well, an interim dean will be named for the new, non-departmentalized Faculty of Engineering.

Fryer also expects to identify, by July 1, program leaders or chairs for each of the program areas within Engineering and Science, including computer science. The School of Computer Science has until June 30, 1998, to find a suitable partner within the college. During this time, the program administrator will report directly to Fryer.

Senate Bylaw Review Committee

Established as a sub-committee of the Senate Executive Committee, the mandate of the Senate Bylaw Review Committee is "to elaborate the general policy to guide bylaw revision."

Chaired by Gold, committee members are Carasco, Horsburgh, Kinesiology Professor John Corlett, Business Administration Dean Norm Solomon, University of Windsor Students' Alliance President David Young, and Registrar Frank Smith as special adviser.

Stay tuned for an update on regular and interim appointments in the next issue (July 14) of *The Ambassador*.

Gold appointed to new position

Academic Vice-President Bill Jones has announced the appointment of Professor Neil Gold as registrar and administrative dean for academic services and continuing education.

His responsibilities will involve the management of continuing education, a role which he will take up immediately in view of Dean Ramona Lumpkin's imminent departure, and the management of Student Affairs, which he will work into gradually, assuming complete responsibility the end of August on the retirement of Dean Richard Price. In addition, he will work closely with Registrar Frank Smith over the next year, so as to be fully conversant with the area by the time Smith retires in June 1998.

Pension Funds Update

With the university's pension funds approaching \$300 million, the Board of Governors has given its approval for the pension managing committee to seek a third investment management firm.

The university currently divides its pension funds between two investment companies.

"It is important that we reduce our risk," says Administration and Finance Vice-President Eric Harbottle. "We do that by setting limits on amounts to be invested in any one area and by

employing firms with different investment styles."

The importance of those safeguards was illustrated in Harbottle's report to the board which said one of the investment managers had invested in the now defunct Bre-X mining company.

The overall impact of the Bre-X stock on the performance of the pension fund will not be significant because of the diversification policy. The Bre-X stock would have an effect on the rate of return of about half of one percent.

A Man of Hidden Talents



Norm Wright, manager, facility planning, design & construction, flaxed his muscles when he helped push a transport truck back over the curb it had become stuck upon. The truck was delivering a \$5-million, 32-tonne piece of equipment donated to the Manufacturing Resource Institute.

25 faculty members retire

By JOHN CARRINGTON

The wealth of knowledge and experience leaving the University of Windsor with this year's retiring faculty is especially impressive.

Many of the retirees are not only noted teachers and researchers, but also well known for their contributions to their professions.

Sociology and Anthropology Professor Mary Lou Deitz, for instance, who has been a pillar of Windsor's very popular program in criminology, is a recipient of the Sarah Shorten Award for outstanding achievement in the promotion of the advancement of women at Canadian universities from the Canadian Association of University Teachers.

Physics Professor Mordechai Schlesinger and Civil Engineering Professor John Kennedy have both received accolades in recent years for outstanding work in their specialties.

Some 1997 retirees have taken centre stage in their academic career, such as former University of Windsor president Mervyn Franklin, and former Assistant Vice-President Academic Ann McCabe.

Others have quietly etched a permanent spot in the memories of their students through their simple love for their studies.

One of those is Kalyan Sarkar who has taught Japanese at the University of Windsor for 27 years.

In addition to his course material, Sarkar introduced many of his students to the Eastern arts. He taught Japanese flower arranging, a very specific and precise art which he studied for four years.

He also taught batik, the art of waxing and dying fine cloth.

It has been noted that Sarkar pioneered the teaching of Tagore, a Japanese poet, who was the first Asian language winner of the Nobel Prize for literature.

And more recently, working with Instructional Development Manager Don Snider in the Division for Instructional Development, Sarkar introduced the use of computer technology to teaching Japanese language—a first in North America.

Sarkar was originally persuaded to visit the University of Windsor by John Spellman, who is also retiring this year from the Department of Classical and Modern Languages, Literatures and Civilizations. Within weeks of his arrival, Spellman and President Francis Leddy convinced him that he should stay.

"This is a real university," Sarkar says of Windsor. "I come from nowhere and go to nowhere. But while I was here, I believe there was no other place in the world where a person like me could rediscover himself and continue to learn."

Many professors who are retiring from the university are not retiring from their scholarly interests.

History Professor Ian Pember-



Top row left: Kenneth Pryke; right Ezio Marzotto; middle row: left: Mervyn Franklin, right: Richard Price; bottom row: left: Stan Cunningham, right: Alan Watson.

ton intends to move to Ottawa where he will be close to his Quebec cottage as well as the National Archives where he can continue his research.

"I intend to continue to publish," he says. "And I will be able to do more now."

Pemberton expects, however, he will miss the classroom.

"I was born to teach, and I love teaching," he says. He remembers fondly one outstanding student who now teaches history at Laurier University.

One of his recent senior classes in Canadian diplomatic history was among his best, he says. "They showed a broad knowledge and that they had read more than the required material. Teaching those students was a real pleasure."

What he won't miss will be students like the one who answered on an exam that the sinking of the Lusitania was a cause of the World War II.

Communication Studies Professor Stan Cunningham is also looking forward to researching and publishing.

Cunningham joined the philosophy department in 1961, when the university was still Assumption University of Windsor.

As a philosopher, he fondly remembers a graffiti he found at a university construction site:

1997 FACULTY RETIREESS

Jerome Brown, Philosophy
 Marcel Chabot, French
 Stan Cunningham, Communication Studies
 Mary Lou Deitz, Sociology & Anthropology
 Mervyn Franklin, Biology
 Maxine Holder-Franklin, Biology
 Ross Johnston, Business Administration
 John Kennedy, Civil Engineering
 Chris King, Communication Studies
 Akira Kubota, Political Science
 John Lewis, Philosophy
 Ezio Marzotto, Communication Studies
 Ann McCabe, Psychology
 Paul McIntyre, Music
 Donald McKenney, Chemistry
 Ian Pemberton, History
 Dathathry Pillay, Biology
 Richard Price, Political Science
 Kenneth Pryke, History
 Kalyan Sarkar, Classics
 Mordechai Schlesinger, Physics
 Eve Smith, Social Work
 Huey Soong, Law
 Ron Wagenberg, Political Science
 Alan Watson, Electrical Engineering

detailed and require more preparation. The business of the school year pours over into the summer months leaving even less time for research."

Cunningham will be staying in Windsor, close to his "university family."

"Windsor is a splendid place," he says. "I don't intend to lose it or leave it."

Ezio Marzotto, also in Communication Studies, also intends to stay close to the university that he has worked as technician, sessional instructor and tenured member of faculty.

He started at Windsor in 1963 in the forerunner of the Division for Instructional Development, then called Communications Services, located in Memorial Hall.

At the time, he recalls televisions were installed in classrooms showing lectures on their small screens.

He joined the Communication Studies department shortly after it was established by Walter

Romanow, and has taught scripting writing and production techniques.

Now, as he retires, he sees television-style broadcasts returning to the classroom.

"This time I think it is here to stay," he says. "It is particularly valuable for Distance Education and I think the current generation is ready for it."

"Today we use video projectors on large screens and provide students with much more than a monologue. Teachers can interact with the students in the remote classrooms, and provide data information and other material on the screens.

"With today's technology, teaching has become the production," he says.

Thinking back over the changes in his career that coincided with changes in the institution, Marzotto says he enjoyed it all.

"The people at the university are first-class. I couldn't have worked with a better bunch."

New faculty appointments

The University of Windsor will fill 27 tenure track positions and make nine limited term appointments to faculty for the academic year beginning May 1997, says Academic Vice-President Bill Jones.

In addition, retiring Physics Professor Mordechai Schlesinger will remain at the university as Professor Emeritus.

A number of new faculty appointments were approved by the Board of Governors May 27.

Included in those tenure track appoint-

ments are Lionel Walsh and Michael Keating in the School of Dramatic Art, Willem Bart de Lint in sociology and anthropology, Ana Maria da Silva in civil and environmental engineering, David Antonelli in chemistry and biochemistry, Ziao Jun Chen and Indra Adiono Tjandra in computer science, Di Brandt in English, Christina Burr in history, James Potvin in kinesiology and Cheri Hernandez in nursing.

The board also approved five adjunct professorships and six cross-appointments.



BONITATEM DISCIPLINAM SCIENTIAM

ACCOLADE

UNIVERSITY OF WINDSOR CONVOCATION JUNE 1997

OF BASEBALL AND BOTSWANA

In Botswana, Africa, where they take baseball very seriously, Beverley Boudreau scored the winning run in the national amateur championship by hurling herself over the pitcher, catcher and shortstop of the opposing team. Boudreau admits to embellishing the tale a bit, but even had she claimed to have leapt over the entire team, it wouldn't come close to the mountains she climbed as a deaf student.



Patty Woodman (left) and Governor General's Silver Medalist Beverley Boudreau.

Despite the fears of failure Beverley Boudreau harboured when she first stepped onto campus three years ago, the geography graduand was honoured at the June 7 convocation ceremony with the Governor General's Silver Medal for having the top academic average among all undergraduates.

Boudreau, who was born deaf but speaks clearly, says that her determination is rooted in her family's attitude: "They always expected me to do anything my brother and sisters could."

Born in Toronto, Boudreau planned a career in art, illustration and graphic design. She spent several years in design, including four years working in Botswana.

But her plans were derailed by an accident which significantly damaged her hands. Inspired by a former teacher, Charles Lane, she enrolled in the University of Windsor geography program, transferring credits earned previously at Simon Fraser University.

"Geography is very visual. It's easier to learn than say, psychology, which is a more abstract discipline and therefore more difficult to translate into American Sign Language," explains Boudreau.

Educational interpreter Patty Woodman was instrumental in bridging that gap. For three years, Woodman sat in the majority of Boudreau's classes, interpreting not only the professor's lecture but classroom discussions too.

"I don't think I could have achieved what I have achieved without Patty. Working with such a supportive person makes it that much easier to reach your goals."

Boudreau also credits the university's Special Needs Office, Student Awards Director Orville Houser, Evaluation's Assistant Mark Trudell in the Registrar's Office, and the geography faculty—especially Alan Trenhaile—for making her experience easier and rewarding.

But most of all, she cites her husband, Kinesiology Professor John Corlett. "He's been instru-

mental in my success; he helped me to translate the verbal into the visual. But most of all, he gives me perspective and makes me laugh—at least one good belly laugh every day!"

Among her honours, Boudreau received a University of Windsor Postgraduate Scholarship; a Sertoma Scholarship for Academic Achievement; and made the President's Honour Roll and Dean's List in each semester.

Now working on her master's degree in geography, she was also awarded a \$12,000 Ontario Graduate Scholarship. She hopes to one day work at a university or in social services.

A FAMILY AFFAIR

Did you ever have to explain to your parents why that B-you got was really just like getting an A because the professor was so tough? Imagine how much tougher it would be selling that one to your mom who took the same course—and got an A.

In the Pronger family, meeting up with mom in the classroom was always a possibility. For at one point in her university career, Mary Helen Pronger and her three children Donna, Stephen and Charles all attended the University of Windsor.

Pronger, a straight A student in religious studies, received her Master of Arts Degree on June 7. Her marks are all the more impressive when you realize the former Board of Governors' medalist maintained her exceptional average while devoting her time to the Maycourt Society, serving on the governing board at Iona College, and caring for her family, including her elderly mother.

The former schoolteacher

began her studies at the university in 1983. She chose religious studies because, although she had long since been involved with her church "there was always more that I would like to know."

Despite her enthusiasm, she recalls the stress: "The night before the

'Introduction to the New Testament' exam, I dreamt the whole exam was in Hebrew and I couldn't read it."

She received her Bachelor of Arts in 1992, and was awarded a Board of Governors' Medal for having the highest marks in her faculty. Daughter Donna walked alongside her to receive her own degree as well, with her two-week-old baby in the audience.

Pronger did her graduate degree part-time in order to continue volunteering. She's a past-president of the Maycourt Society, an organization that focuses on children and mothers. And, in addition to becoming a board member at Iona College, she sits on the National Campus Ministry Committee which oversees



Mary Helen Pronger

chaplains in universities across the country, and was involved in representing religious studies students on council.

She also continues to contribute to her church and plays piano with its choir.

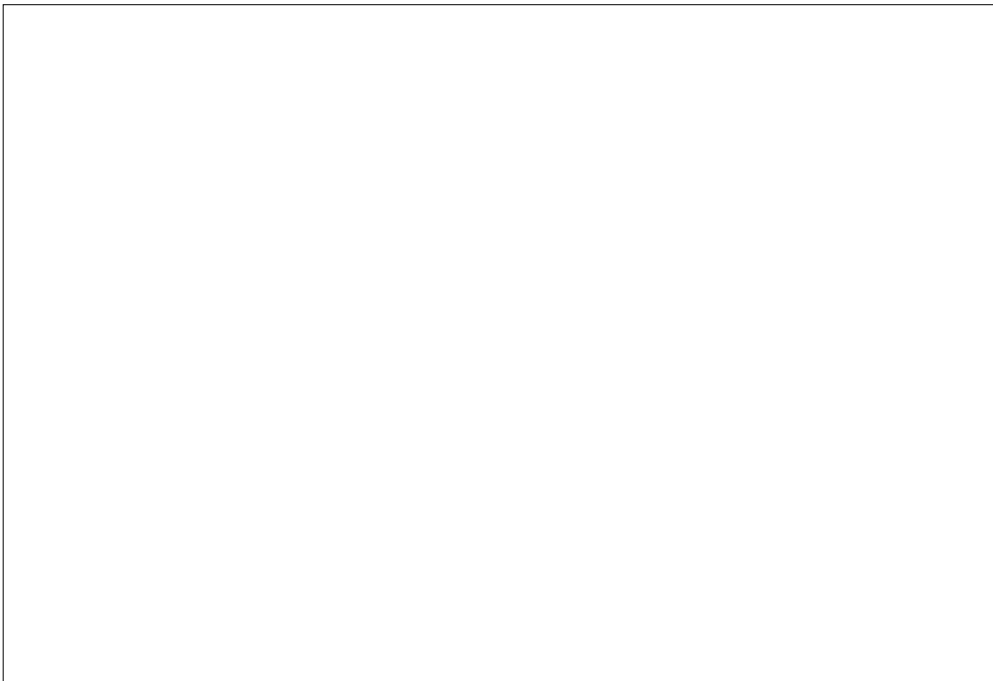
But now that her husband Ron is retiring, Pronger hopes to spend time traveling and playing

with her three grandchildren.

"My husband has put three of us through university. Now that I'm done, he can retire," she jokes.

"But...there are still a few courses I would like to take."

Perhaps she can attend university with her grandchildren.



John Sutton enjoys being a positive role model.

If you do not know where you're going, you'll probably end up somewhere else. The message is pinned to the wall of the House of Shalom Youth Centre in Amherstburg where John Sutton works. But no one could ever accuse the centre's program coordinator of having no direction. Most often, the coordinates come from his heart.

ALL THE RIGHT MOVES

An A+ student, first-class research assistant, community volunteer, husband and father of three, John Sutton has always followed his better instincts. And now they have led him up to the podium at the June 7

convocation ceremony where he received the President's Medal for combining academic excellence with community involvement.

convocation ceremony where he received the President's Medal for combining academic excellence with community involvement.

"I guess I've always followed my heart," says Sutton, who will receive his Bachelor of Arts, Honours Psychology. "When I was in high school, I had the chance to work at Boblo where I'd make several thousand dollars over the summer. Instead, I worked for a camp for underprivileged boys in Orillia for \$350."

In 1990, Sutton left his job at a local factory and took a pay cut to work full time at the House of Shalom, a peer support program that strives to promote the mental health of area youth. He had first come there

as a teen and later as a volunteer. As part of his House of Shalom job requirements, Sutton enrolled in the University of Windsor's psychology program.

A dedicated scholar, Sutton would become the only student to receive an A+ in the Developmental Disabilities course in the six years it has run. Professor Julie Hakim-Larson, who teaches the course, points out that Sutton "is the only honours student I've had to complete an excellent thesis and have it completely written two weeks ahead of schedule."

Despite his commitments, Sutton continued to give even more. He was a teaching assistant for the Experimental Psychology course, assisted Nursing Professors Laurie Carty and Janet Rosenbaum with their research study "Youth Life Career Planning," and in their follow-up study, conducting over 80 hours of interviews. In his final year, he helped Carty and Rosenbaum with research on the effectiveness of peer support on smoking cessation, conducting 50 hours of interviews. Sutton also worked with nursing students who were assigned to the House of Shalom for placement.

Beyond academics, he is a volunteer member of the Knights of Columbus Council 2110; assists the Anderdon Police Force with their Values Influences Peers program by presenting an annual workshop for Grade 6 students; is a board member of the Association of Youth Centres in Essex County; is a lector for Sunday Mass at St. John the Baptist Church in Amherstburg; helped to establish the Sandwich Teen Action Centre by providing training to police constables and conducting a leadership workshop; and coaches seven to nine-year-olds in softball. No, he doesn't fly.

"I'm lucky to have my wife Gisele behind me 1,000 per cent," Sutton says. "Dedicating this award to her is the biggest thanks I could give."

He plans to take a year off from school to get "reacquainted with my family," which includes his children David, 9, Amanda, 7, and Corey, 5, who wasn't even born when Sutton began his degree. Then, he plans to earn his Master of Psychology.

"I've learned that the more value you see in others, the more value you see in yourself. It's how I've tried to live my life."

FRANKLIN, SELBY HEAD OF THE CLASS

Biology Professor Mervyn Franklin and Communications Studies Professor Stuart Selby are the 1997 Alumni Award Winners for Distinguished Contribution to University Teaching. The University of Windsor Alumni Association presents the awards annually to honour faculty who have demonstrated teaching excellence as recognized by faculty, students and alumni.

Franklin joined the University of Windsor in 1978, serving as president until 1984. He has taught in the biology department since 1985 and will retire later this year.

Franklin's teaching philosophy is "to establish a sense of trust with your students." But it is his caring that students respond to most. "He is genuinely interested in what we have to say. He is very approachable and easily accessible to his students," wrote one student in a letter of support of his nomination. "After 38 years of teaching, I will really miss my students" he says. "The

bright ones are always an inspiration."

Selby joined the University of Windsor in 1970. And his passion for communication studies, especially film and instructional communications, is contagious.

In a letter of recommendation, a graduate student noted Selby's enthusiasm for his subject matter is readily transferred to his students: "Dr. Selby's appreciation and knowledge of film, in all its forms, manifest themselves in his enthusiasm and his ability to field questions. These qualities allow students to participate to a degree that is unfortunately unique in most university settings."

"He is always willing to assist in any way possible, whether academic or personal," wrote another student. "My university experience has been enriched by knowing him."



Mervyn Franklin



Stuart Selby

University of Windsor Operating Budget 1997/98

Presented by President Ron Ianni to the Board of Governors, May 1997

Preamble

“Universities in the twenty-first century will be different from the traditional model. Pressures created by reduced resources and requirements for increased accessibility and increased relevance of programs will force universities to assess continually both what they are doing and, perhaps more critically, how they are doing it.”

Introduction to University of Windsor's Goals Statement

Management of Change in 1996/97

In 1996, the administration began the intricate process of managing a short-term deficit precipitated by unprecedented reductions in the university's operating budget.

In April 1996, the Senate accepted a proposal for streamlining the current structure in the faculties and BAUs. The aim of the proposal was to rechannel resources into classrooms; promote the development and delivery of excellent and innovative programs; and reduce boundaries within the academic, administrative and support structures. The complement of faculty and support staff was reduced largely by normal and voluntary early retirements. A budget plan was devised to implement these academic and administrative changes to minimize damage to the institutional community and to protect and strengthen the central mission of the university.

In May of 1996 the Board of Governors approved the 1996/97 operating budget with a projected deficit of \$3.6 million. The deficit resulted from the provincial government's unprecedented reduction in operating funds for 1996/97 of \$10.3 million. To assist in offsetting this loss, the government allowed universities to raise base tuition fees for undergraduate and graduate students by 10 percent and discre-

tionary fees by an additional 10 percent. Unlike most other Ontario universities, Windsor chose not to apply the full 10 percent discretionary increase. Despite the deficit, we opted for a total increase of 18 percent. This decision positioned the institution in the bottom quartile of tuition ranges in the province, allowing us to remain affordable, but still able to deliver a high quality learning experience.

This increase shifted to students the onus of paying a significantly greater share of the cost of post-secondary education. To assist in offsetting rising costs, we increased funding for scholarships and financial aid by more than \$1 million. Further, reductions were achieved through retirements, resignations and non-renewal of limited-term appointments of 38 faculty members and three professional librarians. And finally, all support services were reviewed and many, either reduced or eliminated. In an attempt to minimize the negative effect of restructuring, the university has implemented a range of support services for its employees.

In October, the university advertised 24 tenure-stream faculty positions and five nine-month limited-term appointments, effective this summer.

The planning process, begun in 1996, was predicated on existing values and constraints. Encompassing both academic

and administrative components, the process continues to be guided by the institutional mission and goals, Senate bylaws, contractual obligations, existing academic initiatives, and external forces.

The Budget Plan

The administration's multi-faceted strategic plan guides the successful development of the budgets while positioning the university for the future. The building blocks of the plan include:

- development of an efficient administrative structure to maintain high quality academic programs;

- increased tuition fees, partially offset by increased financial aid for students;

- energetic and innovative revenue generation;

- reduced employee numbers, largely through retirements;

- continued consolidation of services and

- plans to balance the budget in 1998/99 and begin replenishing reserves.

Values

In a collegial environment which fosters excellence, innovation and service, the institution remains committed to providing students with a high quality learning experience at the undergraduate and graduate levels as well as research experience, at affordable prices in a reasonably stable environment.

Constraints of the Plan

Government Grants

Over the past six years operating grants to the university have been reduced by \$19.8 million; \$10.3 million of this amount was lost in the last fiscal year. The government has announced that there will be no reductions in the fiscal year 1997/98.

Program Cycles

The university's three to five-year program cycles require that program changes be implemented moderately and incrementally to protect students enrolled in existing programs.

Human Resources

As indicated in last year's preliminary budget presentation, a diminished faculty complement will be responsible for delivering existing and new programs and a diminished complement of administrators and support/technical staff will assist with program initiatives. Attempts are underway to allay increasing student uneasiness about support for both programs and facilities.

Contract Negotiations

Following the termination of the Social Contract, modest salary increases, in line with the university's financial status, were reached with four unions. In October a new two-year contract was ratified with the Faculty

Association. Cooperation and mutual sensitivity enabled positive components to be incorporated in the contract: a new voluntary exit package and pension plan "contribution holidays" by both faculty members and the university. Negotiations are continuing with two other unions.

Enrolment

Current statistics for 1997/98 from the Guelph Application Centre indicate a decrease of 8.2 percent in full-time applications to the university for the fall of 1997/98.

The reduction in applications, coupled with the intention of competing universities to raise enrolments, led the university's Fee Policy Committee to review enrolment data and present a revised estimate of first-year enrolment. Although this review underscored the improbability of maintaining first-year enrolment at last year's level, we expect international enrolment to remain steady. An estimated decline of 150 first-year students is anticipated.

The projected decline in enrolment primarily reflects the decision by several universities in the metropolitan Toronto region to increase their enrolments in response to declining government grants, changing demographics in the catchment area and the deregulation of tuition for international students.

The total full-time equivalent

Figure 1

Sources of Funds

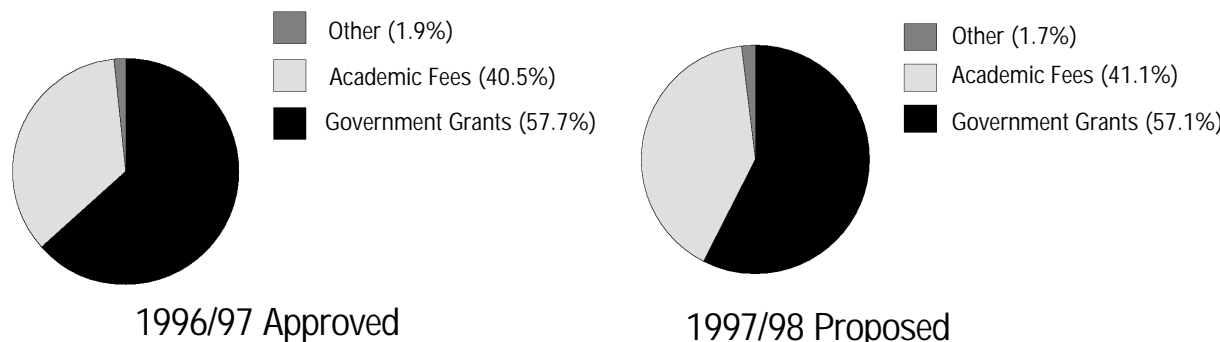
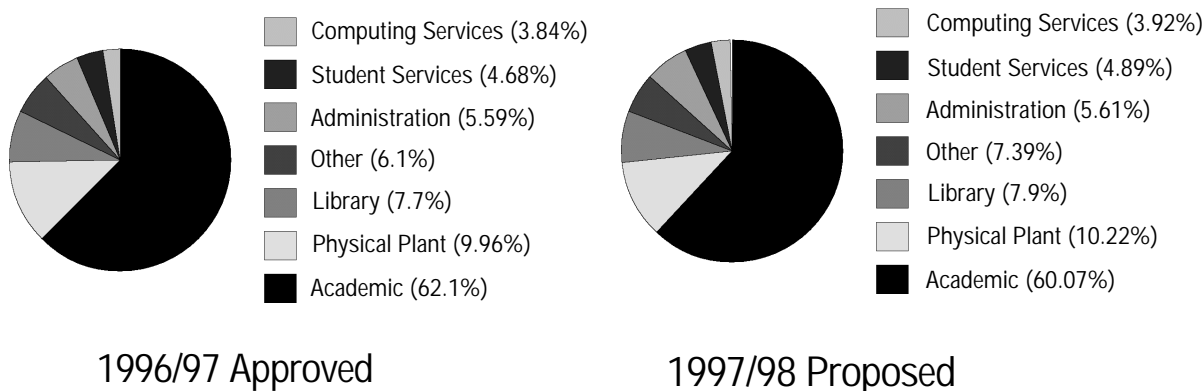


Figure 2

Expenditure of Funds



enrolment for the fall of 1997 is projected at 11,244 students, compared with the fiscal year 1996/97 actual figure of 11,925 and the budgeted figure of 12,032. The fiscal year 1997/98 figure represents a reduction of 6.5 percent over the fiscal year 1996/97 budgeted figure. Full-time undergraduate enrolment for the fall of 1997 is projected at 8,860 students, compared with the 1996 actual figure of 9,564 and the budgeted figure of 9,323. Fall graduate enrolment is projected at 680 full-time students.

Tuition

The provincial government has allowed universities to recapture any unused discretionary fees and permitted a further increase in these fees of 10 percent. Thirty percent of any tuition increase implemented in fiscal year 1997/98 must be reallocated to student financial aid.

Physical Plant

Many of the buildings on the campus date from the mid-1960s and earlier and are in need of significant retrofitting. Investing in an aging infrastructure is imperative for extending its useful life. In the next few years it will remain imperative to continue addressing deferred maintenance.

Instructional Technology

Computing Services continues to seek ways of addressing the tremendous growth in the demand for technology within the context of financial constraints.

Restructuring

Delays in the work of the transition teams and the decanal search committees have in turn delayed efforts to initiate the recovery of savings through restructuring. On 6 May 1997, Senate approved the plan for major reconfigurations in the academic administrative structure. This plan will be implemented over the next year and will result in significant savings.

Academic Planning

The Academic Planning Committee has refined the Undergraduate Program Viability Study—some programs will be eliminated, others were confirmed. Following Senate's acceptance of the Strategic Renewal Committee's final report on restructuring, deliberations will resume on repositioning programs within the new Colleges and BAUs.

BUDGET OVERVIEW

The overview will demonstrate how the university intends to address constraints during the implementation of a multi-faceted budget plan, involving both revenues and expenditures.

Goals

In the second year of a three-year cycle, the combined academic and administrative goals are to balance the need to maintain a high quality learning experience with the need to remain competitive with other universities and affordable to current and prospective students. This balance is key to financial stability.

Implementation Strategy

The strategy for implementing the goals will emphasize stability in the finances of colleges and BAUs in fiscal year 1997/98:

- tuition will be raised to maintain revenue in support of desirable programs and services;
- central financial flexibility will be reduced;
- departmental reductions will be limited to those identified in the academic three-year plan and
- restructuring will unfold after 1 July 1997, followed by the presentation of a supplementary budget plan to the board. In the interim, the additional reserves created as a result of the faculty pension plan contribution holiday negotiated with the Faculty Association, will cover deficiencies.

Guiding Principles

The budget has been developed in accordance with the following guiding principles:

Fiscal Management

Stringent financial controls and energetic, innovative revenue generation will be implemented to avoid debt. Appropriated reserves are sufficient to cover the fiscal year 1996/97 operating deficit and the fiscal year 1997/98 anticipated shortfall.

Stability

Reductions in operating grants and declines in enrolment will be partially offset by increased tuition fees and miscellaneous revenue. In establishing tuition fees at a modest level, below the increase permitted by the govern-

ment, we have tried to balance the need for additional revenue with our commitment to accessibility and our recognition of students' varied abilities to assume a greater share of the cost of post-secondary education. An increase in tuition fees has been partially offset by increased scholarships and financial aid.

Restructuring

Restructuring is on track and takes effect July 1, 1997 after which a plan for savings of \$1 million will be developed and implemented. Restructuring involves the merger of eight faculties into three and the reduction of 36 units to 18, according to the Strategic Renewal Committee's final report.

BUDGET HIGHLIGHTS Revenue

Strategy

In light of declining enrolments and adjustments in government grants, we will attempt to maintain funds in support of the teaching and learning experience, while allowing the institution to operate with a deficit in the range of that approved last year. Further initiatives will offset, insofar as possible, the effect of tuition increases on accessibility by enhancing financial aid.

Government Grants

Although total allocations to Ontario universities remain at last year's level, government investment in Ontario universities remains at the lowest level in Canada and one of the lowest levels among public universities in North America.

In fiscal year 1997/98, the government reallocated funds from basic operating grants to research overhead, in the process reducing total funding to the university. This loss of funding was offset by a reduction in the payment required for the deregulation of international student fees. In view of inadequate government funding, student fees were the only other significant source of revenue to offset declining enrolment and inflation.

Tuition Support/Accessibility

The provincial government has allowed universities to recapture any unused discretionary fees

and permitted a further increase in these fees of 10 percent. Under this policy, the university could have raised discretionary fees by up to 12 percent. We are proposing, however, an increase in fees of 10 percent across the board, except for Faculty of Education fees, which will increase 12 percent. Increasing student financial aid by more than \$1 million, the university has chosen to reinvest almost 40 percent of the tuition increase, one-third more than the government requirement, to continue to promote accessibility to an education at this institution for those who meet basic entrance requirements. The university has established a task force to publicize the availability of funds and expedite their distribution to students in need. This task force will issue a report to the Resource Allocation Committee in the near future.

Expenditures

Strategy

A major reduction of \$19.8 million in provincial operating grants over the past six years has imposed serious constraints on the institution. For the second consecutive year the university has shown a significant operating deficit. It is intended, though, that the budget will be balanced in fiscal year 1998/99 and that reserves will begin to be replenished.

Restructuring

In April 1996, Senate accepted the Strategic Renewal Committee's report on academic restructuring. Committee guidelines directed the establishment of three transition teams to facilitate the restructuring process in academic units. For two of the teams, the committee twice extended the 30 November deadline, to 21 February and then to the end of April.

The decanal search process in the two larger amalgamated faculties coincided with the work of the transition teams. That process too was delayed. The new deans and the new structures are expected to be in place in the two larger colleges by 1 July 1997, the same date that an internal decanal appointment is anticipated in the College of Business Administration, Education and Law. *Cont'd on page 10*

BUDGET HIGHLIGHTS

	1996-97	1997-98
Total Operating Revenues	\$97,804,000	\$98,974,000
Total Operating Expenses	\$101,468,000	\$99,770,000
Deficit	\$3,664,000	\$796,000
Percentage Increase in Student Financial Aid	143%	63%
Increase in Financial Aid	\$1,150,000	\$1,233,000

Delays in the work of the transition teams and the decanal search process have in turn delayed attempts to recover funds from restructuring. The additional reserves created as a result of the faculty pension plan contribution holiday, negotiated in the contract with the Faculty Association, is intended to minimize the impact of delaying restructuring initiatives.

The executive deans of the new colleges will be responsible for determining appropriate budgets for existing and reconfigured BAUs. In fiscal year 1997/98, the budgets for the new colleges will be based on fiscal year 1996/97 budgets of the merged BAUs. The vice-president, academic, will determine how to address outstanding and new fiscal issues.

Significant savings will accrue in the colleges following a reduction in the number of deans, associate deans, directors and heads. The proposed overall structure reduces the number of academic administrators from 36 to 18.

Following Senate's recent acceptance of the Strategic Renewal Committee's final report on restructuring, it is anticipated that some savings can be recovered in fiscal year 1997/98. A report on this issue will be provided to the board in the fall of 1997.

Budget Flexibility

Central financial flexibility has been drastically reduced in this budget. Historically, the university's projections at mid-year would identify turnover savings, i.e. the savings realized when employees are not replaced immediately following their resignations or retirements. In the 1997/98 budget, a portion of the anticipated turnover savings have been identified and budgeted at the beginning of the fiscal year. Furthermore, contingency funds have been decreased.

Financial Aid

To help offset tuition increases, the university has increased funding for scholarships and bursaries to provide additional assistance for needy students. The province has stipulated that 30 percent of any tuition increase for fiscal year 1997/98 must be redirected to student aid. The university has further increased that amount by more than \$290,000: the overall scholarship budget for fiscal year 1997/98 is projected at \$3.2 million.

Deficit

The university is approaching the second year in a plan to balance the budget and replenish reserves. The projected deficit for fiscal year 1997/98 is \$796,000; this sum is in the range of the deficit approved by the board last year. Furthermore, funds remain in the original reserve fund, therefore, no accumulated deficit is anticipated.

BUDGET COMMENTARY

Operating Grants

The government has announced that in fiscal year 1997/98 Ontario universities will receive \$1,548.7 million in transfer payments, maintaining total grants at the fiscal year 1996/97 level. Provincial grants will include

funding for French language programs, Northern Ontario universities, access for disabled students and other special grants.

Although total grants remain unchanged, the allocation of basic operating grants was reduced from the fiscal year 1996/97 level in a government effort to increase the research overhead portion of the total grant. The reallocation, from basic grant to research overhead, reduced total operating grants from the government to the university by \$124,000.

Operating Revenue

Total operating revenue is budgeted to increase 1.2 percent from \$97,804,000 to \$98,974,000 in fiscal year 1997/98. Declines in enrolment are offset by increased tuition fees and miscellaneous revenue.

Figure 1 shows funding sources for fiscal year 1997/98 and fiscal year 1996/97.

In fiscal year 1997/98 government grants, including operating grants and the municipal tax grant, represent 57.1 percent of operating revenue, compared with 57.7 percent in fiscal year 1996/97.

This year is the second in a three-year phase out of the pooling of international student fees, arising from the deregulation of international students. The amount budgeted to be returned to the university system has decreased from \$1,102,000 to \$735,000. This sum, in combination with other formula adjustments, yields an increase in total operating funding of \$181,000.

The university increased tuition fees 10 percent; student academic fees now represent 41.1 percent of operating revenue, compared with 40.5 percent for fiscal year 1996/97. To assist students in financial need the university is obliged to set aside 30% of the fee increase or \$943,000. In addition, the university has chosen to increase scholarships and bursaries by a further \$290,000. These initiatives, representing almost 40% of the tuition increase, will assist in making an education at this university accessible and affordable to those who meet entrance qualifications.

The municipal tax grant is a grant to the University of Windsor which is in turn paid to the municipality in lieu of tax on exempt university properties.

Investment income is projected to decrease 9.58 percent to \$1,180,000. The projection is based on monthly cash available for investment as well as interest rate assumptions for fiscal year 1997/98.

Operating Expenditures

Operating expenditures (see Figure 2) are projected to decrease by 1.67 percent from \$101,468,000 to \$99,770,000.

The decrease in academic expenditures has resulted primarily from the reallocation of turnover savings as well as reductions in the availability of contingency funds.

Despite stringent funding constraints, the maintenance of the library's present level of monographs and periodicals continues as a priority, supported by the bookstore's contribution of

\$100,000 to the operating budget. The library's base budget was increased by \$275,000 to cover price increases and fluctuations in exchange rates for monographs and periodicals.

Information technology, vital to the institution's infrastructure, is being used to augment the calibre and delivery of learning, facilitate communication among faculty and students, streamline administrative systems, and expand access to information resources.

Substantial costs are involved in the acquisition and maintenance of information technology, as well as the development and adaptation of curricula. Computing Services continues to seek ways of addressing the tremendous growth in demand for technology within the context of stringent fiscal constraints.

Administrative expenditures represent the cost of operating the institution's various service departments. Reductions in the administrative area reflect earlier downsizing, the budgeting of turnover savings and a full year of overhead recovered from ancillaries. In fiscal year 1997/98, the overhead charge will reflect more closely the cost of services provided to the ancillaries by both Human Resources and Financial Services. These costs have been reduced as a result of downsizing. It is expected that expenditures in this area will remain fairly constant.

The student services budget includes special programs funded by specific government grants and student fees. In view of the declining applicant pool and the increased competition for students, resources have been added to enhance recruitment efforts. Further, a base budget was provided for the volunteer internship program.

The physical plant increase is attributable primarily to a three percent increase in utilities. Water and Union Gas rates are also projected to increase three percent. These increases were partially offset by the budgeting of turnover savings.

An increase in miscellaneous

expenditures of 3.12 percent reflects anticipated increases in insurance as well as an increase in the cost of renovating the London Life Great Lakes Environmental Research Centre.

The university has not only maintained most of its financial support for needy undergraduate and graduate students, but also significantly increased this funding by \$1,233,000. Thirty percent of the increase in tuition fees for fiscal year 1997/98 must be redirected to financial assistance. In fact, the university will reinvest almost 40% of the increase in tuition, one-third more than required by the government.

The municipal tax grant represents the flow-through of an operating grant received from the Province of Ontario for payment to the City of Windsor in lieu of taxes on exempt university properties.

The inability to maintain and renew equipment and buildings over several decades has left the university with significant deferred maintenance costs. The budget for repairs and renovations has been maintained at the current level to manage this problem and continued funding is essential to address deferred maintenance.

The bookstore is charged interest for the carrying costs of inventory. Lower interest charges in the bookstore, resulting from less inventory, were offset by a contribution of \$100,000 to assist the library in maintaining increasingly expensive serials and monographs.

Increases in faculty and staff salaries for fiscal year 1997/98 are included in the above expenditures. The budgeting of anticipated turnover savings which show a decrease in budgeted salary costs, will result in drastically reduced savings in the mid-year review. Contingency funds have also been decreased.

Ancillaries

The ancillaries budget, which includes such areas as food services, residences and the bookstore, was prepared on a break-even basis. The anticipated

decline in enrolment will reduce the number of students requiring residence and food services.

Although it is projected that food services will lose approximately \$187,000, reserves make it possible to budget the area on a break-even basis. The meal programs in food services feature six plans, ranging in price from \$350 to \$3,275. No increase in the cost of these plans is anticipated this year. A plan will be introduced in fiscal year 1997/98 to encourage upper year students to return to residence. Changes will also be made in the Marketplace: a brand-style outlet and a Tim Horton's outlet will be introduced.

Residence fees will be increased in fiscal year 1997/98 by 0.8 percent to cover the increased labour costs associated with negotiated settlements. The fee increases were reviewed and approved by the Residence Services Advisory Board.

The bookstore continues to promote the sale of sundry items and is budgeted to contribute \$100,000 to operating funds, a sum which will allow the university to maintain the current level of serials and monographs in the library.

Parking rates, not budgeted to increase in fiscal year 1997/98, will contribute \$210,448 to the operating budget.

Five-Year Projection

A five-year projection has been developed on the basis of the proposed fiscal year 1997/98 budget and the commitment by the colleges to additional savings of \$1.32 million. This projection assumes a tuition increase along with minor utility increases to cover inflation.

Further, the remaining flow-through of the earlier enrolment decrease is projected to continue. First-year enrolment, however, is projected to decline only slightly. And finally, government grants in fiscal year 1998/99 and fiscal year 1999/2000 have been adjusted to reflect the changes in the phase out of the pooling of international student fees resulting from deregulation. Unless

Conclusion

Following a year of unprecedented reductions in operating grants, the university is striving to achieve stability. It is intended that further reductions in operating grants and declines in enrolment will be partially offset by increased tuition fees, investment income and miscellaneous revenue. Further, in establishing tuition fees at a modest level, below the increase permitted by the government, we have tried to balance the need for additional revenue with our commitment to accessibility and the need for students to assume a greater share of the cost of post-secondary education. And finally, the effects of an increase in tuition fees have been partially offset by increased scholarships and financial assistance.

The University of Windsor Senate recently approved a plan for restructuring in the faculties and academic units, commencing in July 1997. This plan will return a number of academic administrators to the classrooms and labs and eventually the ratio of faculty to support staff will adjust to a fair and equitable ratio throughout the university. In the future faculty members, assisted by support/technical staff, will be challenged to develop new and innovative programs and to deliver them in non-traditional ways in the midst of uncertain government funding.

Despite fiscal constraints, we continue to have strong and dynamic programs and a growing reputation for innovative partnerships with the private sector, both nationally and internationally. While the next few years will undoubtedly be difficult, we are confident that faculty and staff will be able to avail themselves of the opportunities that accompany the challenges.

Ron W. Ianni
President

NEWS BRIEFS

Infrastructure program extended

The University of Windsor is reviewing possibilities and will be submitting proposals for funding under the Canada-Ontario Infrastructure Works Program which has been extended.

The program, designed to create jobs and to support infrastructure repair and capital maintenance, is based on project costs being shared equally by the federal and Ontario governments and the institution. Physical Plant Director Gary McMann says the university has been advised it is eligible for a total \$1,114,000 in government support for projects meeting program approval.

Aboriginal representation

The University of Windsor Aboriginal Education Council (AEC) has appointed Guy Williams to Senate. Williams is director of the Windsor Can-Am Indian Friendship Centre, and is the current chair of AEC. He is also a University of Windsor alumnus, with a BA in political science received in 1996. Earlier this year, Senate extended representation to the AEC.

The proposal for Aboriginal representation on Senate and the Board of Governors stems from the Aboriginal Education and Training Strategy of the Ministry of Education and Training. A key element of the strategy is that Aboriginal people be an integral part of the decision-making process with respect to Aboriginal programs and services.



Guy Williams

Williams attended his first Senate meeting May 15.

Applications being reviewed

The Joint Board/Senate Presidential Search Committee is in the process of reviewing applications for the position of university president. "We have received applications from a large number of highly qualified candidates," Board of Governors Chair Donna Miller, who chairs the committee, told *The Ambassador*. The detailed "position profile," which includes a "candidate profile," may be viewed on the web at <http://www.uwind-sor.ca/presidentialsearch>.

Ianni salute set for Sept. 23

A new date has been set for the Recognition Reception to honour President Ron Ianni on his pending retirement. Originally slated for last March, the celebration has been rescheduled for Sept. 23 by the campus-wide planning committee. Watch for more information on this informal funfest for campus and community in the next *Ambassador*.

Ontario budget breaks

There was some good news for universities in Ontario's May 6 budget, although the province's universities still remain the worst funded in Canada.

The government will contribute \$50 million a year for 10 years into a Research and Development Challenge Fund to encourage business-university partnerships. To be eligible, projects require one-third funding from the private sector, with universities matching the provincial contribution in the first year.

Other initiatives include a refundable tax credit for business-sponsored R&D at eligible universities, an extension of the tax credit for companies hiring co-op students, a new tax credit to encourage companies to hire new graduates, and \$30 million over five years for pilot projects that help students with disabilities access postsecondary education.

More \$\$\$ for chips

National funding for research to design smaller, faster, and more powerful microchips at the University of Windsor is on the increase.

Windsor is a node of Micronet, Canada's Network of Centres of Excellence on Micro-electronic Devices, Circuits and Systems.

Micronet recently confirmed funding support for two projects totalling \$167,000 for this year.

Electrical Engineering Professor Majid Ahmadi says that it is a major accomplishment for Windsor that its support continues to grow as the total Micronet budget decreases.

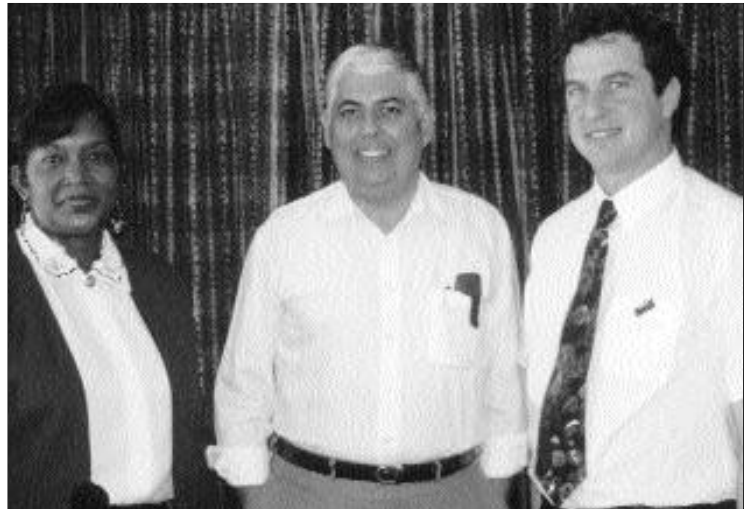
Windsor was one of nine original nodes in the network, receiving

\$94,000 when it was first established in 1992.

The new funding will support graduate students' work in neural network algorithms and architectures and in arithmetic for data stream processors.

Part of the Micronet funding includes \$45,000 in industry support which is matched by another \$45,000 by the Natural Sciences and Engineering Research Council.

Electrical Engineering Professor Graham Jullien is the coordinator, and Electrical Engineering Professor Bill Miller and Computer Science Professor Subir Bandyopadhyay are other researchers in this node.



MANAGING THE FUTURE. Business Professor Mitch Fields, right, recently presented a management workshop in the country of Belize for its civil service. He was invited by Windsor grad Elizabeth Chavarria, left, the country's chief training officer. They are shown with Belize Prime Minister Manuel Esquivel, who addressed the workshop.

Blue chip management tips

By JENNIFER BARONE

The best run companies—and countries—understand the value of developing good managers, says Business Professor Mitch Fields.

In April, Fields brought his management expertise to the tiny Caribbean country of Belize where he conducted a three-day training session for 40 employees of the Belize Public Service—individuals who are being developed as future leaders.

The session was part of a three-month workshop being sponsored by the Commonwealth Secretariat at the prompting of Elizabeth Chavarria, chief training officer for Belize.

Chavarria graduated from the University of Windsor in 1993 with a master's degree in political science. Her thesis concerned training needs in public service. While still on campus, she approached Fields about the possibility of presenting management training seminars and the opportunity arose this year.

"Elizabeth is considered one of the most influential women in Belize," Fields says. In fact, Chavarria's management training initiatives are considered a high enough priority that Belize Prime Minister Manuel Esquivel addressed the opening session of the workshop.

Such opportunities not only help to extend the university's network of international contacts, but also allows it to share faculty expertise on a global level, says Julian Cattaneo, associate vice-president of research.

The invitation to provide the workshop "clearly indicates that our faculty are on the cutting edge in the training and development field," says Dean of Business Norm Solomon. "Dr. Fields' invitation is all the more impressive given that Belize could have chosen their training to come from any university and chose us."

Belize is a country of 200,000 people and just eight square miles in size. It lies between Mexico and Guatemala on the Caribbean. Its primary industry is fishing, forestry and commerce.

Fields discussed management skills and techniques including building effective teams, employee interaction, using performance appraisal effectively, and managing employees.

"Leading companies consider developing management talent as an investment in human capital," Fields says. "While you can spend a great deal of money on a machine which will lose its value over 10 years, by enabling managers to grow, you're making an investment that will provide a much better return over that employee's entire career."

Zanutto named to new post

By JOHN CARRINGTON

New Director of Information Analysis Rosemary Zanutto intends to meet with deans and department heads soon to begin defining the information the university needs to make strategic decisions.

Zanutto was named to her new post following a recent competition. Former director Gary Champ retired earlier this year.

"It will take a little time for me to become familiar with the complexity of enrolment and funding formulas that Gary handled for so many years," says Zanutto.

However, she points out that Information Analysis has already begun to post information on the web.

"We need to know what information people need, and to make it accessible to decision-makers and the campus community. That's the priority now," she says.

A competition to fill Zanutto's former position as assistant director of finance, budgets and planning, will commence in the next couple of weeks, says Eric Harbottle, vice-president, adminis-

tration and finance.

Other vacancies in senior administration positions will be dealt with on an interim basis for now, says Harbottle: "I want to keep my options open, take the time to assess the roles and organization, and also wait until a new president is in place."

University Services Director David McMurray has accepted the position of assistant vice-president of student affairs/dean of students at Wilfrid Laurier University. Computing Services Director Ted Dodds will be an associate vice-president at the University of British Columbia.

For the interim, Sandra Aversa, assistant finance director—accounting and systems, will oversee operations in Document Services, Wordpro, and the University Bookstore.

Human Resources Director Jim Butler will oversee the CAW Student Centre and Medical and Health Services operations in the interim. And, Dean of Student Affairs Richard Price, who retires in August, will take on a consulting role in Human Resources to

oversee developments in Residence Services and Food and Hospitality Services.

In Computing Services, Assistant Directors Linda Menard-Watt, assistant director information systems services, and Roger Lauzon, assistant director systems programming, will be asked to take on some of Dodds' responsibilities and Harbottle will undertake some of the director's duties as well.

Other changes in the administrative area include the merger of Distribution Services and Central Receiving into one administrative unit, reporting through the director, Physical Plant Operations. Central Receiving and Distribution Services will remain in their present locations, and Distribution Services will remain under the supervision of Lynn McLeod.

This change in structure is part of an ongoing effort to streamline and combine administrative functions that are similar in nature, with a view to improve efficiency and effectiveness of campus services, says Harbottle.



WELL-PREPARED. Windsor PhD candidate Aryan Saed won the award for best student paper presentation at a recent conference—despite having the computer which held all of his preparatory notes stolen just before.

Rising to top of academic crop

Despite his equipment being stolen just minutes before he was to make his presentation, Windsor PhD candidate Aryan Saed won the award for Best Student Paper Presentation in Systems from Micronet.

Micronet is Canada's network of centres of excellence on micro-electronic devices, circuits and systems. The winners were selected by a panel of five vice-presidents of research from top Canadian microelectronics companies attending the annual meeting of Micronet in Ottawa.

Saed also received a \$1,000 cash award.

His paper, "New Number Representations and Architectures for High Performance Arithmetic on Silicon," proposes a hybrid system in which a chip might be designed to incorporate both digital and analog information processing, thereby providing greater efficiency.

If the idea works, it could be used to make smaller microchips that take less power to perform very high-speed, error-free processing of digital information.

"I feel that the originality of

the work contributed in the decision of the jury, but I cannot be certain," Saed says.

Saed says he has never been as well prepared for a presentation as for this one. And as it turned out, he needed to be.

He and VLSI program director Graham Jullien prepared an elaborate computer slide show with lots of animation in order to bring points across without immersing the audience in a flood of equations and circuit diagrams.

The computer was set up in

the presentation room an hour in advance. But, when presentation time came, the computer was missing.

As Saed was to speak, Jullien handed him a set of backup overhead transparencies that Saed had never seen before. He won.

Saed has another year at the University of Windsor to work on his idea as he completes his PhD. Originally from Holland, Saed studied in Germany before coming to Canada to study with Windsor's VLSI (very high speed integration) research group.

Winners... again

Once again, Windsor students Priya Sreedharan and Christine Sylvester have been recognized for their academic excellence. They have received the Special Corporate Awards for Canada Scholars, an initiative of the Canada Scholarships Program. Launched in 1991, the awards encourage the country's brightest students to pursue studies in areas where their skills are needed most. The awards are valued at \$1,000 or \$1,500 each and are sponsored by leading Canadian corporations to promote excellence and research in specific fields of science, engineering and technology.

Earlier this year, the two were awarded prestigious Governor General's Scholarships in Environmental Engineering.

Students getting Head Start

By JENNIFER BARONE

Am I signed up for the right courses? How do I get hooked up to e-mail? Will my daughter be safe walking on campus?

These are just some of the hundreds of questions that will be fielded by a team of staff, faculty and volunteers at the upcoming Head Start '97. The program, now in its 11th year, gives first-year students a jump on getting ready for school, says Karen Benzinger, who coordinates the program for the Office of Student Affairs.

"Head Start helps students take care of the details involved in starting university—from signing up for courses to getting their ID cards and e-mail accounts," Benzinger says.

About 2,000 students and 1,000 parents are expected to take part in this year's Head Start. It is a campus community

effort, drawing the energies of 10 staff, 75 faculty advisors and 100 volunteers.

Running July 7-14, Head Start features daily sessions for students and parents. Student learn about situations that can arise in first year, course selection and putting together a timetable and residence/food services. As well, during lunch, prospective students can informally chat with student orientation leaders.

Parents' sessions emphasize not only what their student will experience, but how they can best help that student succeed.

Because students are often more focused on getting their courses in order, "we give them the answers to, not only the questions that they ask, but to those that they might not be thinking about now."

Head Start is part of Student Affairs "Students Orienting Stu-

dents" (SOS) initiative—a series of programs throughout the year that are geared toward preparing students for university and helping them once they get here.

Head Start provides the university with an opportunity to make a final convincing argument to students to attend the University of Windsor, Benzinger says.

"While other universities have similar programs, we're the only one with such a strong focus on academic planning. And none place as much emphasis on parental participation as we do."

Because some students make their final decision on which university to attend in the summer, the personal interest shown to students at Head Start can be the deciding factor, Benzinger adds.

"This is our chance to show them that Windsor is the right choice."



WINDSOR CHALLENGERS. Part of the Propane Vehicle Challenge team from Windsor parked their truck on display in front of Essex Hall recently. Some of the team includes, from left, Dave McKenzie, Mike Deneau, Leo Sandrasegaram, Ghada Andrawes, Derek Verdel, Savitri Kaurdhiman, Paul Weigel, Peter Rino, Tony DaFre and Professor Gary Rankin.

Students drive propane car to 4th

By JOHN CARRINGTON

A Windsor team took fourth place in the international Propane Vehicle Challenge, held this year in Texas.

There were eight institutions in the Dodge Dakota pick-up division.

For the 24 Windsor engineering students who took the conversion of the truck from concept to performance testing, it was a truly a challenge.

And for some, including fourth-year electrical engineering student Nick Kritopos, who drove the truck on the famed Texas World Speedway, it was the highlight of their university experience.

"It was a thrill, even though they wouldn't let us drive up onto the steep side ramps on the curves," says Kritopos.

Twenty-four people from the University of Windsor went to San Antonio and Austin, Texas, for the competition. But team faculty advisor Gary Rankin says the credit belongs to over 40 people including volunteer staff and students from the Motive Power Technician program at St. Clair College.

"Without the know-how and technical instruction of the St. Clair faculty and students, we would not have been able to do so well," he says. "In fact, we might not have been able to compete at all."

All those involved included the two faculty advisors from St. Clair plus Mechanical Engineering Professors Rankin and Bob Gaspar, eight students from St. Clair, 26 undergraduate engineering students, five graduate students, and one co-op student from St. Anne's Secondary School in Tecumseh.

Although they came in fourth overall, the Windsor team was first in the distance the vehicle could travel on a given amount of fuel, and second in emissions tests.

In the acceleration tests, Windsor's truck was fourth, and blew a head gasket in its fourth run.

Civil engineering student Emanuel Avelar believes the Windsor truck performed best on its first run, which was not counted because organizers said there was a glitch in their equipment.

"Maybe they just thought there was a glitch because we performed so well," says Avelar.

But there are no hard feelings. Avelar says the challenge was more of a game than a competition. "The people from the different schools shared information and helped each other out. Early on, we helped one team whose truck was running rough. Later, Texas A & M University gave us the replacement gasket we needed after ours blew."

Last fall, the engineering students in a technical elective course learned about propane fuel systems and debated options in exhaust systems, ignition systems and other components before drafting their design.

In the winter semester, they began their conversion of the Chrysler-donated truck at the automotive facility at the college.

Says Gero Lapico, also in fourth-year civil engineering, "We had some wild ideas, but we had to work within our budget—\$32,000 Cdn. What surprised me most was the \$100,000 U.S. budgets of some of the big schools from California and other states."

Remembering: the road to the University of Windsor

Did you know that during the Great Depression, Dillon Hall was almost lost to foreclosure? Or that, in 1951, the physics laboratory equipment budget was just \$29? And did you know that Marshall McLuhan ("the medium is the message") was a lay staff at Assumption College?

By JENNIFER BARONE

Writing solely from memory, Fr. Norbert Ruth, "The Dean" as he is still known at age 88, forges these and other fascinating details into a comprehensive history of this institution in *From Assumption College to the University of Windsor: The Dean's Story*.

The memoir was edited by George McMahon, former assistant vice-president alumni affairs, whose professional relationship with Ruth began when the dean hired him as an assistant on July 1, 1963—the day the University of Windsor was incorporated.

A nine-hour train ride from the Village of Hepworth in Bruce County brought the 15-year old Ruth to Sandwich and Assumption College in 1924. At the time, the future university consisted of just St. Michael's Hall and St. Denis Hall (the site of the present-day Computer Centre and CAW Student Centre). Both high school and college boys attended.

As a private college and high school, Assumption College was run by the Basilian Fathers and existed on income from student fees, donations and the contributed services from the Basilian community.

A lack of government funding for denominational institutions would dog the college, making it difficult to hire qualified instructors. Although he had graduated in physics, Ruth began teaching at Assumption as a Grade 13 chemistry professor in 1951 due to the shortage of faculty.

Ruth writes frankly of the "tense and bitter" negotiations when Assumption affiliated with Western University (now the University of Western Ontario), and of the financial struggle to erect more buildings (Memorial Hall was supposed to be just one part of a much larger complex but the funding never materialized).

Assumption's course toward becoming a university became clearer once its affiliation with Western ended in 1953, obtaining its own university powers as Assumption University of Windsor—but still no government funding.

Ruth had misgivings regarding whether the institution had the personnel to operate autonomously. As dean of arts and science, he had to contend with "little organization...no salary scale...no academic qualifications regarding rank and promotion."

In order to solve the problem

of government funding, the Basilians decided to build Essex College (later Essex Hall) as a non-denominational institution for the sciences and engineering. Assumption could then affiliate with Essex, thereby gaining access to government funds. Ruth recalls his reservations that dividing the arts and sciences would create problems in the allocation of financial and administrative resources.

The Basilians were shocked when the sub-committee charged with approaching the provincial government on the issue took matters into its own hands, overseeing the incorporation of Essex College with its own board of directors, most of whom were unknown to the Basilians.

"Assumption, with its new charter and university powers and years of experience, was being asked to affiliate with Essex College, which had no experience, no buildings, no academic experience and no charter."

In 1956, the formal affiliation took place: Essex College and University College comprised the new Assumption University of Windsor.

Funding continued to be a problem for the institution: Essex College had full access to government funding for capital and operating grants; the Basilian-run University College had to make do with federal grants per student.

By 1959, the university's Board of Governors, remained at an impasse on restructuring. Although ill health had led Fr. Ruth to submit his resignation, it was rejected by the Basilian Fathers of Toronto, who wanted him to remain as a guiding force. "We decided to leave you there, even if you are an invalid," they wrote back.

In the end, it was Fr. Ruth, who served on the sub-committee charged with the entire redesign of the university.

Amid the restructuring complexities, one of its most pressing matters was choosing a name.

The name University of Windsor officially separated the institution from its Basilian roots. But Assumption University would continue to be an integral part of the university, performing the function of a Catholic college.

Today, Assumption provides Christian opportunities for post-secondary education, its team of chaplains serves the university



TOUGH TIMES. The physics lab had to make due with a \$29 budget and Father Norbert Ruth taught chemistry—although physics was his specialty—because of a shortage of faculty members. As a denominational institution, Assumption College was ineligible for government funding. Shown above: a lab circa 1950.

and the Christian Culture Series continues its 64-year legacy.

Ruth is generous in his thanks to those whose diligence created the University of Windsor, the first university in Canada to have sprung from a Roman Catholic institution. It set the pattern for other such transitions at Ottawa, Prince Edward Island and Loyola. He is loathe to take credit for the results: "The plan adopted

was not always of my suggestion. There were times when people actually disagreed with me!" he writes.

And with words that have as much significance today as at the time of their writing—Assumption University's last convocation in the spring of 1963—Ruth quotes Bishop Emmett Carter, who presided as chancellor:

"This is not the end of any-

thing, but the beginning; not the death of Assumption but its flowering; not a time to look back with sorrow, but forward with joy."

The Dean's Story is available for \$14.95 (plus \$3.50 shipping and postage) from the University of Windsor Bookstore or Assumption University Press, 400 Huron Church Road, Windsor, ON, N9B 3P4.

Building new brick



A strong sense of identity, friendship and pride. This is what the new Alumni Association logo signifies, says association President Gerry Osborne.

The logo, created by Ida Hary, graphic designer at Community Relations & Publications, "represents the organization's self-concept, history and even its ideals," says Osborne.

Its emphasis on the Ambassador Bridge underscores not only a geographic symbol of both the city and campus, but it also represents the lasting relationship that forms between student and alma mater. The bridge also embodies the growing international links enjoyed by the University of Windsor—from an array of joint programs with U.S. institu-

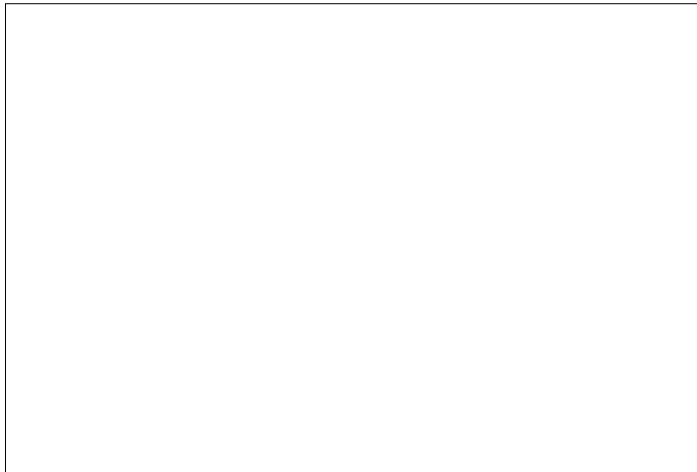
tions, to a growing constituent of international students.

"The bridge symbolizes the strength of those bonds," Osborne says.

And, by including the word "alumni" in the logo, it underscores the fact that membership in the Alumni Association is an earned privilege, Osborne adds.

The logo will be printed on the alumni association's new clothing line and on its stationery.

"As part of a region so rich in history, the University of Windsor, its students and alumni must take pride in its Assumption College roots," Osborne says. "For that rich academic heritage is the foundation for the institution we are today."



Beating out nine other nominees, University Players won the 1997 Mayo's Award of Excellence in the Performing Arts. The presentation was made on May 7 at the 3d Annual Mayor's Awards of Excellence in the Arts. Windsor Mayor Michael Hurst (shown above foreground after volunteering to perform in a school production) presented the award to Diana Mady Kelly. "We have been nominated each year

this is the first year we won the award," says Mady Kelly. "We are delighted." Also on hand to celebrate were Owen Klein, Professors Lionel Walsh, Patricia Hennessy Laing and Wyman Herendeen, Sessional Gina Lori Riley, Dean of Arts Sue Martin, Kathy Brennan, Katherine Brancaccio, Kenn Stanton and Margaret Squire.

Drama in Education goes concurrent

Windsor's Drama in Education program is introducing an optional concurrent BA/BED program.

Senate approved the addition which was outlined by Dramatic Art Director Diana Mady Kelly at its May 15 meeting.

The change means students will be able to complete both degrees concurrently in four years rather than sequentially in five, as it now the case.

Mady Kelly told Senate that the change keeps Windsor competitive with the other universities that offer similar programs.

Windsor's popular Drama in Education program has offered an Honours Bachelor of Arts degree to 100 new students each year. That number will be increased by five students per year with the addition of the concurrent degrees program.

Students in the concurrent program will be required to attend classes during intercession. The concurrent program begins in September 1998.

Di Brandt a dramatic addition

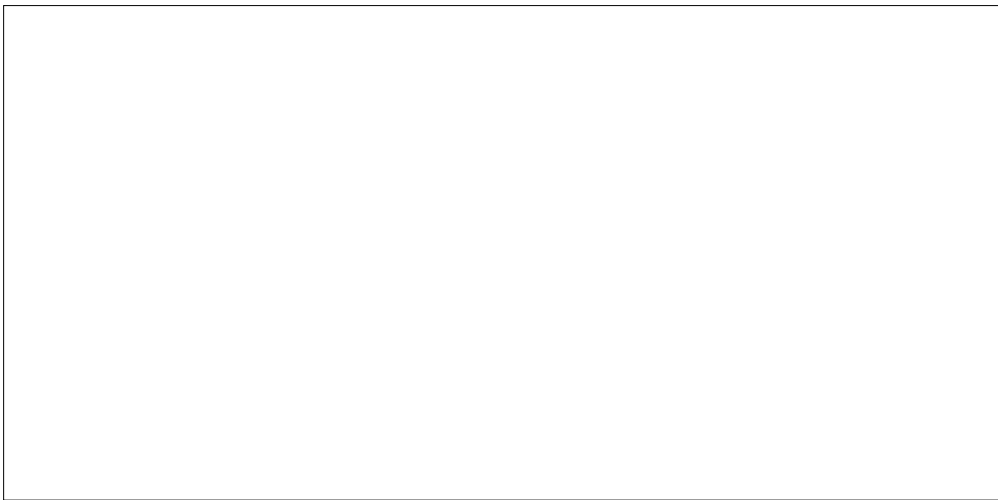
Di Brandt, winner of 14 distinguished writing awards, will join the English Department on July 1 as an associate professor of literature and creative writing.

Her 1995 book *Jerusalem, Beloved*, won the Canadian Authors Association national poetry award and made the short list for the Governor General's Award. Brandt's 1987 book *Questions I Asked My Mother* also made the short list.

"It's a real distinction for the department and the university," English Department Head Wyman Herendeen told *The Windsor Star* recently.

Brandt was born in Winkler, Manitoba, growing up in a Mennonite community. Her experiences there provided the inspiration for the poems in *Questions I Asked My Mother*, which was later adapted as a one-woman play. Her poem "Out of the Quiet" was adapted for soprano voice by composer Carol Ann Weaver.

Brandt's latest book is *Ghostpoems* and she is currently working on a play, "Glass Houses," and a novel.



PAY ATTENTION NOW. A young man hoping to earn a spot in the music theatre program, watches slightly confused as two current students demonstrate the routine he must perform for the assessment panel shortly.

Auditions draw 200 from across province

By JENNIFER BARONE

Fill in the blanks, stick on a stamp and mail the envelope. Most university applications are just that easy. Not so for the 200 prospective drama students who studied, sang, danced and emoted, hoping to capture one of just 30 available spots at the University of Windsor.

Auditions for the acting and music theatre programs, and for another 30 spots in the drama in education program were held May 8 through 16, attracting students from throughout Ontario and even as far away as Charlottetown.

"When it comes to BFA acting and music theatre, we have the most professional programs that there are," says Dean of Arts Sue Martin. "It's a four-year development course in which the people are mentored every step of the way. They are stimulated and

directed and taught to make choices and be responsible for them—that prepares them not only for an acting career, but for the world at large."

Each all-day audition for BFA acting begins with a vocal and physical warm-up. Students are taught a movement sequence to give the audition panel an opportunity to assess the candidates' rhythm, coordination and posture. The panel consisted of professors in acting, movement, voice and singing.

Applicants must also present two memorized monologues, chosen from a Shakespearean play and from a modern or contemporary play.

Students auditioning for the music theatre program sing two songs from the music theatre repertory, perform a dance sequence and complete a music theory test.

The evaluation of Drama in

Education candidates differs somewhat.

"This program is different from the music theatre and acting programs because it is geared toward becoming good communicators and teachers rather than performance," Martin says.

In the morning, students work in groups with a faculty member and five current undergrads. After lunch, student are interviewed by a faculty member and undergrad.

All candidates are invited to tour the campus.

Diana Mady Kelly, director of the School of Dramatic Art, says the purpose of the auditions is to assess student potential: "We look for students who can work in an ensemble, who have ideas and are prepared to be flexible."

The key is to uncover their ability to be trained, she adds. "We're looking for raw talent that can be cultivated—students with

a potential for intellectual, emotional and creative development that can not only be accessed for the performance and teaching professions, but transferred to other careers as well."

The auditions used to be held primarily in Toronto, says Martin. But the school found that the students who came to Windsor to audition usually went on to enter the program: "Once they saw the campus and the city, the choice became very obvious. Eventually, so was the decision to move all of the auditions here."

Today, the major challenge facing the school isn't how to attract students—but choosing from such a large pool of talent.

"Some of these people travel from far and wide to come here," says Martin. "That says to me that these are probably the best such university programs in the country—without a doubt."

COMING EVENTS

Leddy Library Hours

June 28 - July 1
June 30: 8 a.m. - 6 p.m.
July 2 - August 25
Mon. to Thurs.: 8 a.m. - 10 p.m.
Friday: 8 a.m. to 6 p.m.
Sat. & Sun.: noon to 5 p.m.
June 28, 29, July 1, Aug. 4: Closed.

Paul Martin Law Library Hours

In effect until Sept. 1
Mon. to Thurs.: 8:30 a.m. to

4:30 p.m.
Friday: 8:30 a.m. to noon
Saturday & Sunday: Closed
July 1, Aug. 4, Sept. 1: Closed

Friday, June 13

Clinical Chemistry Seminar Series, "Anti-Atherosclerotic Activity of ACAT and HMG CoA reductase Inhibitors," with Dr. R. Newton, Parke-Davis, Chemistry Conference Room, Essex Hall, 1 p.m.

Alan Borovoy, general counsel of the Canadian Civil Liberties Association, will give a public lecture, sponsored by the Faculty of Law

and its Alumni Relations Committee, 5:30 p.m., Moot Court.

Friday, June 27

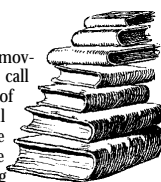
The 25 Year Service Recognition Luncheon will be held at 11:30 a.m. in Winclare Hall A, Vanier Hall. For more information, call Ext. 2059.

Thursday, July 31

Retirement luncheon for Purchasing's Pat Walker, Ambassador Auditorium, noon. Tickets: J \$20 (includes contribution toward gift). Purchase tickets until July 23 from Helen Stewart (2078) or Nancy Hoberg (2081).

LEDDY LINKS

On the move!



On April 28, work commenced on moving all of the serials in the Q to Z call number ranges to the basement of the West Building of the library. All of the bound serial volumes on the first floor of the West Building are being moved to the basement, along with all of the current serial issues on the second floor of the West Building.

In addition, serials in the Q to Z call number ranges in compact storage are being moved to Basement West, and a number of serials in the same call number range currently housed in the reference collection will also be moved to the new location. Signs will be posted throughout the library, informing patrons about the move.

The basement in the West building will be closed to library patrons whilst the move is underway. If patrons require access to any of the materials in this area during this time period, they can go to the main circulation desk in the library and complete a storage retrieval request form.

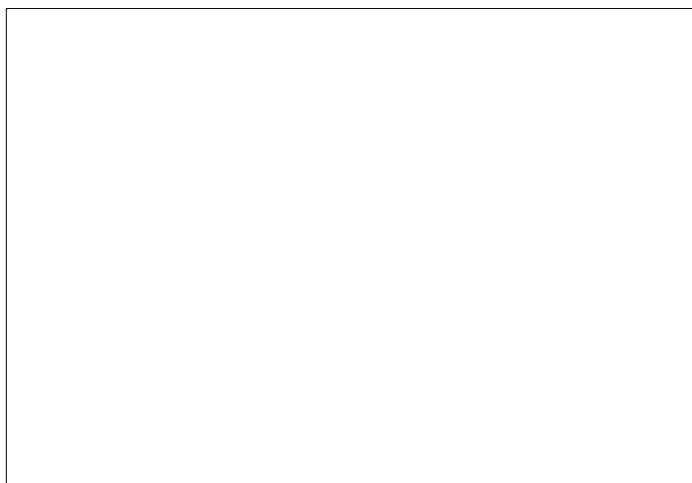
Library staff will be assigned to retrieve materials several times per day. The retrieved materials will be placed in the Reading Room for patrons to pick up. Once the move is completed, all of the serials pertaining to the Sciences, both past and current issues, will be in the same location. This should make access to these serial issues much more straightforward for library patrons.

Voyager

Voyager, the new online library system, will become a reality in the library at the beginning of the summer. The system is accessible using a character-based interface similar to our existing catalogue and a powerful Windows interface. Staff training for Voyager is currently ongoing and staff will be available to orient faculty members and students to the new system.

Compiled by Sharon Munro

Sneaker Day



The campus put its best foot forward by coming out for Sneaker Day, May 23. The 20-minute walk was organized by Campus Recreation as part of the city-wide Sneaker Day program. **Abe Joanne Maclean, head of Athletics & Recreational Services, awaits the walk with her four-pawed friend. A "Poker Walk" will be held on June 18, 12:15 - 12:45 p.m. For more information on this and other upcoming Campus Recreation SummerActive events or programs, call 253-3000, Ext. 2456.**

On a voyage of self-discovery

Ancient Athens, the environment, a court room, our imaginations—these are just some of the destinations of the Summer Discovery learning journey being offered in July and August.

Offered by the Office of Professional and Community Programs, Summer Discovery is a two-week day camp open to children ages 5 to 16.

Now in its seventh year, Summer Discovery exposes children to a variety of new and exciting experiences to help create a love of learning.

"Courses are designed to cover subjects not traditionally offered in school and to excite children to approach issues in multidisciplinary ways," says Mila Suokona, program manager.

Children are encouraged to explore new territory in classes such as "The Bedrock Club" where they can dig into the world of dinosaurs; "Junior Journalism" gives them a peek behind the headlines; and "Trainers Corner" will test their fitness.

Some classes will work on a different type of skill. "I Don't Know Why You Say Goodbye I Say Hello" teaches them how to resolve conflict and express emotions acceptably, and "Chain

Reaction" demonstrates effective team building through games and physical activities.

"Math for Everyday Living," "Me and My PC," and "OAC Preparation Course," are more practical offerings.

A total of over 40 classes are available. Dates are: Monday through Friday, July 7-18; July 21-August 1; August 4-15 and August 18-29. Courses run half

days from 8:30 - noon and 1 to 4 p.m. with early and late pick-ups available upon request.

Tuition for a single course is \$160. A discounted price of \$144 is applied for families registering more than one person or in more than one program.

For more information and a complete course listing, contact Suokona at Ext. 3453 or by e-mail at suokona@uwindsor.ca.

Summer Writing Institute

The Summer Writing Institute of the Department of English will offer three workshops this summer.

Two creative writing workshops will be offered in July for new writers, or younger writers who may be going on to university. The workshop will be led by writer and English instructor Lenore Langs from July 9 to 31.

The second creative writing workshop is for those who have been writing a longer time and have clearer sense of what they want to do. English Professor Emeritus Eugene McNamara will lead this workshop July 22 - Aug. 14.

The third workshop is for people for whom English is a second language and who need to improve their writing for their business or personal uses. This workshop is not to be confused with the English as a Second Language instruction offered through the Division of Continuing Education for university students and applicants.

Creative writing workshops are \$160 including a \$10 deposit. The other is \$55, including a \$5 deposit for eight two-hour sessions. Call 253-3000 Ext. 2289.

WAVES

Robert Boucher (kinesiology) will serve as Chef de Mission for the 1997 Canadian delegation to the World University Games Aug. 18-31.

Bill Conklin (law), "Dworkin's Juridical Paradise," "The Transformation of Meaning in a Modern Legal Discourse," University College London and Queen Mary College, April.

K.L. Duggal (mathematics and statistics) gave an invited lecture, "Lightlike hypersurfaces of space times" at American Mathematical Society special session on Differential Geometry and Applications, Wayne State University, May 4.

Marge Holman (kinesiology) "The Changing Dynamics of Relationships in Athletics" presented at the North Central Sociological Meetings, Indianapolis, April 25-27.

Akira Kubota (political science), "Big Business and Politics in Japan," Eastern Michigan University, Ypsilanti, Apr. 14.

Victoria Paraschak (kinesiology), "Physical Culture and Native Life: Connecting the Strands" the 25th Annual Convention of the North American Society for Sport History, Springfield, Mass, May 26.

Ripu Singh (anthropology), S.H. Ahmad, R.S. Negi and D. Tyagi, six bio-academic articles; "Anthropological Survey of India," *History of Physical Anthropology an Encyclopedia*, Volume 1,

pp. 519-520, Garland Publishing Inc., 1997.

A.S. Trenhaile (geography), *Coastal Dynamics and LandForms* (Oxford University Press) 366 pp., 1997.

The Ambassador prints all Making Waves submissions sent to us by deadline.

Patti Weir (kinesiology), Keith LeBoeuf and Heather Carnahan, "Grasping With Binocular and Monocular Vision: Is There A Difference?"

the North American Society for Physical Activity and Sport Psychology, Denver, CO, May 30.

CLASSIFIEDS

For Rent

July 1997-June 1998 (would consider shorter duration). Furnished three-bdrm, two-bath house in west downtown. Hardwood floors, central air, fenced yard, parking for two cars. Reasonable rent. E-mail or call for more information: csmen@uwindsor.ca or ext 2256.

Well furnished room for rent in quiet S. Walkerville family home. Suit honest and responsible non-smoking male faculty/student. Includes kitchen and laundry facilities, parking. Rent negotiable. Ext. 2977 or 256-8864.

For Sale

Double bed and headboard, matching dressers (one with mirror). Older set, great for spare bedroom. \$300. Call 253-3000, Ext. 2925 or e-mail at APAPAS@uwindsor.ca.

Wanted

University professor is looking for a house to rent preferably in the South Windsor area: 3 or 4 bd rms, furnished. Beginning June 22, 1997. Call 253-3000, Ext. 2661 or 250-0603.

Looking for a balance between technology and *OLD FASHIONED PEDAGOGY* in university education

By Richard Frost, Professor of Computer Science

I am the instructor for a large first-year core course which introduces students to concepts underlying my discipline. The material in the course is somewhat theoretical and was developed after consultation with colleagues at Toronto, Queen's and Western.

It has always been a challenge to motivate students to appreciate the importance of the rather abstract content, and to provide an environment that accommodates the wide range of student abilities and prior knowledge. However, after experimenting with various formats, we appear to have developed an approach that works well considering the limited resources available.

Despite the fact that the number of students in the class rose to over 200 in fall 1996, motivation improved, the grade average was up, and the teaching evaluation, at 4.6, was the highest it has ever been. I believe that part of our success was a result of finding a good balance between the use of technology and "old-fashioned" tried-and-tested pedagogical techniques. Nothing of what we are doing is new. However, the mix appears to work well. The following summarizes the salient aspects of our approach. Hopefully this description will stimulate others to recount their successes, and also provoke criticism that will help us to improve.

1. The first lecture was used to clarify the roles of participants. Students were told that they would be given a great deal of friendly support in the course but that they too had a responsibility: reading ahead was essential, and assignments had to be completed on time.

They were also informed that disruptive behavior in class would result in expulsion from the course. They were also told that no appeal regarding assignment or class test marks would be entertained until the end of the semester, when students could exercise their right to submit a grade appeal through the Office of the Registrar. A handful of students asked for re-marking during the semester, but no grade appeals were submitted.

2. All students were given a comprehensive course outline containing topics to be covered each week, the schedule of class tests, assignment due dates, and details of the formula used to calculate grades. They were also given copies of last year's tests and final exam. As one student put it "there were no surprises in the evaluation process".

3. Students were required to purchase a set of course notes.

These notes included all material to be presented in lectures, together with exercises for testing their understanding. Students had minimal writing to do in class other than annotations to the course notes. Two advantages of this approach are that students could be directed to read ahead of the class, thereby enabling a more in-depth coverage of difficult topics during lectures, and students are able to pay more attention to the explanations in

group-work "laboratory" sections.

All of the laboratories were supervised by the instructor together with four graduate assistants assigned to the course. Each laboratory had approximately six self-selected groups of students with five students in each group.

Students were given a set of (pen and paper) questions to answer, each question being progressively harder. Groups were

week's topic (most assignments involved practical application in a computer laboratory that was supervised by graduate teaching assistants).

△ Tuesday and Thursday: to attend two lectures on the week's topic given by the instructor.

△ Thursday afternoon or evening: to attend a group laboratory on the week's topic.

and reviewed by all students who subscribed to the group.

△ All resources required for practical laboratory work were available over the campus network. Most were available from the homes of students who had computer access to the network, even if they did not have full graphics access.

△ Students were encouraged to use email, talk, and chat, for intra-group communication.

Our philosophy was to use the technology primarily as a means of communication, rather than a repository for course material. First-year students appear to be reassured in knowing that all the material on which they are to be examined resides in a single volume that they can hold in their hand, even if that material is conceptually difficult. Students who did not possess their own computer were not disadvantaged. However, access from home was a convenience for those who had that facility.

4. Students were asked to use the human resource support for the course wisely: if a student had a question, first discuss with other students, then post the question to the user group, then attend a laboratory where graduate students were available, and if all else fails, to email or visit the instructor. The advantage of using the user group USENET service is that other students could see the questions and answers posted.

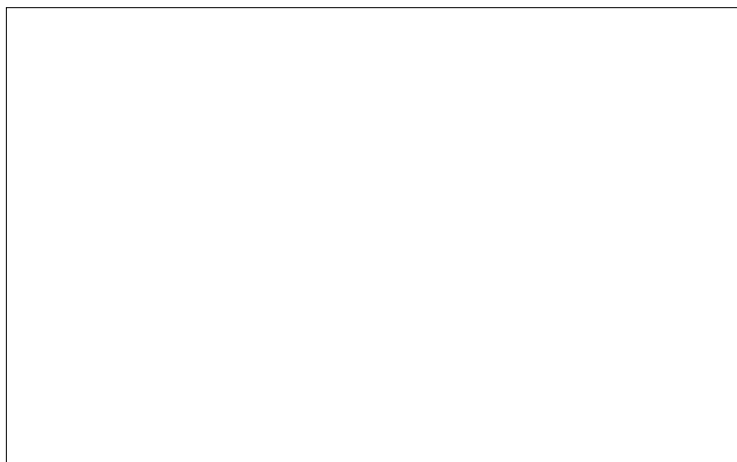
After discussion with colleagues in my department, I may change one or two aspects of the course next year.

First, I will probably introduce short quizzes into the lectures so that students can test their own understanding of the topic, and secondly, I may schedule the group laboratories to take place in a computer laboratory so that students can check out some of their answers using software tailored to the course.

However, I am not sure if this will enhance or detract from the group dynamics which appear to be working well under the present "pen and paper" mode.

Many people have contributed directly or indirectly to the success of this course. In particular, four very conscientious and capable graduate assistants, technical support staff in the School of Computer Science, Computing Services, media studies, and the registrar's office (who solved what initially appeared to be an intractable scheduling problem).

Finally, the students who worked hard to achieve the grades they deserved should be commended for their efforts.



Richard Frost with an unidentified student. Learning for the 21st century should combine old-fashioned teaching methods with today's technology.

the class if they do not have to write continuously.

4. All students attended two large single-section lectures per week. The first few lectures included "motivational" presentations involving the display of interactive sessions with world-wide-web resources. A departmental laptop was used in conjunction with an L.C.D. panel setup by the Division of Instructional Development and Media Studies. The remaining majority of lectures were delivered in a "conventional-style."

The instructor wore a high-quality microphone, and explained material using monochrome overhead projector slides. (It is not clear to me that colourful, animated presentations necessarily help in explaining topics to students, in many cases such pizzazz is often a distraction and frequently is used as a poor substitute for content.) Attendance at lectures was high throughout the semester.

There was very little talking in class and only a few students were reminded about the possibility of expulsion for disruptive behavior.

5. In addition to lectures, students were divided into eight

not allowed to move on to harder questions until all members of the group could demonstrate an understanding of the answer to prior questions.

We found that students enjoyed this format; students who found a particular topic easy promptly took the role of "mentor" to the other students. Attendance was over 95% throughout the semester despite the fact that the laboratories were worth only 10% of the final mark.

6. Student workload each week was carefully scheduled to ensure that all students were at the same point in their studies for each activity. Experience during previous years showed us that it was very important for all students to attend group laboratories after having attended both lectures.

Scheduling this was problematic and some group laboratories had to be scheduled late on Thursday evening. However, a sufficient number of students preferred the late laboratories, so this was less of a problem than we had first assumed.

Workload:

△ Friday, Saturday, Sunday & Monday: to read the notes on the week's topic and to complete an individual assignment on the

△ Friday: to voluntarily attend a "question and answer" tutorial given by the instructor, to cover problematic areas in the week's topic (usual attendance was between 20 to 30 percent students).

7. We found that in order to maintain enthusiasm and attendance during the lectures, it was important to relate the lectures to the individual and group assignments. In particular, the group assignments were designed to be of sufficient difficulty that most students needed to attend lectures in order to tackle them well.

8. Computer and communications technology were used in the following ways:

△ The first assignment required students to access the World Wide Web, send email, and download a file from the network.

△ All subsequent weekly assignments were submitted and returned via email.

△ Students were encouraged, through part of an assignment, to use a special interest news group (USENET service) set up for the course on the campus network by Stephen Karamatos; this allowed questions to be posted