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VANCOUVER
COMMUNITY
COLLEGE **VCC**

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spectrum

ERA OF TRANSITION



VCC President Paul Gallagher recently circulated several discussion papers proposing a re-organization of the college's management structure. He has called for comments and criticisms by the end of November and anticipates implementation to begin in December.

Spectrum spoke with him on October 12, following completion of the first phase of the review.

Spectrum — In August, you suggested the possible elimination of campus principal positions. Why have you now decided to retain these positions?

Gallagher — There was a widespread feeling that this change would be far too wrenching and would cause more disruptions than the gains that might be achieved. If we were starting the college over again, I think it would be an appropriate way to go. But this organization has a history and a culture, and we must be sensitive to that.

Spectrum — You have proposed changing the title from principal to vice president. What's the difference?

Gallagher — It's a dual position. There is a responsibility that relates to

the campus, but the principals also have college-wide responsibilities. So the change to vice president wouldn't alter the role, but it would make it explicit that the job is more than just campus principal.

Spectrum — Will deans be assigned curriculum areas rather than just geographical areas to look after?

Gallagher — They could continue to be assigned the (campus) areas they now have. But rather than a kind of protectionism that has been associated with the curriculum of each campus, they would also collectively work in cross-campus dialogue to develop one curriculum. As with principals, the deans would have a dual role.

Spectrum — You have suggested setting up a College Advisory Committee which will conduct its detailed business on a task force basis. What kind of details will they be attending to which either aren't being addressed now, or are being handled by others?

Gallagher — The way things now stand, matters of administrative detail, general policy and the shades between all funnel through the College Executive Committee. That is not a good use of the talents of those people and, in

Continued on next page . . .

COMING EVENTS

- Continuing Education Graduation, 8:00 p.m. Monday, Nov. 28 at VVI.
- College Week — Nov. 21-27.

MANAGEMENT RESTRUCTURING

From front page . . .

In addition, we are not using a lot of the expertise that exists within the institution for policy development. It isn't clear to me yet what the terms of reference for the advisory committee would be. That's one of the reasons for the next stage of consultation.

Spectrum — How will this affect the role of the College Executive Committee?

Gallagher — I think the role and expectations of the committee are too broad. A lot of decisions can be made without coming to the executive committee for approval. For instance, I don't think the committee should be involved in administrative detail on a day-to-day basis. That should rest with the division chairs. And deans should devote themselves more to developing curricula and support services.

The Executive Committee should deal with those matters which relate to ongoing application of the policies of the college, but the policy development should involve more than the executive.

Spectrum — You have stated that the reassessment would probably not have a significant impact on instruction, faculty members, support staff or students. Would not the establishment of a Council of Deans and a College Advisory Committee have an affect on all of those areas?

Gallagher — I do not intend to change the role of faculty, support staff or students. But it was pointed out to

me, quite rightly, that any change at the senior management level that doesn't positively affect the work of faculty or students — and the quality and relevance of what we do — ought not to be even contemplated. And I like that notion.

Spectrum — You've mentioned the need for more formal mechanisms for cross campus communications. Will this be up to the vice presidents and/or the deans?

Gallagher — The formal mechanisms would be the Council of Deans, the

the college and also that there be a clear perception of equity. Please elaborate.

Gallagher — I see a problem in both areas.

We have a very cumbersome way of allocating resources. That results from dealing with priorities as six component parts, rather than as one institution.

As for perception, I think that the people on any campus always feel they are getting the short end of the stick. We have to deal with that more openly

But we have to take a close look at the degree to which people are able to make decisions. . . as distinct from recommending decisions.

I'm very anxious to see if we can push decision making closer to middle management — and therefore make it possible to operate with fewer top management positions. There certainly will not be additional management positions as a result of restructuring.

Spectrum — You have referred to the need to change the community's view of VCC; to raise the profile. How do you do that?

Gallagher — We need a better agreement on how to present a common identity to the community. We are simply not well known by major sectors of the community. . . we must tell our story better and invest in our future by actively soliciting public support.

I believe we have to do more of that, even at the expense of not serving as many students as we would like. For a long time we have faced more students who want to come to this institution than we are able to accommodate, and for us to spend one nickel on anything other than providing educational opportunities can be seen as a poor use of our resources. I don't agree. In the long run, we will never escape underfunding unless we invest in achieving more public support.

Spectrum — We need to spend more on marketing the product?

Gallagher — Precisely.

'We will never escape underfunding unless we invest in achieving more support from the public.'

College Advisory Committee and the Executive Committee, but with a less extensive mandate for the latter. In a sense, all three would be new because of the changes to the Executive Committee's sphere of activity.

Spectrum — Are you aiming for a greater or lesser degree of centralization?

Gallagher — It's a matter of striking a balance. And that's going to shift from time to time. Right now, I think we're more decentralized than service to the community and students warrants.

Spectrum — You've said resources must be fairly distributed throughout

— as we did this year — by agreeing on institutional priorities regardless of campus considerations. The more people who have common information, the less the likelihood of misperceptions.

The process of how we arrive at priorities does not engage as many people as it should. Both the Council of Deans and the College Advisory Committee should help assure a two-way flow of information.

Spectrum — Would the restructuring plan reduce or increase management positions?

Gallagher — In the short term, I don't think it will make any difference.

KEC PROFESSIONAL DAY



UBC's Dr. John Dennison gives the keynote address.

Feasting on the future . .

KEC's Professional Day on September 30 was such a success that chairperson Jean Benetti already has offers from several volunteers to help organize next year's festivities.

"The feedback was very positive," said Jean. "The only problem was that it was difficult to make choices because there were 23 different workshops."

UBC's Dr. John Dennison gave the day's keynote address, Community Colleges in Canada: Responsiveness and Renewal.

Said Dennison: "The challenge in education is not with the good students, but rather with the ones who have been failures. Those of you at KEC have an opportunity to document your successes with those students who—along with their instructors—have always been undervalued."

A panel of students also was involved in the activities, expressing their concerns about fee increases and large classes. They also gave the faculty an A grade for being considerate, caring and conscientious.



Impressions of an Active Learning Workshop.



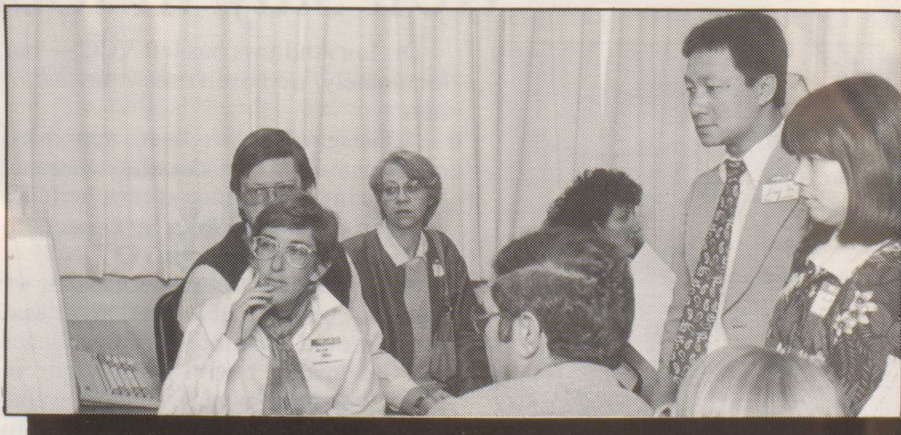
Donna Barreca explains the questionnaire on harassment; Eleanor Casey signs for her.



KEC Day was nourishment for the mind . . . and the stomach.



Three of the student panel members (left to right): Akos Sandor, Samantha Smoley and Graham Meek.



One of 23 workshops, this one was held in the new instructional computer facilities and dealt with the KEC NATAL project, a joint private-public sector undertaking to develop computer-based education.

Spirit of giving part of his job

Let a smile be your umbrella — the Hudson sisters.

George Clark wears a smile well and often, but on some days he'd rather have a real umbrella. On days when almost every floor at VVI has sprung a leak. On days when a load of garbage falls on his head. On days when he trudges into the rain to buy a Christmas tree for a bunch of kids who have never had one.

George is the VVI building services manager. He's in charge of preventing problems, getting them fixed when they occur and serving as the campus' chief public relations specialist every time someone says "Gee, it's cold in here."

It's a job that needs to be put in perspective. Most of us have struggled with that leaky tap or a door that won't close without a squawk. Consider that, in square footage, VVI is the equivalent of 390 average-sized homes. George bears no resemblance to the Maytag repairman.

"I came in one morning and found that we had water leaking on the second, third, fifth, sixth, eighth and ninth floors, plus the basement," said George. "Every leak was coming from a different source, such as a heat pump that had broken. We needed plumbers fast. And janitors to clean things up and dry off equipment before it was damaged."

"This building has tied the old and the new together pretty well, but there's bound to be some problems. We have very competent people here and they do an excellent job of clearing up problems. You have to enjoy people, because it's very much a people job."

Sometimes George rolls up his sleeves and does it himself.

On one occasion, someone had thrown a scrap piece of 2x4 down the third floor garbage chute. The wood wedged in the chute and the garbage backed up. And up and up.

Says George: "I couldn't get anyone too interested in tackling that one, so I crawled up the chute myself. Someone else was holding a piece of plywood up

for cover, but when I pulled the 2x4 loose, the whole load of garbage came down on me anyway."

George is in charge of the physical plant of VVI. In addition, he's responsible for a support staff of 23, from dining room cashiers to the people in shipping and receiving.

But there's much more to George Clark than his job. During his 12 years at VVI, he has given unfailingly of himself to those in need. George is unassumingly reluctant to talk about his charitable works.

But others will.

"As a Mormon, George believes in helping others," says Bill Hill, director of facilities services. "Whether it's Christmas baskets for needy students and their families or Red Cross blood donor clinics, George gets the job done."

"He has an extremely strong work ethic; just check the cleanliness of that building. He puts that same energy into helping others."

Says VVI security supervisor Mike Foort: "George is the heart and soul of the Christmas hamper program. He's the igniter, the catalyst that gets everyone else going."



George went up the chute and the garbage came down.

"I had a rough time in my life awhile back, and George was there for me. He's the most caring and generous man I've ever met."

And this anecdote from CE's assistant director of program services, Gail Rochester:

"There was a Christmas party at VVI for the Career Start people, who are mostly street kids who have had a rough life and are severely employment disadvantaged. George, I'm told, stopped in

at the party and discovered that they didn't have a Christmas tree.

"He left the party, walked down to Woodward's and bought a tree for them. It wasn't his job to do that. When there's no one else to do it, George is there."

Adds Frances Long, former manager of Career Start:

"George is truly an unsung hero. It really is time that someone thanked him for the remarkable things he does." Thanks George; it's our pleasure.

'George is the most caring and generous man I've ever met.'

SCHOLARSHIPS FOR MUSIC FUND

That's hitting the high notes

VCC's Scholarships for Music Fund has recently been enriched to the tune of \$3,000 cash from CHQM and the donation for raffle of a \$10,000 grand piano by Tom Lee Music.

The radio station also has pledged on-air promotion for the fund as well as an annual professional recording session valued at up to \$6,000.

"We're overwhelmed by CHQM's support, particularly because it is an ongoing commitment," said Terry Smith, VCC Music Department. "The recordings (which this year will feature



VCC's jazz choir, Soundwave) will be played on CHQM, and we'll be able to have records or tapes produced which we can use in further fund raising."

"QM program director David Geddes said the assistance was part of the station's responsibility to support young, Canadian talent."

Said Geddes: "The school of music at UBC is probably still supported by donations from the past. We thought our help would be most needed by VCC."

He said Soundwave tunes will not only be played regularly on QM, but "we'll make them available to other stations in Canada."

As for the piano raffle "At \$5 a ticket, it's a real bargain. I'll be buying several," said Smith.

Scholarships for Music has a fund-raising goal of \$250,000.

Still time to help United Way

By the time you read this, the United Way campaign at VCC may be officially over. But "official" has nothing to do with people in need... if you haven't made a contribution, your help will still be greatly appreciated.

The following is only a partial list of the volunteers at VCC who have worked on the campaign. Our thanks to all of them — and please contact the volunteer in your area to make a donation. It can be done by cheque or payroll deduction:

At VVI, Marvin Lamoureux and Stephanie Jewell. For KEC, Paul Sinnott, Shirley Girvan, Terry Smith, Eleanor Wilmot, Diane Miller and Wendy Lannard.

Langara, Joan Horsley, Ruth Bromley, Sylvia Bristoll, Lorraine Pankratz, Richard Vedan and Linda Prince.

And a special thanks also to VCC's United Way chairman, Harry Pankratz.

so the spirit of sharing is there and I'm sure we'll make the most of it."

The new CIC campus is the second B.C. site for the Japan-owned enterprise. The Nelson campus is currently in its first year of operation.

During his 17 months as CE's program director in International Education, Ian conducted two very successful Summer Language Programs and spearheaded significant developments in the growth of the college's international education programs and services involving Japan.

Best of luck Ian, and we'll be seeing you!

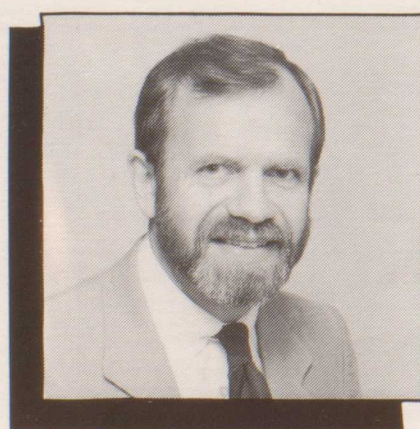
We'll stay in touch

Dr. Ian Andrews has left VCC — but fortunately, we haven't seen the last of him.

Although Ian has been appointed president of the Canadian International College in North Vancouver (scheduled to open in April, 1989), he expects to keep in close touch with VCC.

"There are a lot of resources that we and VCC will be able to share," said Ian. "I would hope that the two colleges will be involved with each other in areas such as homestay, student events and curriculum development, just to name a few."

"Paul Gallagher (VCC president) has been very supportive of that approach,



Ian Andrews

Thanks for the memories, Jock

"Once you decide to go, do it quickly and don't look back," says recently retired Langara principal Jock Denholm. "There's nothing sadder than someone like me poking his head in the door after retirement and saying 'hey, how about a cup of coffee?' Forget that."

Okay, Jock. But how about an hour and a cup of coffee one last time? You can't take off for Yugoslavia or wherever you're bound without a few reminiscences of 21 years in the college system.

Tell us about your best day on the job.

"My last day (August 18) was great because the faculty and staff threw a little bash for me. Everyone needs a little ego gratification once or twice in a lifetime and that going away party was very moving...I was quite taken by it. I got this large card. It's almost too big to frame and the signatures are on the inside anyway. But I'll never throw it away."

Have the students changed since you started at Vancouver Community College in 1966?

"At that time, we were getting a lot of the more mature students...a whole generation of people who hadn't had such an opportunity for post secondary education since the legislation after the war had made it possible for veterans to go to university. They were the best part of the 60s; the hippies of the late 60s were another matter which I'll talk about in a moment."

"I am a bit bothered by today's students. I've never been called 'sir' so much in my life as during the past few years. You could attribute that to my age, but there seems to be a certain docility there that may not be good. There are students today who have excessively taken to heart assertiveness training, but they're a minority. Mostly, they're a little short on speaking up and a little too long on getting grades and getting ahead."

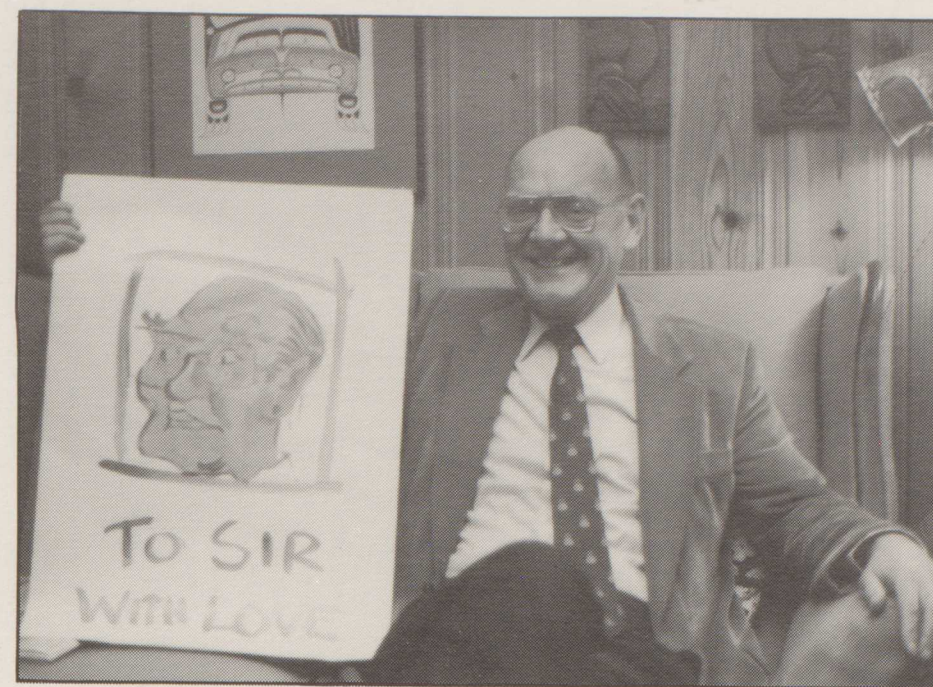
Has the faculty changed?

"Not really. I've never met so many people who were as competent, as good at their business and as easy to work with. They're a unionized faculty, but over the last 15 years we've had less than five grievances (at Langara); that's only a fraction of those at other colleges. They're very committed."

"The nature and calibre of people we were able to attract when VCC started was the best, and I think that's still the case. For instance, the average class size in arts and science is 30 plus, much above the average. And the principle reason is that the faculty wouldn't turn people away. It has been very common to walk into a classroom with 40 seats, all occupied, with six students standing at the back and three kneeling at the door."

"The B.C. Lions' dressing room smells like a field of clover compared with some of those classrooms."

"Sadly, we've reached the point where we must control the size. No one in the



Going away card expresses a fond farewell from faculty, staff.

high school or university system in Canada can conceive of the extent to which Langara is overloaded. Both the students and the faculty are, if not fully accepting, at least tolerant of the situation. But I'm afraid there is an element of cynicism developing among the faculty.

trashed, two heavily perspiring young men came to see me. They wanted to know what kind of security we had on our computer. I told them the computer wasn't much and the security was zilch. They weren't exactly laughing when they left because they were from the company that insured it.

'We are a proletarian institution and I'm very proud of that.'

"If there is a problem over the long haul with faculty at VCC, it's aging... more dramatically there than at other colleges."

How much did you enjoy the late 60s?

(Laughter...derisively). "Those were some very tough times. There was extreme irrationality among the fringes (of the student body). I remember when Mayor (Tom) Campbell, give him his

"The American activist, Jerry Rubin, came down and stood in the rain looking for something like a faculty club to occupy. We didn't have a faculty club. We were, and still are, a proletarian institution and I'm very proud of that."

"Simon Fraser was the worst in those days. We were in the process of negotiating transfer arrangements and many of the SFU people were...well, the only word is arrogant. And uninformed."

"I was out there one day when the

'I have a finite number of years and an infinite number of things to do.'

due, came right into the basement of the old King Ed to speak to the students. Things were pretty tense. I went out to wander around and I did not know there were so many police officers in the city of Vancouver. They were lined up on 11th Avenue behind the hospital — paddy wagons, police cars and motorcycles — all waiting for something to happen. It didn't, because Campbell handled it very well. But that's what education was like in the late 60s."

"The morning after the Sir George Williams computer (in Montreal) was

loudspeakers were shut off just as one of the radical faculty members was going to speak. Well, they acted as if they had been present at the crucifixion of Christ. Strange people. Strange times."

What gave you the most pleasure as an educator?

"One of the most important times for teachers is when they're grading because in large measure what they're really doing is evaluating themselves. It's been years since I've been that close to the students, but the highlight of

each year was at graduation because I had the chance to sign everyone's diploma. I would go through those 600 or so diplomas, read their names, see what they had achieved and sign the bloody thing."

"Standard practice is to just get them printed, but taking a little time for each student at graduation was the very least I owed them. Those were the best days I ever had."

Why did you leave?

"You can't run a place (Langara) of that size and be as deeply involved as I was with the staff and faculty. People would come in and say 'I have a problem... have you got a minute?' An hour later, they're still talking. The '80s have been very tough. I have a finite number of years and an infinite number of things to do. It was time to pack it in."

What do you see in VCC's future?

"The spending formula made the wrong assumption that the bigger you are, the cheaper you are per student. In fact, I think economies of scale start to turn around at the full time equivalent of about 5,000. That's been the case at VCC. When you're scattered, you don't have a single library base...a single audio visual base. Spread among three major locations which must be operated and maintained as if they stand alone, the theory of economies of scale falls apart."

"Most of the low points came in the last five years when we got down to establishing how much our budget was. The toughest times for our faculty were in the spring when articulation meetings were held and the people in the colleges and universities (in each discipline) got together and compared notes. Well, our people would find out that someone teaching biology in Lesser Little Piddling College had 12 students in a class and our instructor had 43...or 58, no kidding! I'm amazed that our people have stood up under those comparisons."

"The system will have great difficulty in becoming truly equitable because VCC is urban. And, except for BCIT, urban colleges don't have any clout. That's contrary to the attitude in the Interior. Cariboo College (in Kamloops), for instance, has more clout because it's the only post-secondary act in town."

"Langara is getting a little shabby. You can't subject a building to that kind of heavy use and expect it to stand up without a substantial maintenance program. In the last five years, the money just hasn't been there."

What's in Jock Denholm's future?

"I've had several offers to be a consultant in the educational field. I just got my British passport... I was an itinerant lecturer in Britain in the early 60s and I still have contacts there; with the passport, I can work anywhere in the EEC. I was in Yugoslavia in 1960 and was fascinated by it. I may zap off to Yugoslavia in November, depending on what happens to the political situation there."

"It will all take a little while to figure out."

VMREU PACT

Two-year agreement signed

Here are the highlights of the new contract between VCC and the Vancouver Municipal and Regional Employees Union:

- A two-year agreement, retroactive to April 1, 1988.
- Wage increases include: \$25 bi-weekly retroactive to April 1, 1988, \$15 bi-weekly on October 1, 1988, four per cent on April 1, 1989 and one per cent on July 1, 1989.
- As of April 1, 1989, B.C. Medical Plan premium payments will be increased from 60 to 70 per cent.
- The maximum payable for optical care is a straight \$150 every two years, no longer subject to deductibility.

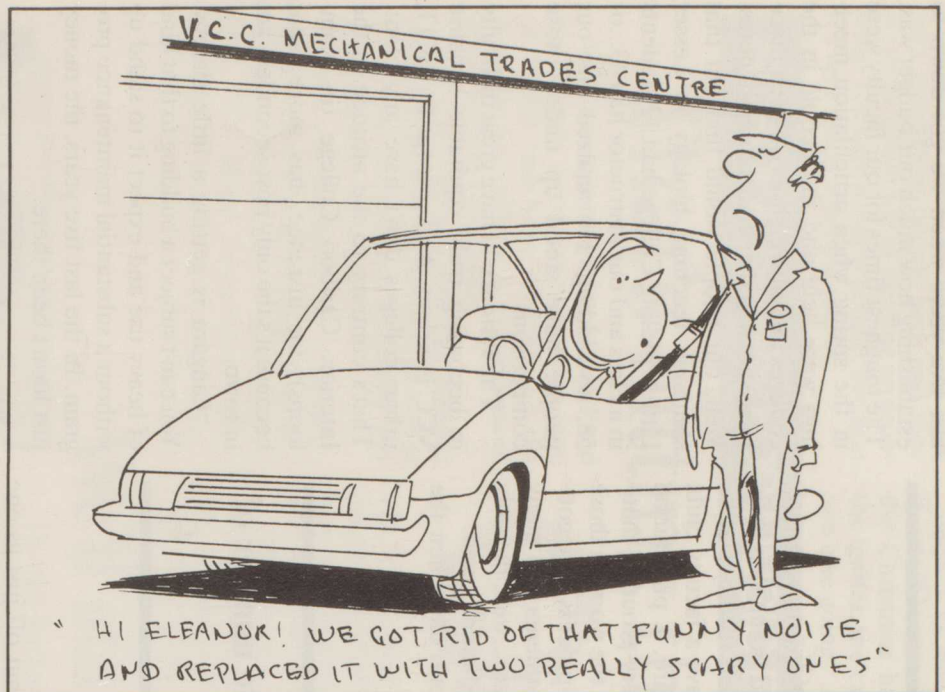
Gallagher chairs literacy task force

VCC President Paul Gallagher has been appointed chairman of the provincial government's Literacy Advisory Committee.

The committee was formed to design a provincial strategy to deal with the problem of adult illiteracy, including ways to establish policies, deliver programs and heighten public awareness of the problem.

"A Southam News survey conducted last year indicated that 17 per cent of B.C.'s adult population was illiterate," said Stan Hagen, Minister of Advanced Education. "Although this is the lowest rate in Canada, I was shocked by the figure and I am committed to improving it."

The committee, which comprises 16 members, will also establish plans for celebrating the United Nation's International Year of Literacy in 1990.



Meet the new VCC College Board — Back Row, (left to right): Robert Brocklebank, David Camp, John Chapman, Brian Ciccuzzi and Robert Smith. Front Row: Deborah Rees-Lee, Barbara Spitz (Vice-Chairman), Colleen Miller (Chairman) and Ruth Preston. Missing: Hope Rust and Doug Brandes.



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