

Inside:

- Circumpolar conference nears.. 3
- Medina: AIDS awareness..... 4
- Quirk or quark? 5
- Photos Open House '89..... 6 & 7
- Bureaucracy demolition? 11

Lakehead University Agora

THUNDER BAY, ONTARIO VOL. 6. NO. 10 NOVEMBER 1989



Open House '89: Something for everyone

Alexander Mackenzie looked a little bewildered as he landed on the banks of Lake Tamblyn at Lakehead University and faced a ribbon-cutting ceremony. Much to the delight of the large crowd and the three "gentlemen" (left to right, Chancellor Bernie Weiler, President Bob Rosehart and Mayor Jack Masters), Mackenzie first castigated his voyagers and then roared out in his brogue "let's get this show on the road".

About 1500 people joined faculty and staff at Open House to help celebrate National Universities' Week and Lakehead's 25th anniversary. The festivities were kicked off with the ceremonial voyageur arrival and followed by wall-to-wall displays in the Agora, lab tours and a mini circus for the children. An additional highlight was the career fair which ran Sunday and Monday with representatives from more than 40 of Canada's top companies.

The focus at Open House '89 was on the "Helping Professions" with participation from the School of Nursing, Education, Outdoor Recreation, Business, Physical Education and Athletics, Social Work, Occupational Health and Safety, Medical Laboratories, Psychology, Student Services, Distance Education, Signal North and Library services. Other participants included Alumni Services, Lakehead University Student Union and the Registrar's Office.

Photo essay by staff photographer Peter Puna pp 6 - 7

Report From The President



Dr. Bob Rosehart

Federal Networks of Excellence

I am very pleased to note that a proposal that involved Lakehead University was one of 14 successful projects recently announced by Dr. W. Winegard, the Federal Minister of State for Science and Technology. The Lakehead researchers are part of a team coordinated by the Pulp and Paper Research Institute of Canada located in Montreal and their project dealing with high quality mechanical fibres has been funded to the tune of approximately \$15M. Participants from LU include Dr. Dave Holah and Dr. N. Weir of the Department of Chemistry and Dr. A. Gilbert, Dr. K. Natarajan and Dr. J. B. Kiszka of the School of Engineering. Dr. Holah spent the 1988/89 academic year at Paprican on a senior industrial research fellowship during his sabbatical leave. (Story and photos, Dec. *Agora*)

Columbian Visitor

Dr. Otero, the Rector of the University Del Valle in Cali, Columbia, visited the LU campus briefly this past month. This particular university in Cali has about 8000 students divided between 2 main campuses and as well has several regional satellite facilities and has a very extensive range of academic offerings at both the undergraduate and graduate levels. Dr. Otero is quite interested in cooperative projects with Lakehead and if you have any interest in this area please get in touch with me.

Open House - A Success

All of the participants were very pleased with the enthusiastic public response to our recent Silver Jubilee Open House held as part of National Universities Week. A very popular addition this year was the children's circus. Open House gives the university an opportunity to show the public how proud we are of LU and from the feedback I informally received, the message was well received.

Corridor Funding Process - Round 1

Lakehead University has now formally submitted its Round 1 position to the Ontario Council on University Affairs (OCUA) for the corridor adjustment process. The Lakehead position was developed by the Senate Academic Committee with input from all the academic units and the collective position was then endorsed by the LU Senate. The LU response is a very strategic statement that would see growth in areas identified as provincial priorities.

In the next phase of the OCUA process each of the 16 universities will be asked to comment on each other's submission, this should prove to be interesting! The collective impact from the 16 institutions will then be used in Round 3 in which specific targets will be negotiated with each institution. More on this topic in future columns. The LU team of academic departments, registrar's office and senate committees worked very effectively under a tight frame to complete the Round 1 input.

OT/PT Money

I have just received word from the Hon. Rene Fontaine, that the Ministry of Northern Development will be giving LU a grant of \$130,000 to facilitate our participation with the northern stream of students of the Occupational and Physiotherapy Program being offered by McMaster University in association with LU.

Diploma/Degree Focus

The focus on the community college system in Ontario in the context of their Vision 2000 planning process has drawn both focus and praise for the initiatives that Lakehead University has undertaken during the past 20 years in providing specialized post diploma degree opportunities for community college graduates. Further development of such programs is expected to be a key recommendation coming from the Vision 2000 exercise. The most recent reference to LU in the post diploma context was a front page article in the *Globe and Mail*, Saturday, October 21.

continued page 3



Did he "stretch it"? Bob Rosehart can often be seen gesturing, engineering style, from the balcony overlooking Lake Tamblyn. The Canadian Ambassador to the United States, Mr. Derek Burney (centre) and Pat O'Brien stoically listened to the President's fish story the evening of Mr. Burney's well-attended public lecture on Canada-US relations. Study the other photo to see if the truth got stretched or not. Mel Henderson, an LU music major, caught the five pound rainbow trout "just off Bob's Bay" on July 15, 1989.

President's Report *continued*

Budget 90/91

Various groups are working hard to develop the building blocks for the 1990/91 LU budget. The Senate Budget Committee has presented its recommendation to Senate and the Board of Governors will at their November meeting set the general budget guidelines for the year 1990/91.

Your input is important in terms of helping the budget planner provide suggested areas for increased expenditures. In this context the yearly open budget planning meeting will be held on Monday, November 27, 1989.

Alumni Annual Fund 89/90

The Silver Jubilee version of the Alumni Annual fund is going very well and only a few weeks into the campaign has surpassed \$50,000, well on the way to the \$100,000 objective for this year. Please encourage all LU Alumni to participate. The Silver Jubilee Scholarship program continues to grow with the latest count being 43 awards, it seems certain now that this project will exceed 1/2 a million dollars of endowed support.

Prestigious Award

Congratulations to Don Andrews who received the Wm G. Child Award from the Institute of Power Engineers for continuous service as an officer and member. Don was attending the 50th annual convention in Hamilton in September when the surprise announcement was made. The prestigious award has been awarded to only 18 recipients in the Institute's history - including Don's father 25 years ago, making them the only father and son recipients.



Don Andrews with his medal and certificate

Hallowe'en Fun

Thanks to Norma Gibson and a group of dedicated volunteers, this year's Hallowe'en Party was bigger and better than ever. Close to 300 witches, ghosts, Draculas and assorted characters, big and small, arrived to visit the Haunted House, bob for apples, enjoy the magician's tricks and refreshments.

Student wins top paper

Leslie McEachern, an undergrad in the geography department received good news in October. Her entry in the Canadian Association of Geographers Ontario Division (CAGONT) Undergraduate Paper competition was selected as the best paper in 1989. Congratulations.

Fund Reminder

Vic Smith and Don Andrews remind everyone that the Philanthropy Fund is now on. Let's try to beat last year's total of \$19,000.

Mark Your Calendar

- Silver Jubilee Fashion Show - Sunday December 3, 1989 in the New Ballroom of the Valhalla Inn at 7:30 pm. Tickets - \$8.00 Models include faculty, staff and students. Don't miss it.
- LU Christmas Party - Friday, December 22, 1989 - Da Vinci Centre.



Centre For Northern Studies: Conference and Official Opening will host Visitors from around the world

Delegates from the many countries that make up the circumpolar north will be attending the forthcoming conference on the Role of Circumpolar University in Northern Development.

This Conference will be held on campus and at the Valhalla Inn from November 24-26th, 1989. Among the keynote speakers will be W. O. Pruitt from the Department of Zoology at the University of Manitoba and Brian Postl of the Department of Community Medicine, also at the University of Manitoba. The papers to be presented reflect the interdisciplinary mandate and global perspective of the Centre, ranging from "The University of Iceland and Its Contributions to Political, Economic and Cultural Independence" to "Environmental Issues Arising from Oil Exploration and Their Impact on Development of the Tyumen region in Northern USSR"; from a Canadian perspective of "The University's Role in Community-Based

Health Research" to "Political Education for Development Participation" in Sweden.

The closing event of the Conference has been chosen as the setting for the official opening of The Centre for Northern Studies. Invited guests will join conference delegates for Luncheon at the Valhalla Inn on Sunday, November 26.

Ceremonies at the luncheon will include the premier performance of a work specially commissioned for the event by the Centre for Northern Studies and the Department of Music. Composed by Harold Wevers, a faculty member in the Department, the work is entitled "A Northern Vision". It will be performed by the Department of Music faculty. Following the luncheon, guests and delegates will have the opportunity to tour the Centre and to meet its faculty and staff and to visit the Student Art Exhibition on display in the Agora. Conference delegates will select several works for awards.

Ann Medina: Aids Awareness

Story by Dalton Cormier

The issue of AIDS as a story to be 'reported'--is not like covering a VIA rail story, where you have certain facts of how many cutbacks, how many people affected, where it's all very cut and dried...once we start saying 'black and white', or that everything is quantifiable, or that there are good guys and bad guys...we are going to distort, we are going to fan the fears in the wrong direction, we are going to insult people--we're not going to be treating them with the dignity that we as a society all have to do".

Journalist Ann Medina

We might break Ann Medina's rule about 'good guys and bad guys' by naming a few of the good guys. Medina, a respected broadcast journalist, was in Thunder Bay October 16-18 to comment on the media's handling of AIDS issues as part of AIDS Awareness Week. She was here at the invitation of the AIDS Committee of Thunder Bay and its director Michael Sobota. Ron Rogers is a person living with AIDS and is currently living in Thunder Bay.

With the co-operation of Jessie Sutherland of Lakehead University Health Services, these three combined forces in the LU Agora on the morning of October 18 in an informal question-and-answer session that sought to dispel hysteria and prejudice and to emphasize awareness, common sense, and understanding.

The need for respect on the media's part that Medina called for in her opening comments was brought home by Ron Rogers, who voiced his understandable displeasure at being variously described by the media as "dying of AIDS", an "AIDS victim", or perhaps most indelicately and insultingly, as being "riddled with the disease".

"I would like an apology", said Rogers, referring to the last example, "you don't use scare tactics when you're talking about real people's lives".

Both Sobota and Rogers stressed that people with AIDS are living with the disease, not just "dying of it". Rogers, for example, chooses to speak honestly and publicly about his own experience to show how early detection of the presence of HIV can dramatically affect the progress of the disease: he tested HIV-positive four years ago, and as he (correctly) puts it, "if I didn't tell you myself, you would never guess that anything at all was wrong with me".

Ron Rogers is also doing something that he feels not enough people with AIDS are willing to do: he is speaking up. Rogers says that the fear of being discriminated against, of being stigmatized--not only because of AIDS, but in many cases because of being gay--is still, sadly, a legitimate one in the workplace and the community. This fear stands in the way of not only raising public consciousness, but in many cases, of others acquiring the early testing that Rogers maintains is so crucial. The fear of even being tested can stem from worries about confidentiality.

LU's Jessie Sutherland states emphatically that these fears are unfounded. Both LU Health Services and the Thunder Bay District Health Unit offer free testing that is accessible, immediate, and above all, uncompromisingly confidential: no names are involved in the tests, only numbers.

Sutherland also said, in response to a question put to the floor by Ann Medina about whether we in the audience had changed our perceptions and behaviours in the light of AIDS information, that she had definitely seen an encouraging increase in both awareness and willingness to ask questions among those she deals with in the LU community.

One other issue addressed in the dialogue was the need for the institutional implementation of AIDS policies for the workplace. LU has such a policy which Medina described as "exemplary". Any person with AIDS at Lakehead University has full rights to all benefits and facilities, can not be discriminated against, and any information volunteered to administration about his or her condition must remain strictly confidential.



Ann Medina listens as Michael Sobota, right, and later, Ron Rogers, discussed their involvement with AIDS education, counselling and activism.

"People are much more interested in Science than they are knowledgeable about it," says Jay Ingram, host of CBC Radio's popular Science series "Quirks and Quarks". That interest was evident in the crowd of about 150 that showed up for Ingram's lecture (part of the LU Silver Jubilee Lecture Series) on the evening of October 17, although a few people in the audience might have argued Ingram's point about their interest outstripping their knowledge.

Ingram subtitled his loose, lively and often very funny lecture "Thank heaven for Pons and Feischmann," referring to last spring's media circus that sprang from the announcement by the University of Utah chemists that they had achieved 'tabletop' cold fusion. As Ingram sees it, the whole affair might be seen as a fable for our times about how the mass media deals with science issues.

"It was a great story," says Ingram, "it had everything--it was dramatic, funny, emotional--it also strangely, seemed to have very little to do with science".

He blames this to a large degree on the fact that most news 'gatekeepers'--journalists, editors, and publishers--tend to have degrees in the humanities. This grounding in the arts rather than the sciences leads the media to believe that science news can't be communicated and, consequently, it isn't. When science stories are newsworthy--which to the media is not very often--

"Can Science *EVER* take a place alongside entertainment, business and politics as a regular feature in the media?"

Jay Ingram, Science Broadcaster

there is a focus on personalities, dollars and cents, how long and difficult the research was, and how earth-shaking (or not) the scientific discovery is. But there is usually very scant mention, in real scientific terms, of what the discovery or development actually is or of the procedure and process of how it came about.

In the case of the cold fusion debate, Ingram says the media at first took a classic 'David and Goliath' approach to Pons and Feischmann's unconventional and seemingly simplistic experiment and bold announcement, and how it all seemed to fly in the face of conventional "big" science. To the media's delight, the worldwide scientific community responded by immediately screaming "Bad science!", while at the same time apparently scrambling to duplicate the experiment they claimed to dismiss.

Added to this were press conferences and symposia that degenerated into shouting and name-calling, and a downright ugly confrontation between the respective Physics and Chemistry establishments.

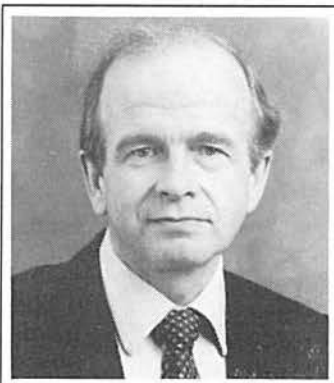
Even though the whole point of the debate--the science behind the alleged cold fusion--got lost in the shuffle, Ingram says the whole affair at least

showed what a lively, newsworthy, and fascinating thing the world of Science really is, that it does not take place in the alternately boring, mysterious, or frightening vacuum the general public assumes it does, a notion that the media unfortunately reinforces.

Although Jay Ingram can rightly criticize the mass media for its science coverage, he does admit that reporting science to a broadcast audience is tough. He points to disheartening studies on the public's 'scientific literacy'--in one recent American study only a very small percentage of persons polled knew, for example, that the earth revolves around the sun, or could even semi-accurately describe what a molecule was. He also admits that too many scientists have a very hard time describing their work.

"Just because they're Nobel Prize winners doesn't mean they're great communicators", says Ingram. He believes that in most cases on "Quirks and Quarks", complex ideas are expressed in plain English without slipping into overly-technical terms or jargon, while maintaining a good degree of scientific accuracy and specificity.

Canada-Finland Civil Engineering Exchange Program Sought by Finnish Professor



Dr. Esko Hyttinen

Dr. Esko Hyttinen, Professor of Structural Mechanics from the Civil Engineering department of the University of Oulu, Finland visited Lakehead University in mid-October. Dr. Hyttinen came to explore the possibilities of establishing a Canada-Finland exchange program for Civil Engineering students and faculty.

Dr. Hyttinen, whose present research focuses on steel-concrete and wood-concrete composite structures, feels that both universities could benefit

greatly from co-operative efforts in undergraduate education and post-graduate research. He points out the similarities between Oulu (a hub city of nearly 100,000 in northern Finland) and Thunder Bay, and the further similarities

between our respective universities, and sees these as contributing to an excellent climate (albeit a cold one) for the development of an exchange.

Dr. Hyttinen points to research projects presently being done at the University of Oulu -- on the effects of soil freezing and frost on various structures, experiments with warmth isolation, Arctic construction, and of Finland's growing emphasis on making water-based constructions and industries like hydroelectric power plants or pulp and paper mills ecologically safe -- that he realizes address many Canadian engineering concerns as well.

During his stay Dr. Hyttinen met with Dr. Claude Johnson (Chairman) and Dr. Ali Mirza of the Department of Civil Engineering, Dr. Bob Rosehart, Dr. Gary Locker (Director, School of Engineering), Professor Geoffrey Weller (V.P., Academic), and many other students and faculty members.

Dr. Hyttinen says he was very pleased to have had the opportunity to visit Lakehead, but was especially pleased by the positive reaction to the proposed exchange program.

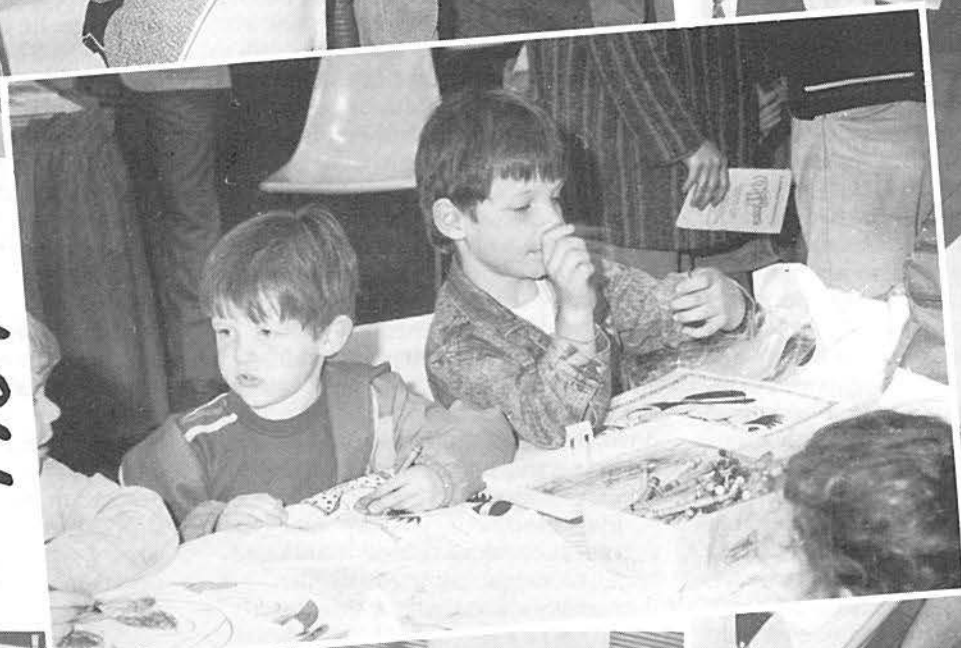
VOCATIONAL
INTEREST
TESTING

SIGNAL NORTH
Dance Education

PSYCHOLOGY
COURSES
LABOR

AL WORK

Prime Time To Open Your Mind Open House 1989



Prime Time To Open Your Mind



Open House 1989



Choose a Career,
Live the Adventure.

Choisissez une carrière,
vivez une aventure.



Prime Time
To Open
Your Mind



Papers/Publications & Special Projects



Dr. R. S. Lappage, School of Physical Education & Athletics recently published a chapter (Sport Between the Wars) in a book entitled "A Concise History of Sport in Canada", Oxford University Press, Toronto, 1989.

Dr. H. T. Saliba, Associate Professor, Department of Mechanical Engineering, has recently published the following three refereed journal papers: "Free vibration analysis of rectangular cantilever plates with symmetrically distributed lateral point supports". *Journal of Sound and Vibration* 127(1); "Transverse free vibration of fully clamped symmetrical trapezoidal plates". *Journal of Sound and Vibration* 126(2), 237-247; "The BBEM: an alternative approach to the transverse free vibration of thin plates with straight line boundaries". *Mecanique Materiaux Electricite, Journal du GAMI* 429, 23-29. Dr. Saliba has also presented a paper entitled "Free vibration analysis of CSCS symmetrical trapezoidal plates", in the Ninth Symposium on Engineering Applications of Mechanics. The paper was also published in the Symposium proceedings pp.145-151.

Dr. Vincent Schonberger of the Department of Languages presented two papers at the Learned Societies Conference at Laval University in Quebec City on May 29 & 30, 1989. The first paper: "Tentatives d'évasion de la liberté en situation dans Huis clos", which was presented at the Sartre Society, is to be published in the *Actes du Colloque* 1988/89. He presented a second paper: "L'esthétique rhétorique-didactique de Gabrielle Roy", at The Canadian Society for Aesthetics. Also this past summer, his article: "The Problem of Language and the Difficulty of Writing in the Literary Works of Gabrielle Roy" was published in *Studies in Canadian Literature*.

Professor Michel Morton, School of Nursing was seconded by Department of National Health and Welfare. Medical Services Branch to go into the Yukon as a community health nursing specialist. She was asked to review an outbreak of pertussis (whooping cough). Michel was in the Yukon from September 13 to 23. She found that those affected by pertussis exhibited a mild disease

course. She also stated that as this population was highly immunized she suspects that the outbreak is a reflection of the fact that the pertussis component of immunization only offers a 60-80% protection against this disease.

Dr. Dave Robinson, School of Outdoor Recreation recently published "Appraisal variable - affect relationships in youth settings: A test of Weiner's model" in the *Journal of Sport Psychology*, 11 (4), 1989 and "An attributional analysis of student demoralization in Physical Education Settings" in *Quest (Journal of the National Association for Physical Education in Higher Education)* (in press).

On October 21, Robinson received the 'Young Scientist Award' from the Canadian Society for Psychomotor Learning and Sport Psychology at the Society's Annual Conference, held in Victoria, B.C. for his doctoral research on cognition-affect relationships in achievement settings. This paper was also presented at the conference. Robinson and colleagues Bob Payne and Tom Stevens received a \$20,000 grant from the Ontario Ministry of Tourism and Recreation to study Leisure involvements and life satisfaction.

Dr. J. E. Molto, Chairman and Associate Professor, Department of Anthropology, presented a paper "Spina Bifida Occulta in Southern Ontario, Iroquois: Implications for Neural Tube Defect Research at the 18th Annual Canadian Association of Physical Anthropology, November 2-4 in Vancouver, B.C. Dr. Molto was also Chairman of a Symposium entitled "Past and Present Epidemiology of the Canadian Indian. E. Molto, M. Cook, D. Anderson published a paper entitled "Fluorochrome Labelling in Roman Period Skeletons From The Dakhleh Oasis, Egypt" in the October issue of *The American Journal of Physical Anthropology* 80:137-43 1989.

Professor Patricia Vervoort, Department of Visual Arts, has published "Thunder Bay's First High-Rise and Its Terra-Cotta Symbolism" (an architectural study of the Thunder Bay Hydro Building, the former Whalen Building) in the *Society for the Study of Architecture in Canada Bulletin*, Vol. 14 (September 1989), pp. 75-83. The Hydro Building also appears on the cover of this issue. Professor Vervoort was also recently appointed assistant professor.

Dr. Laurie Garred, Professor and Chairman of Chemical Engineering, presented 3 papers and was a session co-chairman at the 7th Annual Meeting

of the International Society for Blood Purification, held in Montpellier, France this September, 1989. In June, Dr. Garred presented a paper entitled "Urea Kinetic Modelling: Is the Conventional Method Valid for Rapid Dialysis?" at the 26th Congress of the European Dialysis and Transplant Association at Goteborg, Sweden. Dr. Garred's paper "Urea Kinetic Modelling by Partial Dialysate Collection" was published recently in the *International Journal for Artificial Organs*.

Dr. Frederick M. Holmes, Department of English, has published "The Novelist as Magus: John Fowles and the Function of Narrative." *Dalhousie Review* 68.3 (1988):288-301.

Professor Emil Dolphin, Department of Languages, has published "Computense: Verb Drills on a Microcomputer", *Canadian Modern Language Review*, Vol 45, No.2, January, 1989, pp 271-293.

Professor Linda McKay, Assistant Professor of Nursing presented 2 papers at the 2nd Annual Canadian Oncology Nurses Conference in Halifax, Nova Scotia, September 25-27. The papers were entitled "The Survivorship Phase of Childhood Cancer: Enhancing Family Coping" and "The Child Facing Death in Hospital".

Dr. Thomas M. K. Song, Professor of the School of Physical Education and Athletics, Co-ordinator of the Human Performance Laboratory, has published "Physical Fitness of Militia Forces" in the *Military Medicine*, the official journal of the Association of Military Surgeons of the U.S., Vol. 154, No. 9: 477-479, 1989. The study was done with the help of Lt. John Moore, Militia Forces, and the positive support of then Colonel John Litt, C.D. Commander of the Thunder Bay Militia District.

Appointments

Ron Nelson, Director of the School of Business, has been appointed to the Board of Governors of the Society of Management Accountants of Ontario.

Dr. Norm Lavoie, Director of Physical Education and Athletics, has been appointed to the Corps D'élite Ontario and has been awarded a Certificate of Appreciation from the Ontario Government for his sport involvement in Northwestern Ontario over the past 17 years.

Research News

FROM THE OFFICE OF GRADUATE STUDIES AND RESEARCH

Interim Research Officer:
Anne Fiorenza

WORKSHOP NEWS

Soliciting research funds, through research funding agencies such as NSERC and SSHRC, has become more difficult and competitive for university researchers interested in conducting innovative research projects. Undoubtedly, these traditional funding agencies are important targets and should be pursued, but other sources of funding exist which can be used to leverage and complement these funds. One such source of funding for research that has not been taken full advantage of at Lakehead University is foundations.

Effective Foundation Fundraising/ Proposal Writing

On October 6, 1989, Dr. Henry Akervall, School of Outdoor Recreation and Prof. Mary Lou Kelley, Department of Social Work, presented a workshop on Effective Foundation Fundraising/Proposal Writing for the Lakehead University community. The workshop was based on a two day seminar sponsored by the Canadian Centre for Philanthropy. What is a foundation? A foundation is a non-government, non-profit organization with funds (usually from a single source, either an individual, a family, or a corporation) and a program managed by its own trustees or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the common welfare, primarily through the making of grants. Undoubtedly, many areas of research do qualify under this definition. The process of fundraising through foundations is quite different than fundraising through the traditional research funding agencies. As was stated by Dr. Akervall and Prof. Kelley, it is important for fundraisers seeking financial support through foundations to understand how and why they give. Extensive research must be done before grantee can approach a prospective foundation. Knowing where to begin your research, how to approach the grantor, and ways to present your case

is crucial for positive fundraising results. As well, success is dependent on the rapport developed with the foundation. Therefore foundation fundraising should be planned with a long-term perspective. The External Relations office has realized the importance of foundation fundraising and has responded by establishing the position of Foundations Officer on campus. This individual will be key to assisting researchers interested in approaching foundations. As well, the Office of Research and Graduate Studies will be working closely with this individual, so that we can keep the research community aware and updated as to the research opportunities that arise through foundations. Both offices are equipped with the latest "Canadian Directory to Foundations", which is filled with useful facts and figures, advantageous in researching foundations. Dr. Akervall and Prof. Kelley have been so kind to again volunteer their time to present the workshop on Foundation Fundraising for those individuals that could not attend the last one. I recommend that anyone interested in raising funds for research projects attend this informative workshop. The workshop is scheduled to take place on January 2, 1989. Further information will be circulating.

RESEARCH OPPORTUNITIES

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC)

Communications Division:
Aid to Occasional Scholarly Conferences in Canada

The Social Sciences and Humanities Research Council offers limited support to conference organizers to help defray travel and subsistence costs of presenters and formal respondents at a conference, as well as some administrative expenses.

Value: Average \$5000

Tenable: Canada

Area of Study: Humanities, Social Sciences, Professional Programs, Human, Social Development, Law
Restrictions: Canadian Citizen or permanent

Copies Required by Agency: Original
Deadline: June 30 for Conferences held from October-February, October 30 for Conferences held from March-June, March 30 for Conferences held from July-October.

CANADA: DEPARTMENT OF FISHERIES AND OCEANS
Science Subvention Program

The purpose of this program is to promote university participation and graduate studies in fisheries, marine, and aquatic research, especially in those areas where universities offer specialized skills and facilities.

Value: Varies depending on project
Tenable: Canadian Universities
Area of Study: Fisheries, Marine Science, Economics

Copies Required by Agency:

Original plus two copies

Deadline: December 1, 1989

CANADA: ENVIRONMENT

Atmospheric Environment Service
Science Subvention Program

The objective of the AES Science Subvention Program is to promote and support the development and maintenance of research, and the provision of highly qualified manpower in meteorology and atmospheric science.

Value: Varies

Duration: One year(renewable)

Tenable: Canadian Universities

Area of Study: Atmospheric Processes, Air Quality, Inter-Environmental, Meteorological Services, Canadian Climate

Copies Required by Agency:

Original plus nine copies

Deadline: January 15

Water Resources Research Support Program

The Inland Waters Directorate will accept proposals to undertake research consistent with its responsibility to plan and participate in national water management programs. The Directorate's own research program provides operational managers with the necessary information for this purpose and the Water Resources Research Support Program is designed to complement the in-house program.

Value: \$12,500 to \$25,000

Duration: One year

Tenable: Canada

Area of Study: Natural, Physical, Social Sciences

Copies Required by Agency: Original plus three copies

Deadline: December 3

CANADA: HEALTH AND WELFARE

National Health Research and Development Program (NHRDP) Research Projects

The primary objective of the NHRDP program is to support scientific activities designed to provide information needed by the Department to fulfil its statutory functions and responsibilities. Research projects are original investiga-

tions undertaken on a systematic basis to test specific hypotheses.
 Value: Depending on project
 Duration: Two years (renewable)
 Tenable: Canada
 Area of Study: Biochemistry, Health Information Science, Nursing
 Qualifications: Ph.D or equivalent
 Copies Required by Agency: Original plus eight copies
 Deadline: December 1

National Health Research and Development Program (NHRDP)

Demonstration Projects
 Demonstration Projects involve the implementation and evaluation of innovations in the organization or delivery of health services
 Value: Varies depending on project
 Duration: Up to three years (not renewable)
 Tenable: Canada
 Area of Study: Biochemistry, Health Information Science, Nursing
 Qualifications: Ph.D. or equivalent
 Copies Required by Agency: Original plus eight copies
 Deadline: December 1

National Welfare Grants: Research Project Grants

The purpose of the research project grant is to conduct research related to reducing problems or improving responses to social welfare problems.
 Value: Depends on project
 Duration: One year (renewable to three years)
 Tenable: Canada
 Area of Study: Child Care, Nursing, Social Work, Health Information Science
 Restrictions: Canadian citizen or permanent resident status
 Copies Required by Agency: Original plus four copies
 Deadline: December 1, 1989

CANADIAN FITNESS AND LIFESTYLE INSTITUTE

The mission of the Canadian Fitness and Lifestyle Research Institute is to promote, develop and enable the creation and delivery of knowledge concerning physical activity, fitness and the inter-relationships between physical activity, fitness, lifestyle and health to enhance the well-being of Canadians. More specifically, the mandate pertains to the determinants and to the factors and processes affecting the preparation for and participation in physical activity as well as the outcomes of participation, and the use of this knowledge in the development of programs and services.

Value: \$20,000 - \$25000 maximum per year
 Duration: Three years maximum
 Tenable: Canada
 Area of Study: Biological and physical sciences, social and behaviour sciences, education, recreation, public health, administration.
 Copies Required: original plus six copies
 Deadline: December 15

ONTARIO: MINISTRY OF COLLEGES AND UNIVERSITIES Program of Ontario-Quebec Projects of Exchange

The Ontario-Quebec Commission for Cooperation will continue to encourage exchanges in educational and cultural matters between the Governments of Ontario and Quebec. To meet this objective, the following programs have been established: Co-operation and Joint Research Projects and Educational Exchanges.
 Deadline: January 12, 1989.

ONTARIO: MINISTRY OF TRANSPORTATION

Highway Safety Research Grant Program
 The Ministry of Transportation Highway Safety Research Grants is a program of the Coordinator of Highway Safety. The purpose of this grant is to encourage basic and applied research on behavioural, economic and social aspects of highway safety, from educational activities to theoretical problems of traffic accident analysis.
 Value: \$20,000
 Tenable: Ontario universities
 Area of Study: Economics, Engineering, Geography, Medicine, Psychology, Sociology
 Deadline: January 12, 1989

NORTH ATLANTIC TREATY ORGANIZATION (NATO) Research Fellowships in Science and Technology

The Fellowships Program provides opportunities for research scientists and engineers of NATO countries to pursue their work or to continue their training at the most prestigious laboratories and institutions in other countries. At present four types of fellowships may be supported: Basic, Advanced, Senior and Senior Guest
 Value: Varies according to country and duration
 Duration: Basic - One year. Advanced - Six months minimum, Senior - Three months - minimum. Senior guest - Three weeks minimum.

Tenable: Belgium, Canada, Denmark, France, Germany, Greece, Iceland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Turkey, United Kingdom, United States
 Area of Study: Applied Sciences, Behavioural Sciences, Social Sciences, Chemistry, Geosciences, Life Sciences, Physical Sciences, Mathematics.
 Deadline: December 31, 1989

THE CANADIAN - SCANDINAVIAN FOUNDATION Scholarships and Grants for Studies and Research in Scandinavia

The Canadian Scandinavian Foundation invites applications for studies and research in Scandinavian countries for the 1990-91 academic year. Applications must reach the Secretary not later than January 31, 1990 and recipients must use their scholarships or grants before May 1991.

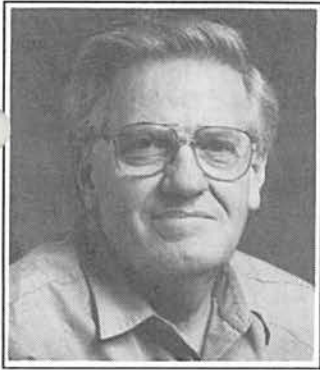
Contact the research office for a detailed list of scholarships offered.

Northern Studies Graduate Entrance Awards

Dr. Paul Watts. announced that the following students have been selected for the \$5,000 1989-90 Northern Studies Graduate Entrance Award.

Mr. Ibrahim A. Onour, Economics. He will be under the supervision of **Professor Norman Bonsor**, Economics/Northern Studies. They will be working jointly on a project entitled 'Determining the Optimal Transportation Patterns for the Movement of Canadian Export Grain'. **Mr. David Ratz**, History. He will be under the supervision of **Dr. Bruce Muirhead** and they will be working on a project entitled 'The Lake Superior Scottish Regiment: The Role of the Militia in the Development of Northwestern Ontario, 1880 to the Present'. **Mr. Samuel A. Stephenson**, Biology. He will be under supervision of **Dr. W. Momot** and they will be working on the project entitled 'Effects of Past Deglaciation on the Present Distribution of Fish within the Sibley Peninsula: Implications for the Tourism Development Proposals for Sleeping Giant Provincial Park, Northwestern Ontario'.

Ms. Erica North, Biology. Ms North will be under the supervision of **Drs. Malek (Biology) and Kronberg (Geology)** researching a project entitled 'Tree Seedling Fertilization with Crushed Rock and Nutrient-Enriched Rock Slags'. **Ms. Katherine Jones**, Forestry. She will be under the supervision of **Dr. H. G. Cummin**, researching the project entitled 'Forest Management and Its Effects on Nest Sites of Bald Eagles in Northwestern Ontario.'



Forum

By
Dr. Don Carpenter
Department of Social Work

STREAMLINING THE PYRAMIDS

In a course I teach on administration, we begin by looking at what pyramids have to do with human organizing. Hearing that all human organizations, from families to large corporations and governments, are organized and function according to a pyramidal pattern is a revelation to some students, but old hat to others. We talk about how the pyramid is steeper in some organizations with leadership, power and privilege concentrated upward, but flatter in others where some things usually associated with rank are more evenly distributed throughout the organization. A question from students usually arises early-on in the course about why organizations in this day and age aren't generally flattening their pyramids in keeping with the increasing societal emphasis on human equality. Happily, the answer is that many organizations are indeed flattening their pyramids and becoming more collegial and democratic in how they are organized and operated.

But if many organizations are flattening their structures, there are many that aren't. Why then, are some streamlining their pyramids and others aren't? The answer may be quite simple, if hard to swallow for some. Based on the studies of two prominent investigators in the field of management, Thomas Peters and Robert Waterman, it looks like the organizations that streamline, do so because they are smart, and those that don't streamline, retain their steep management structures because they aren't so smart. This may sound a bit harsh, but in their best selling book, *In Search of Excellence*, Peters and Waterman make convincing arguments pertaining to organizational success factors that could lead one to conclude this may be exactly the case, whether it's harsh or not.

I hope this wets your appetite a bit to know more about Peters and Waterman because this is what the remainder of the column is about - so, here goes. First of all, knowing the study approach they took is important for a full appreciation of their findings. The time-honoured approach for developing a new model of management calls for starting with a set of assumptions about improved management practices, then trying to translate these assumptions into practice in management settings to see how they work. Peters and Waterman, however, decided it was time for a different approach in order to advance the management field and turned the traditional approach squarely around. They first set out to find examples of highly successful organizations and then studied them to see what made them tick. In other words, if you want to succeed, study success. Some have said that their method is so elegantly simple and makes such immanent good sense that it's puzzling why we haven't used it more for improving organizations (and maybe for a lot of other things or that matter). At any rate, Peters and Waterman rather easily found a range of organizations that had wide reputations for having achieved outstanding success. Some were very large (automobile companies) and some very small

(chicken farms). While a review of all their findings isn't feasible here, those most directly related to the concern about organizational pyramids and their effect on organizational success must be mentioned.

In a nutshell, what Peters and Waterman found was that these highly successful companies had indeed flattened their pyramids, and drastically so. They had done this in a variety of ways. For instance, the various roles and functions necessary to make an organization, of whatever kind, grow and thrive were being assigned in these "excellent" companies not on the basis of rank but according to talent and competence. Critical organizational ingredients such as leadership, creativity and innovation were encouraged and nurtured wherever found in the organization, not just in the upper echelons. One of their most interesting findings was the identification of an organizational role they call the "champion." A champion is essentially an innovator whose very nature drives him/her to think about and do things in new and different ways. Not just a creative thinker, the champion is a zealot, and a fanatic about promoting his/her ideas in the company. The companies in Peters and Waterman's studies which had achieved excellence not only allow champions to be champions but deliberately develop a climate to create them, recognizing their extreme value to the company. This approach to developing and utilizing company talent has the effect of flattening the organizational pyramid through a wider distribution of a greater number of critical roles and functions. But how does flattening the organizational pyramid make companies which do so, the smart ones and those which don't, the not so smart ones? Those which effectively flatten their organizational structures produce superior goods or services and are, therefore, better able to compete in an increasingly competitive marketplace. Peters and Waterman found this to be the case for companies that sell cars, blue jeans, band-aids, computers, tractors, hamburgers and, yes, even for those "companies" called universities that sell educational products.

Those companies, however, which love their steep pyramids so much they can't let them go will be left in the dust by the smart companies which have streamlined. In his most recent book *Thriving on Chaos: Handbook for a Management Revolution*, Peters advocates another aspect of the streamlining process he calls "bureaucracy bashing" which is for the purpose of replacing vertical style management (steep pyramid) with horizontal style management (flat pyramid). I'll end with one of his bureaucracy bashing prescriptions. See if you like it. I do. Make bureaucracy-demolition fun and participative. Get everyone to nominate forms and procedures for elimination. Have a committee, made up principally of junior line people, assess the suggestions and act on them within a week. Insist that they accept at least 50 percent.

Give an award to every individual who makes a nomination, a bigger award for every nomination accepted....

Have a semiannual or annual luncheon or dinner, labelled: "Beating Back Bureaucracy: Luncheon of Irate Red Tape Cutters." (Bronze shears of various sizes would make nice trophies.)

Campus Calendar

To include your Department's event or activity in the Campus Calendar, please call Flo Sherren at 8300 or mail your information to SN1002. **Deadline** for the December Agora is **December 13, 1989.**

NOVEMBER

LUSU MOVIES

RB 1042 - 8 pm
Nov 11 & 12 Renegades
Nov 18 & 19 Beaches
Nov 25 & 26 Rainman
Students \$2 Others \$2.50

FREE CORNWALL CONCERTS

Recital Hall - 12:30 pm
Nov 14 - Heather Morrison, Piano
Nov 21 - LU Student Ensembles
Nov 28 - Penelope Clark, Flute and Joy Fahrenbruck, Piano

THURSDAY, 9

MOVIE

'The New North' by Farley Mowat
SN 1015 7 pm
Public invited - admission free

TUESDAY, 14

POSITIVE THINKING SEMINAR

Leader: Irby Stewart,
Positive Communications Inc.
Techniques to assist your personal development in order to attain a strong positive attitude in your personal and career dealings
7 - 10 pm
\$15 per person

THURSDAY, 16

MEETING

Board of Governors
4 pm, Senate Chambers

FRIDAY, 17 SATURDAY, 18

Women's Volleyball, McMaster at LU
Fieldhouse - 6:30 pm
Women's Basketball - McMaster at LU
Fieldhouse - 8:30 pm

MONDAY, 20

FREE PUBLIC LECTURE

Mechanical Pulpung Lecture Series
Speaker: Dr. Norman Lewis
Department of Wood Science and Forest Products, Virginia Polytechnic Institute and State University
Topic: The Structure and Biogenesis of Lignin and Lignans
5 pm
SN 1015

Sponsored by the Centre for Northern Studies, Department of Chemistry and School of Engineering (Chemical)
Come early for coffee and donuts

SILVER JUBILEE LECTURE SERIES

Speaker: Dr. Jim Gellert
Topic: "From Jake to Juvenal: The Novels of W. O. Mitchell"
RB 1022, 7:30 pm

TUESDAY, 21

LISTENING SEMINAR

How to communicate by using the powerful method of listening. You will be able to enhance your abilities at home and the work place by sharpening your listening skills.
Presenter: Dan Klassen, Professor, LU
7 - 9 pm, Conference and Seminar Centre
\$15 per person
Call 343-8097 to register

THURSDAY, 23

LUSU Birthday Party No 3
Agora 11:30 pm

FRIDAY, 24

Lakehead Open Wrestling Tournament
11 am Fieldhouse

SUNDAY, 26

LU Wind Ensemble
Bora Laskin Theatre
8 pm - Tickets \$3.50

MONDAY, 27

SILVER JUBILEE LECTURE SERIES

Speaker: Dr. J. Rabb
Topic: "Canadian Philosophy at the Lakehead"
RB 1022 - 8 pm

DECEMBER

LUSU MOVIES

Dec 2 & 3 Dirty Rotten Scoundrels

FRIDAY, 1

End of first term classes

Silver Jubilee End of Class and Christmas Social - Main Cafeteria
4 pm

SUNDAY, 3

SILVER JUBILEE "Holiday Magic"
Fashion Show and Dessert
The Ballroom - Valhalla Inn
7:30 pm

Fashions by Bev Porters Sportswear Shops Ltd., Hurtig's Furs and Leathers, Kettle Creek Canvas Company and J.B. Evans Ltd.

Tickets available from Linda Phillips

WEDNESDAY 6 - 19

EXAMINATIONS

THURSDAY, 7

Silver Jubilee Symphony Series
"Angele Dubeau, Violin" and Peter McCoppin, Principal Guest
Conductor
Community Auditorium
8 pm
\$22 and \$18

Agora

The AGORA is produced by the Information Office, Department of External Relations, Lakehead University, Thunder Bay, Ontario. It is published monthly (except August), and is distributed free of charge to the University's faculty and staff, local government, media, business and friends of the University. Credit is appreciated when material is reproduced or quoted.

Director of External Relations:

John Russell,

Editor: Katherine Shedden

Calendar: Flo Sherren

Photography: Peter Puna

Graphics: Ben Kaminski, Linda Siczkar, Debbie Tew

Freelance Writers: Karen Skochinski,

Karen Lewis, Denise Bruley, Dalton Cormier

Printing: Rainbow

Address correspondence to:

Editor/Agora

Information Office SN1002

Lakehead University

Oliver Road, Thunder Bay, Ontario, P7B 5E1

(807) 343-8631 or 343-8300

celebrating
our Silver Jubilee



Canada Post
Postes Canada
Postage paid Port paye

First class
Premiere classe

219