

ADDRESS TO THE ROTARY CLUB

November 25, 1986

THE INVITATION EXTENDED TO ME TO BE WITH YOU TODAY AND TO SPEAK IS ONE WHICH I GREATLY APPRECIATE. AS A VERY NEW ARRIVAL, SUCH OPPORTUNITIES TO GET TO KNOW PEOPLE IN THE HALIFAX COMMUNITY, AND TO SAY SOMETHING ABOUT THE FUTURE OF DALHOUSIE IN THAT COMMUNITY, ARE MOST IMPORTANT TO ME AND I AM MOST GRATEFUL.

NOT ONLY AM I A NEW ARRIVAL IN HALIFAX, I AM UNUSUAL IN A NUMBER OF RESPECTS. I AM THE FIRST PRESIDENT OF DALHOUSIE WHO IS NOT A DAL GRADUATE AND NOT EVEN A NOVA SCOTIAN OR HALIGONIAN. INDEED, AS YOU CAN TELL FROM THE FACT THAT I AM THE ONLY PERSON HERE WHO DOESN'T HAVE AN ACCENT, I AM NOT A NATIVE CANADIAN, HAVING COME TO CANADA SOME 29 YEARS AGO FROM NEW ZEALAND. I AM ALSO ONE OF ONLY TWO PRESIDENTS OF DALHOUSIE WITH A SCIENCE BACKGROUND. IT MAY THEREFORE SEEM TO REPRESENT A SUDDEN CHANGE IN DIRECTION FOR DALHOUSIE AND ONE WHICH YOU MAY FEEL IS DIFFICULT TO ADJUST TO.

BUT I DO WANT TO STRESS TO YOU THE STRENGTH OF THE HISTORIC LINKS THAT CONNECT NOVA SCOTIA TO NEW ZEALAND AND THE SIMILARITIES, SOCIAL, CULTURAL, AND ECONOMIC, BETWEEN THESE TWO DISTANT PARTS OF A RAPIDLY SHRINKING WORLD. HISTORICALLY, OF COURSE, THE CONNECTIONS COME FROM THE MIGRATION OF MANY SCOTS FROM CAPE BRETON, UNDER THE AUSTERE LEADERSHIP OF REV. NORMAN MACLEOD, TO

NEW ZEALAND IN THE 1850'S. THE STORY FROM A FORMER NEW ZEALANDER'S VIEWPOINT IS INTERESTING IN THAT THE MIGRATION FIRST TOOK THEM, AFTER A SIX MONTH VOYAGE, TO AUSTRALIA WHERE THEY STAYED FOR SOME TIME. HOWEVER, THEY DID NOT LIKE AUSTRALIA, SAW THE ERROR OF THEIR WAYS, AND WENT ON TO SETTLE PERMANENTLY AT WAIVER IN THE NORTHERN PART OF NEW ZEALAND. THESE MIGRATIONS HAVE LED TO MUCH TRAVEL TO AND FRO BETWEEN NEW ZEALAND AND NOVA SCOTIA - IN THE TIME THAT I HAVE BEEN AT DALHOUSIE, I HAVE MET SEVERAL PEOPLE WHO HAVE SAID THAT THEIR GRANDPARENTS OR EVEN PARENTS WERE BORN IN NEW ZEALAND BUT THEN RETURNED TO RENEW FAMILY TIES IN NOVA SCOTIA. THERE REALLY ARE STRONG FAMILY HISTORIC LINKS BETWEEN NOVA SCOTIA AND NEW ZEALAND.

ECONOMICALLY THERE ARE ALSO SIMILARITIES. NEW ZEALAND HAS FEW NATURAL RESOURCES OTHER THAN ITS CLIMATE AND HAS HAD TO RELY HISTORICALLY ON ITS ABILITY, DESPITE ITS ISOLATION, TO EXPORT AGRICULTURAL PRODUCE AT INTERNATIONALLY COMPETITIVE LEVELS. PROSPERITY IN NEW ZEALAND HAS FOLLOWED THE CYCLICAL UPS AND DOWNS OF AGRICULTURAL PRICES AND THE BALANCE OF SUPPLY AND DEMAND. THE ECONOMIC DIFFICULTIES OF NEW ZEALAND TODAY ARE SIMILAR TO THOSE OF NOVA SCOTIA, AND IT IS INTERESTING TO NOTE THAT, JUST AS IN THE MARITIMES, MANY SONS AND DAUGHTERS OF NEW ZEALAND HAVE LEFT ITS SHORES, SEEKING SUCCESS AND PROSPERITY ELSEWHERE LARGELY BECAUSE OF THE LIMITED OPPORTUNITIES AVAILABLE.

PERHAPS MOST IMPORTANTLY, I FIND THERE ARE MANY SIMILARITIES BETWEEN THE SOCIAL, CULTURAL AND EVEN POLITICAL CLIMATES OF THE TWO REGIONS. RELATIVELY CONSERVATIVE COMMUNITIES, IN WHICH POLITICS IS AN IMPORTANT DAY TO DAY COMPONENT, WITH A DEEP SENSE OF FAMILY AND OF BELONGING. MY WIFE AND I REALLY FEEL VERY MUCH AT HOME.

ON AN OCCASION SUCH AS THIS, YOU MIGHT WELL EXPECT TO TALK ABOUT DALHOUSIE AS I FIND IT, TO EXPRESS MY CONCERNS ABOUT THE LEVEL OF UNDERFUNDING OF UNIVERSITIES AT PRESENT NOT ONLY IN NOVA SCOTIA BUT ACROSS CANADA.

OF COURSE I COULD, BUT I DO NOT INTEND TO DO SO. I WOULD MUCH PREFER TO TALK ABOUT THE FUTURE OPPORTUNITIES THAT ARE OPEN TO A UNIVERSITY SUCH AS DALHOUSIE, OPPORTUNITIES THAT, TO MY MIND, ARE INCREDIBLY EXCITING.

MANY OF YOU WILL HAVE ATTENDED THE SYMPOSIUM HELD RECENTLY AT DALHOUSIE "TOWARDS THE INFORMATION ECONOMY" WITH SPEAKERS INCLUDING NORMAN MACRAE OF THE ECONOMIST, DR. FRASER MUSTARD, AND NANCY RICHE OF THE CLC. THE MOST SIGNIFICANT POINT WHICH EMERGES FROM THOSE DISCUSSIONS IS, I BELIEVE, THE FACT THAT WE LIVE NOW, AND WILL BE LIVING OVER THE NEXT FEW DECADES, IN A TIME OF INCREDIBLY RAPID CHANGE, CHANGE THAT IS BEING LARGELY DRIVEN BY THE CONTINUING EMERGENCE OF REMARKABLE NEW TECHNOLOGIES. MOREOVER, THE RATE AT WHICH TECHNOLOGIES ARE EMERGING IS CONTINUING TO INCREASE. THE BASIC RESEARCH

THAT LED TO NUCLEAR ENERGY DATES BACK TO THE BEGINNING OF THIS CENTURY - THE ATOMIC BOMB TOOK ABOUT 40-50 YEARS AND IT WAS ACCELERATED BY A WAR; COMPUTERS AND THE SILICON CHIP TOOK ABOUT 25-30 YEARS TO LEAD TO AN ENORMOUS INDUSTRY. IT WAS ONLY IN 1972 THAT THE FIRST RECOMBINANT DNA WAS CREATED; THE FIRST BIOTECHNOLOGY COMPANY WAS ESTABLISHED IN 1976 AND IT IS PREDICTED THAT BY 1995 WORLD SALES OF BIOTECHNOLOGY PRODUCTS WILL REACH \$180 BILLION ANNUALLY - ALL IN 23 YEARS. THE RATE OF CHANGE THAT WE WILL BE FACING IS REALLY QUITE REMARKABLE - WE CANNOT EVEN PREDICT THE TECHNOLOGIES THAT WILL TRANSFORM THE WORLD OF 2000 AND 2010.

IN SUCH A WORLD THE ^{RESEARCH}UNIVERSITY HAS AN ABSOLUTELY CENTRAL ROLE TO PLAY. CENTRAL BECAUSE IT IS IN THE UNIVERSITY THAT THE INTELLECTUAL RESOURCES RESIDE TO IDENTIFY AND UNDERSTAND THE EMERGING TECHNOLOGIES. WITHOUT A STRONG RESEARCH ORIENTED UNIVERSITY, THERE IS NO WAY, ABSOLUTELY NO WAY THAT NOVA SCOTIA (OR NEW ZEALAND) CAN COPE WITH THE CHANGE REQUIRED IN THE 21ST CENTURY. *CANNOT ADAPT RAPIDLY TO NEW TECHNOLOGIES WITHOUT BEING INVOLVED AT RESEARCH FRONT*

THAT, HOWEVER, DOES NOT MEAN THAT THE UNIVERSITY CAN REMAIN THE SAME - INDEED IT CANNOT. IT MUST ADAPT AND INNOVATE, AND CHANGE AND STILL PRESERVE THE TRADITIONAL VALUES OF THE UNIVERSITY, AT A MUCH MORE RAPID RATE THAN IN THE PAST. WHAT MUST THE NEW DALHOUSIE BE LIKE? LET ME USE TWO PORTIONS OF MY INSTALLATION ADDRESS TO ANSWER.

THE SECOND RULE OF BEHAVIOUR FOR DALHOUSIE IN THE 21ST CENTURY MUST BE - "STAY CLOSE TO THE CUSTOMER". THE UNIVERSITY EXISTS TO SERVE SOCIETY, THE COMMUNITY IS OUR CUSTOMER. IN THE SOCIETY OF THE NEXT CENTURY, THE RAPID RATE OF CHANGE WILL REQUIRE US TO BE VERY CLOSE TO OUR COMMUNITY, IF WE ARE TO SERVE WELL. NOT ONLY MUST THE DOORS OF THE UNIVERSITY BE GENUINELY OPEN, BUT THE BOUNDARIES BETWEEN THE UNIVERSITY AND SOCIETY MUST BECOME DIFFUSE. WE IN THE UNIVERSITY MUST REACH OUT THROUGH A VARIETY OF EDUCATIONAL PROCESSES, HAVING A VARIETY OF TECHNOLOGIES WHERE APPROPRIATE, TO EXTEND GREATLY THE RANGE OF EDUCATIONAL OPPORTUNITES WELL BEYOND THE BOUNDARIES OF THE UNIVERSITY. WE NEED TO ENRICH AND EXPAND OUR LINKAGES WITH THE BUSINESS WORLD, TO ESTABLISH NEW MECHANISMS FOR TECHNOLOGY TRANSFER, AND WITH APPROPRIATE SAFEGUARDS BE CLOSER TO THE MARKET PLACE GENERALLY. WE ALSO NEED TO DEVELOP NEW APPROACHES WHEREBY CERTAIN RESOURCES OF THE UNIVERSITY CAN BE MADE ACCESSIBLE TO THE COMMUNITY SO THAT THE UNIVERSITY CAN BE A MORE EFFECTIVE PARTNER IN COMMUNITY DEVELOPMENT AND IN ADDRESSING SOCIAL ISSUES. INDEED, AS A VITAL PART OF A RAPIDLY CHANGING SOCIETY, DALHOUSIE WILL NEED TO KEEP UNDER REVIEW AND PROBABLY TO RE-DEFINE FROM TIME TO TIME, THE NATURE OR EXTENT OF ITS RELATIONSHIP WITH OUR COMMUNITY. WE MUST, IN OTHER WORDS, WORK HARD AT "STAYING CLOSE TO OUR CUSTOMER".

THE DALHOUSIE OF THE NEXT CENTURY MUST "STAY A LEADER."
THERE ARE MANY FACETS OF LEADERSHIP BUT IT CERTAINLY INCLUDES INTEGRITY AND MORAL LEADERSHIP. WE NEED TO REMEMBER CONTINUALLY THAT THE PURPOSE OF LEARNING IS, AS ROBERTSON DAVIES SAID, "TO SAVE THE SOUL AND ENLARGE THE MIND." THE MUCH MORE CRITICAL AND PUNGENT WAY IN WHICH MARGARET FULTON, FORMER PRESIDENT OF MOUNT SAINT VINCENT, PUT IT ALSO DESERVES OUR ATTENTION:

"THE UNIVERSITY IS BUT A SMALL PART OF WHAT IT BELIEVES ITSELF TO BE: WE WRONGLY CONCEIVE OURSELVES TO BE THE CUSTODIAN OF TRUTH, THE CENTRE OF SOCIETY, THE AUTHOR OF WISDOM, THE TUTOR OF RESPONSIBILITY. NOR DO WE DO, BEYOND CONVEYING SUBSTANTIVE KNOWLEDGE AND TEACHING VERBAL AND MATHEMATICAL SKILLS, MANY OF THE THINGS WE BELIEVE WE DO: WE MISTAKENLY BELIEVE WE FOSTER INTELLECTUAL INTEGRITY, WISDOM, MATURITY AND HUMAN SYMPATHY TOWARDS INDIVIDUALS. WE SIMPLY DO NOT AFFECT ANY ASCERTAINABLE CHANGE IN THOSE DIMENSIONS OF THE HUMAN PERSONALITY ASSOCIATED WITH EXCELLENCE OF PERSONAL CHARACTER. IS IT ANY WONDER THERE IS CONCERN ABOUT VALUES IN HIGHER EDUCATION."

WHETHER OR NOT WE AGREE WITH THAT TOTALLY, THE CALL FOR LEADERSHIP IS A STRONG ONE. AS WE ENTER THE 21ST CENTURY INCREASINGLY INFLUENCED BY A VARIETY OF TECHNOLOGIES, THE DIFFICULTY OF THE CHOICES WHICH SOCIETY WILL HAVE

TO MAKE WILL INCREASE. THE UNIVERSITY WITH ITS UNDERSTANDING OF THE NATURE AND SCOPE OF RESEARCH AND SCHOLARSHIP AND TECHNOLOGY, WITH ITS PRIMARY FUNCTION OF EDUCATING THE NEXT GENERATION, HAS A UNIQUE RESPONSIBILITY TO PROVIDE LEADERSHIP. WE MUST PRODUCE GRADUATES IN WHOM WE HAVE CAREFULLY AND CONSCIOUSLY NURTURED THE ABILITY TO MAKE MATURE MORAL JUDGEMENTS. WE MUST, AS A UNIVERSITY, CONSCIOUSLY AND DELIBERATELY PLAY OUR TRUE ROLE AS A FORUM, A NEUTRAL FORUM, WHERE THE SUBSTANTIVE SOCIAL AND ECONOMIC ISSUES OF OUR TIME, ESPECIALLY THOSE ARISING FROM TECHNOLOGIES WHICH IN TURN WILL OFTEN HAVE BEEN DERIVED FROM THE RESULTS OF UNIVERSITY RESEARCH, ARE THOROUGHLY AND CONSTRUCTIVELY DEBATED. OUR TASK IS NOT TO DETERMINE THE SOLUTION, BUT TO CONTRIBUTE TO THE SOCIAL PROCESS OF ARRIVING AT A RESOLUTION, TO BE AN ACTIVE AND CONSTRUCTIVE PARTICIPANT AND TO PROVIDE MORAL LEADERSHIP AS OUR SOCIETY WRESTLES WITH FUNDAMENTALLY DIFFICULT ISSUES IN A TECHNOLOGICAL AGE. OUR TASK IS TO BE A LEADER.

WARREN BRYAN MARTIN OF THE CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING HAS PUT IT WELL:

"THE BEST RATIONALE FOR THE TYPE OF UNIVERSITY MOST NEEDED NOW IS NOT THAT IT IS A CENTRE OF BASIC RESEARCH AND SOUND SCHOLARSHIP, THOUGH IT IS: THAT IT IS THE PLACE WHERE PROFESSIONAL SKILLS ARE TAUGHT AND CAREER LAUNCHED, THOUGH THOSE THINGS HAPPEN THERE, MORE THAT IT BRINGS GENERAL EDUCATION, SOCIALIZATION AND PREPARATION FOR CITIZENSHIP TO

OTHERWISE BENIGHTED STUDENTS, THOUGH IT DOES PROVIDE THESE ANSWERS. THE BEST RATIONALE FOR THE UNIVERSITY IS THAT IT IS THE PLACE WHERE THE MOST SUBSTANTIAL ISSUES OF SOCIETY - POLITICAL, ECONOMIC, SOCIAL - RECEIVE SUSTAINED AND DISCIPLINED ATTENTION. WHERE CONTENDING THEOLOGIES AND METHODOLOGIES MEET AND WHERE PROSPECTS ARE BEST FOR THE EMERGENCE OF APPROPRIATE RESPONSES TO THESE ENDURING CHALLENGES.

DALHOUSIE MUST BE THAT TYPE OF UNIVERSITY.

While these will be the essential characteristics of the Dalhousie of tomorrow, I am convinced that in the information economy of the 21st century, not only will the educational - training function of the University be widely recognized as fundamental for society's betterment, but also there will be widespread recognition which is sadly lacking today, of the richness & importance of the informational & intellectual resources of the University. A research-based university will be the resource base of the next century.