

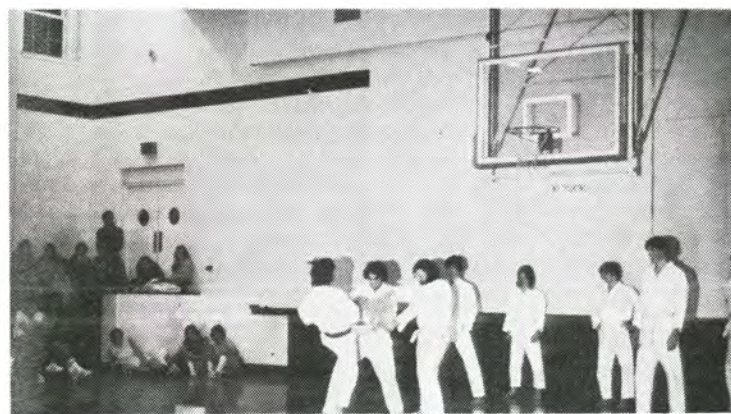


Open House

Students, faculty, administration and staff were all involved when Saint Mary's welcomed hundreds of interested visitors to the university during Open House in mid-January.

OPEN HOUSE '74 was literally everything from computers to paper airplanes. Its activities covered the campus from the Gymnasium to the Burke-Gaffney Observatory. Exhibits were simple, sophisticated, dynamic and dramatic. There were debates, discussions, comment and controversy; lectures, slide presentations and films; demonstrations of everything from karate skills to glassblowing.

It was hard work, good fun, successful and satisfying. OPEN HOUSE '74 was a total involvement of the residents of Saint Mary's and provided an opportunity to demonstrate their pride in the university and, for a few hours, to share it with the community.



World Environment Authority Cautions On "Outer Limits"

Exerpts from an address by Maurice F. Strong Executive Director United Nations Environment Program at Saint Mary's University February 14, 1974

The energy crisis has brought home to people and their leaders with dramatic force what leading scientists have been pointing out for some time: that there are 'Outer Limits' to the pressures which man can exert on the natural resources of our planet. But like most other 'crisis', it was a long time building up and its inevitability was clear to any who cared to look seriously at the evidence.

But this is only one of a number of possible 'Outer Limits' to the changes which man may create in various elements of the biosphere on which his survival depends without producing serious risk to his future.

There are still vast gaps in our knowledge concerning the outer limits, the particular activities which impinge upon them and the degree to which they may have to be subjected to collective discipline and control in order to avoid major risks. Equally, there are many different — often conflicting — views within the scientific community on the nature and the immediacy of the risks we confront. But there is wide agreement that we do face risks and that these risks could be decisive to the future of the whole human species.

The mind boggles when we consider such global problems as risks of climate change, of the irremedial damage to the ozone content of the atmosphere, widespread pollution of the oceans, threats to man's genetic future and the dangers of mass starvation. However real these may be it is difficult to relate them to our own more immediate and pressing interests and concerns, let alone to feel if there is anything we can actually do about them. But there is a

common thread which links even the more remote of these dangers with the here and now that does affect us.

For the same automobile exhaust and chimney smoke which produces local air pollution are the principal sources of the increasing carbon-dioxide content of the atmosphere which gives rise to risk of long-term climate change. The same urban and industrial wastes which foul local waterways are the principal source of ocean pollution and the attendant



risks to the marine environment and its living resources. The same wasteful use of energy and natural resources which creates shortages of supplies and rise in prices today impair the supply of resources of future generations.

In short, every one of these larger risks which confront the whole human community has its roots in activities which involve us, and are ultimately subject to our



control. And for the most part, they are not the kind of activities that can be controlled solely by the actions of governments. For they are based on a style of life and a set of expectations and attitudes which have become a part of the very fabric of our society and to which each of us is heavily committed. We are an integral part of the ethic of material growth which is at the heart of our social and economic order. The larger risks I have been referring to stem directly from our attitudes, practices



and expectations in such basic areas as housing, eating and recreation. They stem from the excesses and abuses of the same drives and processes of urbanization and industrialization that have produced such manifest benefits and unprecedented wealth in the industrialized society.

The food shortages and the energy crisis we are now experiencing are but small portents of what will become larger and more acute problems if we do not act quickly and decisively. The proliferating signs of deterioration of our natural environment and the quality of life in our cities which are more and more affecting our immediate lives raises serious doubts of its capacity to sustain the vastly increasing pressures that are now in prospect from further growth, both in man's numbers and in the scale and intensity of his activities.

RECREATING JUNGLE LIVING

Perhaps the most important aspect of the environment issue is that it has disclosed to us the conditions produced by our own activities when they are not subject to adequate planning and control. It surely lays to rest the fallacy that the unrestrained pursuit of private self-interest will serve the larger interests of society as a whole. Take for example the very cities where so much of man's wealth and creative power are concentrated. They are becoming demonstratively less and less hospitable for human life — in some cases recreating the modern equivalent of jungle living. No one consciously decided to make New York or Tokyo or any of the other great cities of the world into what they have become — but clearly man's activities have made them what they are — and only man's activities can improve them.

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What's Happening



In Astronomy

IN THE BURKE-GAFFNEY OBSERVATORY

In addition to the basic photometer which is used on the telescope to measure colors and brightness of stars, a special purpose camera has now been placed in operation. The camera is designed to expose 4 x 5 inch photographic plates and to provide for precise guiding during long exposures.

The telescope tracks stars continuously, but to obtain highest quality results it is necessary to make small corrections to the tracking. To do this, a guide eyepiece presents an image of a guide star and guide motions are applied with micrometers. In addition, a 45 degree mirror produces several images of each star, which may then be used for calibration of that plate.

New instruments in the planning or construction stages include a "blink microscope" for examining plates, and a cooled remote control photometer for more efficient observations.

IMPRESSIONS OF KOHOOTEK

By now, everyone knows that Comet Kohoutek did not live up to its billing as "the comet of the century." The reasons for this are still not entirely clear, since almost all comets follow a distance-brightness relation which allows the approximate brightness to be predicted with fair reliability. It is possible that Kohoutek was covered with an outer dust coating which prevented material from being thrown off, thereby producing the usual tail as the comet approached the sun. Perhaps for the same reason, the comet did not flouresce, or glow, as most comets do when heated by the sun. We had several good chances to see the comet with the 16-inch telescope and it is still easily visible (January 23). Some structure could generally be seen in the tail, and the comet flared up several times rather erratically. Kohoutek was still one of the brighter of the 15 or so comets found in 1973, so that many detailed observations were obtained at numerous observatories. Let's hope that Halley's comet will return with its usual brightness in 1986!

In Geology



Active field work linked with laboratory studies by both staff and students turns book study in geology into vivid concrete experience. One, without seeing the evidence, can readily imagine the features or the scale of one hundred cubic miles of basaltic lava flows, or of the ancient great basins and mountain ranges that once existed within the region visited on field excursions.

Those excursions which involve field mapping, collecting, spring field school and summer field work are all essential experience for geology major students; and summer research in the field and in the laboratory provides stimulus and excellent teaching materials for faculty members and their assistants.

Professor C. A. R. de Albuquerque has had a long term interest in the granites of Northern Portugal and their associated rocks, on which he has written several papers. He is engaged in similar studies in the Shelburne area. Mineral separation, analysis, and radiometric age determination of different phases of the granites are some of the goals of his studies. He is assisted by Bill Keenan and Jon Walker; and his studies are used in Geochemistry and Petrology courses. Professor Albuquerque attended a Symposium on Granites held in Rhodesia in August, 1971.

Prof. A. K. Chatterjee is presenting his Ph.D. thesis at Dalhousie on ore-deposits in Cape Breton. His very extensive knowledge and specimen collections provide an excellent teaching resource in his courses on Structural Geology and Mineralogy.

Prof. David Hope-Simpson has been collecting chiefly in Nova Scotia and across the Appalachian Mountain System in Newfoundland, where ancient ocean-floor is being formed today on the Mid-Atlantic Ridge. For this reason he has made two short collecting trips to Iceland. He also has concerned himself with the annual Maritime Universities Field School at Crystal Cliffs Antigonish County.

Prof. Q. A. Siddiqui has studied the morphology, taxonomy and ecology of living and fossil ostracods and has published a

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OIL



SOLAR



WIND



WATER

In Chemistry

Students enrolled in Chemistry 371, "An Introduction to Environmental Chemistry", have been particularly productive this year in the research segment of the course referred to as "Project Concern".

Recently completed literature searches on a wide range of environmental topics include:

"Global Temperature Effects of Man's Contributions to the Carbon Dioxide Content of the Atmosphere" by Kim Kearfott.

"Sulphur Dioxide Removal from Power Plant Emissions Using Limestone in a Fluidized Bed Combustor" by Warren Zwicker.

"The Medical Hazards of Radionuclides in the Food Chain" — a state-of-the-knowledge review by Snid Baydar.

"Energy and Waste" — a report prompted by a plan to heat a geodesic dome with methane gas generated from manure by Glen Adams.

"A Study of Oxides of Nitrogen Produced by Automobile Emissions" by Gordon Crumpler.

"The Alaskan Pipeline: Its Effect on the Environment" by Bruce Pettipas.

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NUCLEAR



GAS

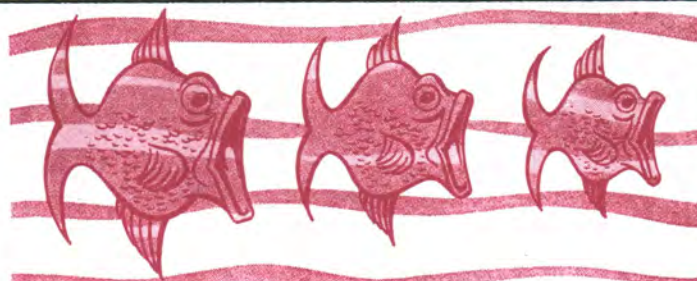


COAL



GEO-THERMAL

In Biology



The "Biology of Fishes" for senior students is one of the most popular of the courses related to fisheries offered at Saint Mary's.

It involves a study of the embryology, anatomy, evolution and classification of fishes, especially those of the Northwest Atlantic region, and includes field trips, one of which is a 3-day excursion to St. Andrews, N.B.

Undergraduates may participate in the "Introduction to Marine Biology", a 3-week field course offered in July at Huntsman Laboratories at St. Andrews. This is a half credit course and attracts graduate biology students, as well as qualified high school Science teachers.

The Biology Society (SMUBS), is one of the most active student organizations on campus. "The Big Fish", evidence of real team work, was one of the outstanding exhibits of Open House '74.

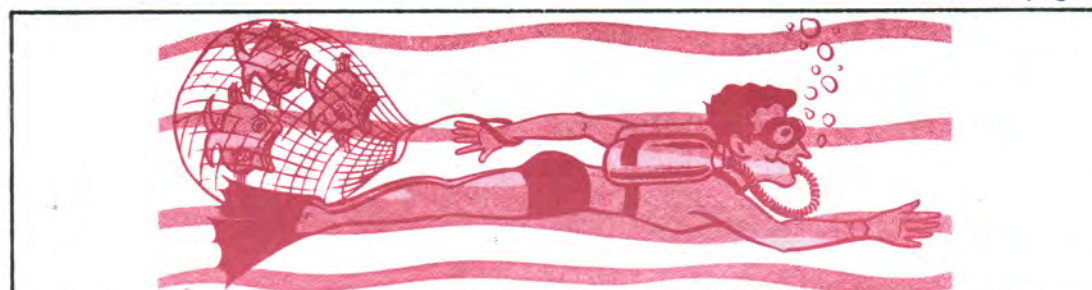
The fish was constructed to represent the inside of a fish on a gigantic scale. The 30-foot model allowed visitors to walk in through the mouth, tunnel through the various organs and exit by the tail.

But the 'fish story' was not the whole story of the Biology Society's contribution to Open House.

Under the leadership of George Lewis, biology displays were intended to involve the public and to reflect an accurate picture of laboratory work. With this objective, the Physiology laboratory ran electrocardiograms and recorded muscle fatigue and respiration with the kymograph; the Genetics laboratory took finger prints, made blood tests, and tested for color-blindness; the Zoology laboratory offered an opportunity for visitors to dissect specimens themselves; the Microbiology and Botany laboratories explained and displayed their laboratory and project assignments; the Cytology lab set up microscopes and showed actual representations of chromosomes and cell divisions in plants and man, and Evolution offered explanations and displays of evolution in man, in fishes, and in their various organs.

The Biology Society has 40 members this year, including some from Chemistry,

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"Outer Limits"

(contd. from page 1)

The problems faced by the cities of the developing world are particularly acute. The developing countries are experiencing rates of urban growth that are without precedent in the experience of the presently industrialized countries. We all know how difficult it is to accommodate the needs of our growing cities with resources that are many times greater than those available to the developing countries, so you may appreciate the magnitude of the problems they face. Indeed, some of the major cities of the developing world face the imminent prospect of being overwhelmed by unmanageable problems of waste disposal, water supply, transportation and unemployment with the attendant risks of social disintegration and political turmoil. The disasters which are almost bound to occur in such cities will confront us with another major crisis, the outlines of which are already becoming evident.

FOOD RESERVES VIRTUALLY EXHAUSTED—

The world's food reserve is virtually exhausted and a major famine anywhere could lead to large-scale loss of life. At the same time, the loss of productive soil through erosion, the march of the deserts and other forms of destructive development is reaching alarming proportions, particularly in those areas which are in greatest need of more food production. It is estimated that some 10 percent of the world's arable land has already been rendered unproductive through neglect and mismanagement.

Many of the lakes and rivers of the world — you know, of course, about our own Great Lakes — many of its enclosed seas and even the open oceans are experiencing alarming rates of deterioration.

Increasing numbers of people are experiencing the discomfort and health hazards resulting from air pollution and major changes in the composition of the atmosphere raise prospects of significant changes in climate that could have catastrophic effects on man's future.

Prospects for supplying the growing needs of water, particularly that required for human use, are grim in light of increases in demand for water accompanied by large-scale natural and man-made contamination of existing supplies. We are, in sum, in the process of destroying or desecrating the vital resources of the natural environment which we require to sustain us.

NOT A DOOMSDAYER—

What, then, can we do. Is Doomsday inevitable? And, if so, why bother? I am certainly not a doomsdayer — at least not in the sense that I believe that doomsday is inevitable. But any sober and realistic appraisal of the evidence before us surely requires us to take seriously the possibility of doomsday if we continue on our present course.

The ball is squarely in our court. For we need not continue on our present course. It is clearly within our power to change it. The same science and technology which has given us the power to effect such a destructive impact on our natural environment can provide us with the means for controlling that impact. We cannot cease to grow. To live is to grow. People must have access to more, not fewer, opportunities to express their creative drives. But these can only be provided within the total system to which man's activities are in dynamic harmony with the natural order. To achieve this we must control and re-direct our processes of growth. We must re-think our concepts of the basic purposes of growth. Sheer physical and material indices of growth are simply not adequate. Just as in the human body physical growth is normal and healthy up to a certain point, growth beyond that point is clearly unhealthy and sometimes cancerous, and growth of some parts out of proportion to others is grotesque. Growth in our highly industrialized society has produced so many of the manifest benefits we now enjoy, but present growth patterns are clearly becoming detrimental to the health of our society and producing the kind of imbalances and distortions that can be real growth surely is that which enlarges the opportunities for self-realization and enriches the lives of people.

WEALTHY SOCIETIES MUST CHANGE

It is the more wealthy societies which will have to make the most profound — even revolutionary — changes in their attitudes, expectations and practices. The privileged majority of mankind which lives in North America, Europe and Australia commands most of the wealth and power which technology has generated. But the way we have been using this wealth and power denies the very values which Western society professes to espouse.

The vast amounts spent on the weapons of total destruction offer for us perhaps the most dramatic example. But the even larger amounts spent on creating and satisfying quite often extraneous consumer demands represent just as clearly large-scale misallocation of limited resources. What a paradox it is that in so many places service stations on each of four corners offer instant service for your automobile while it often takes weeks to find a hospital bed for people who need medical services.

At the same time we must help to foster more and better economic growth in the best developed regions of our nations and the world. For poverty itself is still the greatest enemy — the greatest destroyer of human life and human dignity and the greatest barrier to providing a decent environment for human life for the majority of the world's people.

To effect this kind of re-direction of our priorities and our patterns of growth, we must make some very basic

choices. And these cannot be made on any "once and for all" basis. The choices which will reflect our priorities and determine our future are those that we make on a continuing basis on every level of society — from the individual as a consumer, taxpayer and voter, to the choices made by industry and by governments in establishing policies and allocating resources.

GLOBAL "EARTHWATCH" NETWORK PLANNED—

We must avoid large-scale commitment to new technology for assessing their potential impact on the environment. And we must have systems for the continuous monitoring of important environmental indicators to anticipate potentially significant changes while there is still time to deal with them. One of the principal priorities of the United Nations Environment Programme is the creation of a global "Earthwatch" network of monitoring, assessment and dissemination of information to decision-makers to provide the kind of support required to guide environmental decision-making and "early warning" of potential hazards.

DECISIONS DICTATED BY VALUES—

But, though we cannot make the right choices without adequate knowledge, in the final analysis our decisions are dictated by our values. This, is at the heart of the challenge which the environment issue presents to us.

To survive in the ecological age, we must adopt new dimensions of co-operative behaviour, subject our competitive drives to new disciplines, show a wholly new willingness to share the power and the benefits of the high technology society as well as its responsibilities. This is true both nationally and internationally.

Is it then realistic to expect that we can manage these conflicts successfully — that we can make the radical changes in our attitudes, our functions and in our institutions which are necessary to secure our future? Can we muster and sustain the collective wisdom and will to do this?

To be sure — it is a tall order. Is it a practical possibility at a time when narrow, short-term concepts of individual and national self-interest are the dominant motivation of men and their leaders? In the answer to this question must reside our hopes — and our fears — for the future.

YOUNG GENERATION IS SOURCE OF HOPE

For me the basic source of hope is in the attitudes of young people — of your generation — in your questioning of the competitive, materialistic values of our society, in your awakened sensitivities to its continued inequities and injustices.

I see hope in your courage in experimentation with new, simpler, more human life styles which are promising new concepts of eco-development as alternatives to traditional development patterns.

I see hope in the widespread revulsion against war — which restrains even the war-makers and is exerting the deepening influence on the world's policy makers. I see hope even in our fears — for mutual fear, such as the fear of nuclear holocaust can be a powerful incentive to constraint and co-operation.

I see hope in the growing number of positive examples of how the new environmental awareness accompanied by creative uses of technology can indeed harmonize man's activities through the forces of nature to produce a better and more livable environment.

But perhaps, most of all, I see hope in the nature of man himself, man at his best, the evidence in our past that we can and do respond to appeals to our higher values and our larger concepts of enlightened self-interest. Indeed, it is only if we are pessimistic about the basic nature of man himself that we can be pessimistic about the future. And pessimism is simply not a viable working philosophy. Once adopted, it becomes self-fulfilling.

Our only alternative is to build on our hopes. The better world to which idealists and dreamers have long aspired is no longer an unreachable utopian dream. It is a real and practical possibility, for unquestionably we do have the resources, the technological capability and the creative potential to do it. It is possible today for the first time in human history to produce a world in which that dire and de-humanizing form of poverty and misery which afflicts the majority of mankind is eliminated and all people, both rich and poor, can enjoy vastly enlarged opportunities for self-fulfilment and self-

realization. This surely is the greatest goal to which we could aspire. The only thing separating us from it is our own moral and political will.

GRAVE RESPONSIBILITY — EXCITING CHALLENGE—

So there it is, in my view, the heart of this matter. This is the first generation since the beginning of time in which God has placed in our hands the power either to usher in this new golden era or to bring the human experiment on this planet to an end — through a single act of nuclear self-destruction or through the careless neglect and mis-management of the very growth processes that produce our wealth and nourish our creativity.

The environment issue in the long historical perspective will be seen as the beginning of awareness of this great human dilemma. It can also be seen as the beginning of action to deal with it if the programmes of environmental action that have been mounted in this country and others and in the international action that has been launched by the creation of the new United Nations Environment Programme can be vigorously supported and sustained. We have made a promising beginning — but only a beginning. In the final analysis, our hopes for the brighter future, for the new era of richness and the creativity which is now available to us — lies in the choices made by this generation. It is an awesome thought that the future of the whole human experiment on this planet will be decided by what we do — or fail to do. Surely no generation since the dawn of human history has ever faced a graver responsibility or a more exciting challenge.

In Chemistry (contd. from page 2)

"Fluorometric Determination of Chlorophyll" by Peter Liu.

"A General Survey of Noise Pollution" by Frederick Chan.

"Pollution by Phosphorus with Particular Reference to Canadian Waters" by Raymond Hiltz.

It is expected that these papers will be published shortly. Warren Zwicker's work has been submitted to the Cape Breton Development Corporation for further review.

In Biology (contd. from page 2)

Geology, Engineering and arts, and a few from Dalhousie. Further activities planned for the 1973-74 term include tours, participation at the 1974 Biology Conference to be held at Saint Francis Xavier University, meeting with the Nova Scotia Environmental Minister, and plans to look into the possibility of recycling paper at Saint Mary's University in the near future.

In Geology (contd. from page 2)

monograph on micro-organisms which he collected in Pakistan. Here, he has centered his interests on the occurrence and microbiology of ostracods of the Maritime region, and has studied material from the Mid-Atlantic Ridge and the Labrador Sea. In this he has been assisted by Ursula Grigg in the biological studies and by Roger O'Neill, Valerie Scholey, and Jon Walker. These studies are furthered by the collaboration of students in Micropaleontology.

Several students have been working in the summers in the Earth Sciences: Mary Horne with Bedford Institute; Bill Keenan with the Geological Survey of Canada in the Arctic Islands; David Player with the Nova Scotia Department of Mines; Bob Burns, working under Prof John Young (Chemistry) on the ecology of Bras D'Or Lakes.



GO HUSKIES GO ALL THE WAY TO THE NATIONAL CHAMPIONSHIP



Athlete Honored

TUESDAY, FEBRUARY 12 was JOHN GALLINAUGH NIGHT in Halifax, as Saint Mary's honored one of the University's all time outstanding athletes.

Captain of the Basketball Huskies, Gallinaugh is largely responsible for leading the team to national prominence.

His honors and records include:

AIAA F. G. % Leader 1972-73: 60.3%

S.M.U. All-Time F. G. % Leader 1973: 58.3%

AIAA All Conference 1972 and 1973

CJCH Command Athlete of the Week - Feb. 10, 1972

S.M.U. MVP Award 1972 Season

S.M.U. MVP Award 1973 Season

S.M.U. Thoroughbred Award 1973 Season

CIAU National Tournament All-Star 1973

photo: Stephen Thorne





Martin Eisenhauer

Martin Eisenhauer - Maritime Industrialist

He is a member of the Executive Committee of the Atlantic Industrial Research Institute, the Board of Directors of Oland's Breweries (1971) Limited, and of the Executive Committee Board of Governors of Nova Scotia Research Foundation. He was formerly a member of the Advisory Council to the Federal Minister of Industry, Trade and Commerce.

A native of Lunenburg, Nova Scotia, Martin Eisenhauer is a Mechanical Engineer and served in the Royal Canadian Navy in that capacity.

Early in his career, he was Halifax Branch Manager for Canadian Atlas Diesel Engines and later, New Brunswick Branch Manager for Wm. Stairs, Son & Morrow Ltd. Atlantic Bridge Company was formed in 1947 by a group in Lunenburg,

including Mr. Eisenhauer. The Company started

mechanical contracting operations in Newfoundland in 1952 servicing U.S. Forces Bases and, at that time, Mr. Eisenhauer moved to Halifax.

The Industrial Machinery Company was acquired in 1956.

Commenting on the current energy crisis, Martin Eisenhauer believes that the oil shortage is real and has developed simply because demands have increased faster than reserves have. He does not believe Maritimers will suffer in the months ahead, but that they will pay more than they are accustomed to paying for the comforts of heat and light.

Although exploration on the east coast has indicated significant potential, he says activities have been restricted because of uncertainties in the oil industry, and as a result, some of the equipment used in exploration off Nova Scotia

shores, has been moved to locations in the North Sea where exploration continues.

"The oil companies must be left with sufficient incentives to justify the investment of the huge sums of money required in oil exploration and expansion."

Mr. Eisenhauer says that while it appears that Canada may have sufficient oil reserves for its own needs, the problem is to work out the east-west price differentials. He views the recent Ottawa Energy Conference as a good and necessary first phase of the sounding out of attitudes, and believes that progress may now be possible toward developing some long term formulas.

Regarding the concern expressed in many areas about development interfering with the environment, Mr. Eisenhauer suggests there is a certain amount of alarmism on the part of environmentalists.

In his opinion, industry and developers are extremely

conscious of the need to protect the environment, and if the present attitude persists, if the extremists have their way, they will restrict and hamper the economic progress of the country.

There are many buildings which should be preserved, he says, many views which must be retained, but they cannot all be preserved because a city must grow. There must be a blending of the old with the progress of the new.

Mr. Eisenhauer's offices are located on Howe Avenue in Halifax, at Industrial Machinery Company, a firm which deals in sales and service of construction equipment.

The 54-year old Nova Scotian thinks the construction industry is facing three years of relative peace, 'until the current contracts expire.' He sees the trend continuing toward large

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Profile

Len Rambeau - Class of '67



Sometimes, if you're quick, you can spot him at an Anne Murray or John Allan Cameron concert. He looks like a teddybear on the make: he prowls the aisles, pivoting his vision between the stage and the audience. And at the end of a song this short, stocky creature with the built-in applause meter quickly measures audience response and files it before moving on to another position in the hall.

Being out there, being among the people and smelling their reactions, is part of the job for Leonard Theodore Rambeau. As vice president of Balmur Ltd., he manages Anne Murray, John Allan Cameron and Robbie MacNeill with a mix of caution and instinctive good sense that makes him one of the most respected personalities in the Canadian music business. Since April 1971, when he joined her in Toronto and rescued her from the confusion of running her own phenomenon, the 28-year-old Rambeau has guided Anne Murray through all the decisions that have sustained her popularity and built a prosperous business with the resources to develop other new talent.

In person, Rambeau is friendly and self-effacing, with no whiff of big-management cigar smoke about him. He talks in the simple language of Cape Breton and is still, after years in the playground of international glitter, capable of shaking his head at the wonder of it all.

His first contact with Anne Murray was on December 16, 1968, when he hired her for a benefit he produced for a youth club in Dartmouth. For that performance she was paid \$125. "Then," said Rambeau, "the following year I was approached by the Alumni Association of Saint Mary's University to produce a show for them and she did a concert for \$900, which included the musicians. It was the night before the first Capitol album, "This Way Is My Way", was released. At the reception afterwards, Anne came up to me and said that if she decided to stay in the business she'd hire me as a road manager. I thanked her and then ran home to look up the definition of road manager."

At that point in his life Rambeau was employed by the federal government as a student placement officer at Saint Mary's, with his career fixed by security and the prospect of regulated advancement. But he began to see more of Anne Murray and escorted her to basketball games and shows. His attitude began to change: "I started to see things that bothered me. Like press releases weren't being sent out to the big Toronto machine. Nobody really knew what was happening — SHE JUST WENT AND DID THINGS. And the fan mail business wasn't being taken care of. She isn't one to write letters so all that mail was piling up. I invested the grand sum of sixteen dollars to get a post office box to keep the mail away from her apartment."

The next major step in the alliance was taken in December 1970, when Murray displayed her bare feet to a posh Toronto audience at the Royal York Hotel. Rambeau left his job with the government for a week to help her through a nervous booking and joined her permanently in Toronto in April.

He was greeted by chaos: Murray, too, is inherently cautious and was handling all her affairs herself. Rambeau quickly established an office and hired a secretary to cope with the avalanche of mail and calls generated by "Snowbird" and a runaway career. "She needed someone she could trust", said Rambeau, "and Bill (Langstroth) was too busy with other things to spend the time needed to manage her business." Murray was assaulted by promises in those days, from prospective managers determined to get their claws into her rising star, but she apparently chose Rambeau because she believed he wouldn't con her.

"But", said Rambeau, "it was a tough decision to make. I had a secure job with the government. Show business? Well...it could all end tomorrow. And she had delayed asking me because she knew she couldn't match the security of my job. Nick Sevano was handling her affairs in Los Angeles but up here she was even paying the band herself."

Rambeau's first reaction to Toronto was typical of him: "I arrived at the (Murray) apartment at 6:15 and at 7:00 I was sitting in a meeting with Anne's accountant. The company had already been formed and they were waiting for me to arrive to sign the papers."

I recalled my first meeting with Murray and Rambeau in her Balliol Street apartment in June of that year. It was an uncertain period for the organization, reflected by evident tension and a desk with a secretary where the dining room table should have been. Rambeau laughed at the recollection: "We didn't know where we were going then. And now, wherever we are, it seems like a long time ago."

"Wherever we are" is the closest Rambeau comes to defining Murray's present status: he shuns categories and titles and anything that fixes a situation or a person in time or space. Of his own role in the Murray machine he speaks evasively, reluctant to clarify beyond obvious generalities.

Like most successful people in any enterprise, Rambeau has a respect for timing and he prizes his own talent for choosing the right moment to make a decision. He credits Anne Murray's trust in him for the durability of their professional relationship: "It's been a relief for both of us, this mutual trust and friendship. We've never had an argument. Each of us knows instinctively that the other will do what has to be done and do it right."

Rambeau brings the same skill for both

protecting and promoting his clients to the career of John Allan Cameron, whom he recently escorted away from Columbia Records. Again, Rambeau acted with inherent good timing by advising the move at a high point in Cameron's popularity. "John is 32 and he's been around, been kicked around, a lot more than Anne. But he's impatient and his impatience keeps me on my toes. The day that I don't have practical answers for him is the day he should start raising questions about me."

Rambeau is a planner and enjoys being in control of a situation. He has little time for anything or anybody outside the Balmur organization. He is either on the phone or on a plane, cajoling or conciliating to keep the careers of his charges constantly public. Balmur recently signed Robbie MacNeill, another talented ex-Maritimer, to the stable and Rambeau has already charted a development program for him; MacNeill will begin by backing John Allan Cameron and then gradually move into his own spotlight.

But not before Len Rambeau thinks he should. Close friends of both Murray and Cameron are constantly amazed by Rambeau's ability to persuade them into logical decisions. And it is generally acknowledged in the Canadian music business that Murray's career would have plummeted two years ago if it weren't for Rambeau's steady hand on the Balmur tiller.

But the teddy bear-on-the-make apparently continues to glide through life, enjoying occasional vacations with his Cape Breton family and making endless phone calls to keep in touch with the people who make the cash registers chatter. He allows himself to relax in a sweat-shirt that says UNIVERSITY OF SMELT-BROOK in rah-rah letters; it's Len Rambeau's way of laughing at himself and the world.

Most people who don't know him would describe Rambeau as cool, detached and objective. But underneath his patina of management efficiency he cares, he really cares, about his friends Annie and John and Robbie. He works long hard hours for them every day.

But he has his own dreams hidden in a back pocket: "In order to keep my sanity, I think that after all this is over I want to get out there in front myself. Maybe politics. They're already starting to talk about it back home."

When Len Rambeau first applied to the Department of Manpower and Immigration for a job after graduation, he was asked to list the organizations he was involved in at the University.

He listed 53.

And somehow it's easy to believe that he had time for every single one of them. (Reprint courtesy RPM Magazine.)

\$15,000 Grant to International Educational Center

The International Education Center at Saint Mary's University has received a grant of \$15,000 from the Canadian International Development Agency for the expansion of its cross-cultural activities.

A community and university project, the Center was established one year ago with an initial CIDA grant of \$18,000. Equipped as a multi-media learning unit, it serves individuals and groups, young people and adults with materials, discussions, workshops and international evenings.

Its purpose is to further knowledge of developing countries and their problems; to instill into the community an awareness of international development to the degree that it will influence the daily decisions of people in matters as commonplace as choosing coffee and as special as voting in federal and provincial elections; it is intended to sensitize the people of Halifax and Nova Scotia to Canada's role in world growth.

Directed by Denis Healy, professor of English at Saint Mary's, the Center has organized an

active and varied program of events during the past year.

There has been India Day, Africa Day and China Day, each attended by representatives of the country and local school children. Speakers from foreign countries have been presented to local schools and, in collaboration with the teachers and the Nova Scotia Department, innovative activities have been introduced to promote school work on world development through inter-dependence.

A series of workshops is planned for this spring, and a special session on "Innovative Teaching for Third World Development" will be presented in the summer.

A weekly 1/2 hour television program, originating at the Center, and broadcast on Cable TV, invites public participation.

The Center is assisted in its daily operation by the Halifax Junior League and a core of 5 regular volunteers who are all connected with CUSO. (Canadian University Services Overseas).

A youth grant last summer enabled one student, Martin Farrell, and 3 assistants to

operate and develop the Center throughout June, July and August. They were able in that time, to significantly increase the Center's collection of slides, films, video-tapes and books on other countries and cultures.

The new grant will permit the appointment of a full-time assistant director and will enable the Center to serve the schools and the general community more effectively.

Because of the presence on campus of several staff members with extensive experience in the Third World, Saint Mary's provides the ideal setting for the promotion of interdependence. Through the activities of the Center, businessmen and labor unions, church groups and service clubs, the total population has the opportunity of meeting people from other countries, learning about different life styles and exchanging ideas.

The International Education Center at Saint Mary's is intended for community use. Any individual or group wishing to use the facilities should contact the Director of the Center.

OLD MOTHER HUBBARD

Our Choice from This Week's Sermons

I shall take as my text the words "Old Mother Hubbard went to the cupboard to get her poor dog a bone, but when she got there, the cupboard was bare, so the poor dog had none."

These beautiful words, dear friends, carry with them a lesson and I propose this evening to analyse their meaning and to offer it loftily as it may seem to our everyday life.

Mother Hubbard, we see, was old and there being no mention of others, we may presume she was alone. A widow, a lonely, friendless, solitary old widow.

Yet did she despair, did she sit down and weep or wring her hands or read a novel? Ah, no dear friends. She went to the cupboard, and here observe, she went to the cupboard, she did not hop or skip or run or jump or use any artifice, she merely and solely went to the cupboard.

Not only was the widow old and lonely, but she was poor, for mark the words the cupboard, not one of the cupboards, or the left hand

cupboard or the right hand cupboard, or the one above or the one below, or the one under the floor, but merely the cupboard, the one humble cupboard the poor widow possessed.

And why did she go to the cupboard? Was it to bring forth golden goblets, or glittering precious stones, or feasts or wealthy apparel or any other attribute of wealth? Ah no, dear friends, it was to get her poor dog a bone.

So we see not only was the poor widow poor but her dog, the sole hope of her age was poor also. We can imagine the scene, the poor dog crouching in the corner and looking wishfully at the cupboard, his disappointed tail drooping upon the floor and the widow going to the cupboard in hope, in expectation, maybe to open it, although we are not distinctly told it was not partly open or ajar, to open it for that poor dog.

But when she got there, the cupboard was bare, and so the poor dog had none.

You see dear bretheran, the beauty of persisting in doing

right. She got there, there was no turning or twisting, no slipping or sliding, no leaning to the right or faltering to the left. With gracious simplicity we are told she got there.

And how was this noble effort rewarded? The cupboard was bare!!! There was to be found neither apples nor oranges, no cheesecake or fancy buns or lucifer matches. Had there been a leg or lamp, a loin of veal, a fillet of fish or even a small beer, the incident would have been different, the case would have been otherwise. But it was bare dear friends, bare as a bald head, bare as an infant born without a caul.

Many of you will no doubt say with all the pride of worldly sophistry the widow no doubt went out and bought a dog biscuit; Ah no dear friends, far removed from these earthly ideas, these mundane desires.

Mother Hubbard, the widow, who many thoughtless worldlings would despise in that she only owned one cupboard, perceived, or I

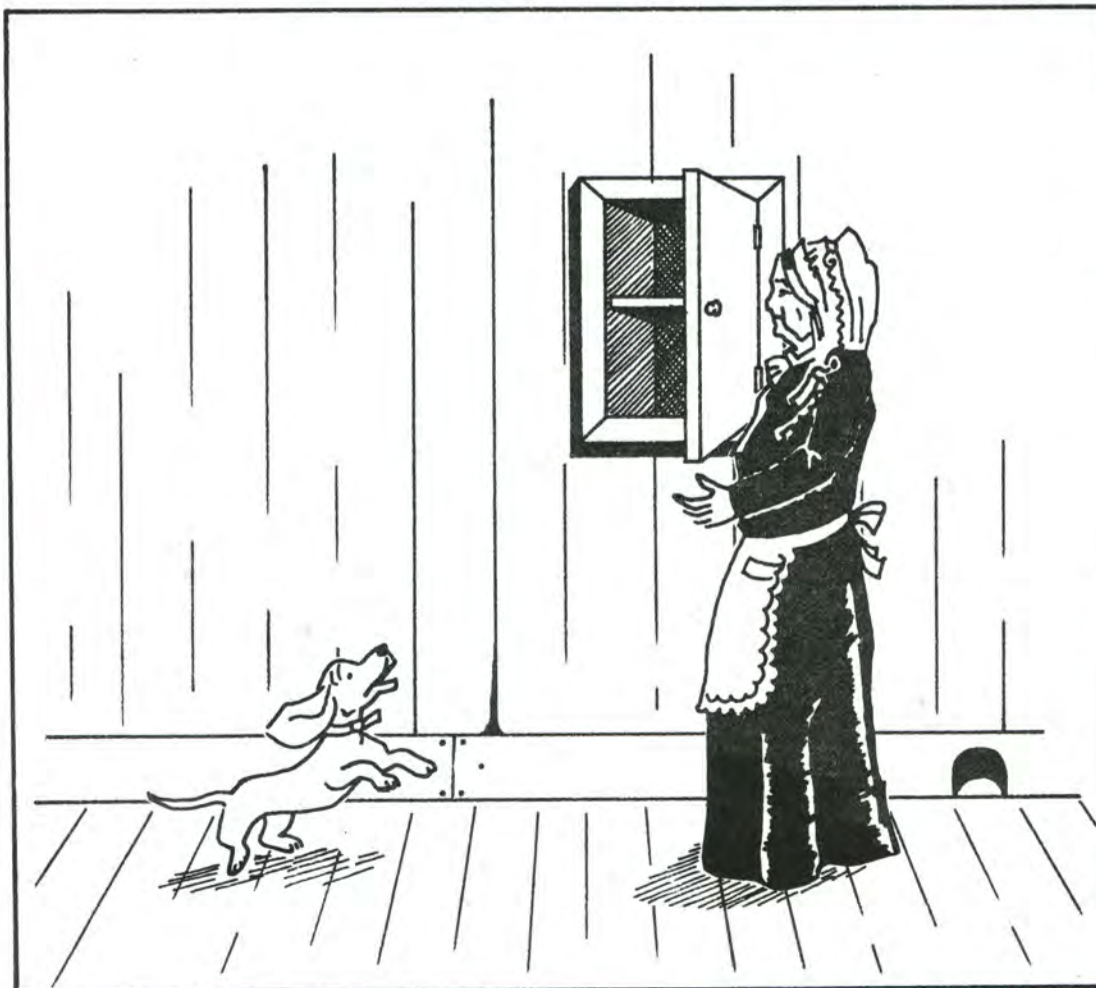
might say saw at once, the ruthless logic of the situation and yielded to it with all the heroism of that nature which had enabled her without deviation to reach the barren cupboard. She did not try, like the stiff necked scoffers of this generation, to war against the inevitable; she did not like our so called men of science to explain that which she did not understand, she did nothing!

And at this point dear friends, our information ceases, but do we not know sufficient: Are we not cognicant of enough? Who would dare to pierce the veil that shrouds the ulterior fate of Old Mother Hubbard, the cupboard, the dog, or the

bone, that was not there.

Must we imagine her still standing at the open cupboard board, the sought for bone still remaining somewhere else?

Ah no, dear friends, we are not so permitted to attempt to read the future. Suffice for us is to gain from this beautiful story, its many lessons and bearing in mind the natural frailty of our nature, let us avoid being widows, let us shun the name of Hubbard, and if our means afford, have more than one cupboard in the house and to keep supplies in them all and oh, dear friends, bearing in mind what we have learned this day, let us avoid keeping dogs that are fond of bones.



Canada Council Award To Monahan

The Canada Council has informed Dr. Arthur P. Monahan, of the Philosophy Department, that he has been awarded a Leave Fellowship for the academic year 1974-75.

The award will enable Dr. Monahan to take sabbatical leave from Saint Mary's for the next academic year, during which time he intends to pursue research in the area of medieval political philosophy. The specific research project for which the Canada Council fellowship was awarded is the development of the concept of "popular consent" in the 14th century political philosophers of western Europe.

Dr. Monahan is particularly interested in examining the development of this notion between the time of its insertion into current political philosophy with circulation of the latin edition of Aristotle's *Politics* about 1250, and the formulation given it by William of Ockham in the mid 14th century. Specific research will be necessary on Gilles of Rome's *De ecclesiastica potestate*, and the authors of a number of anonymous political treatises which appeared around the beginning of the 14th century, and exist only in manuscript form or in uncritical early printed editions.



Dr. Arthur P. Monahan

Dr. Monahan plans to spend at least part of his sabbatical leave in Great Britain and France, examining manuscript source material having to do with these research interests. He spent three weeks in England early in January, carrying out a preliminary examination of manuscript writings of Robert of Winchelsea, Archbishop of Canterbury, 1293-1313. The Canada Council also provided funds for this research, through a short-term Research Grant awarded recently.

Dr. Monahan's translation and edition of the early 14th century political treatise of John of Paris, *On Royal and Papal Power*, will be published early in 1974 by Columbia University Press, as volume 90 in its *Records of Civilization* series.



THE NATIONAL DREAM an exciting History course

The CBC production, "The National Dream", based on Pierre Berton's dramatic stories of the building of the Canadian Pacific Railway, will be presented to Canadians in a series of 8 programs starting Sunday, March 3 at 9 p.m.

The all-Canadian production is one of which Canadians can be proud. It gives reality and excitement to a history which has for many students been dull and colorless.

The series has been 2 years in the making. The railroad was built in 5.

Asked if he thought it would have taken so long if the CPR's Van Horne had been involved in the production, producer Jim Murray said; "Undoubtedly, it would have been done faster, but probably not as well."

Knowlton Nash comments for the CBC;

"The fact that Canada exists at all is a spectacular triumph.

Confronted since Confederation by the splintering pulls of regionalism and the seductive magnetism of the Americans, we have defied logic to build a proud, exciting and rich nation.

And there is no more majestic success story in Canadian history than the building of the Canadian Pacific Railway. This epic struggle to open the Canadian West and join Canada at last from sea to sea is captured by television in the CBC series **The National Dream**, based on Pierre Berton's books *The National Dream*, and *The Last Spike*.

The building of the CPR is a story of romance, rebellion, tragedy, drunkenness, fraud, heroes and rascals, culminating in the exultant triumph

of building both the impossible railway and a nation.

The CBC recreates this vivid chapter of Canadian history in eight hour-long documentary-dramas as part of its continuing campaign to bring alive for millions of Canadians the excitement and drama of our history. For too long too much of our history has been confined to dull and dusty pages on a library shelf, unexplored by most of us. Television, the most effective means of mass communication ever devised, is now capturing our past for mass audiences.

The CBC has undertaken this project because it must play a profound role in helping Canadians to understand our past so that we can be alive to our present and sensitive to our future.

Using documentary and drama techniques, **The National Dream** swoops through the grandeur of the Rocky Mountains, the rolling Prairies and the granite of the Canadian Shield. Scandals plunge Sir John A. Macdonald from his dream of a nation from sea to sea to wallowing in whiskey, only to return to majestic success.

The series reconstructs some of the greatest Parliamentary debates in Canadian history. The political giants of the day — Blake, Macdonald, Mackenzie, Tupper — come to life on the TV screen. Backroom bribery, corruption and the daring genius of the financiers form the backdrop to a parade of characters rich in colour and drama. For example, the towering figure of William Cornelius Van Horne, general manager of the CPR, who believes nothing is impossible and who arbitrarily decides the future of Western Canada by his choice of railway

stations. He eats, drinks, gambles, and works incessantly to achieve Macdonald's impossible national dream.

New cities spring up across the west — Winnipeg, Brandon, Regina, Calgary. Andrew Onderdonk, the suave New York contractor, hacks his way through the black gorge of the Fraser by hiring 10,000 Chinese coolies, thus contributing to racial tensions for generations in British Columbia. Major A. B. Rogers, hard-swearing, hard-driving, tobacco-chewing engineer, finds a Rocky Mountain pass where the experts say no pass exists.

The programs show the snow slides, avalanches, dizzy gorges, the "sea of mountains" and the granite of the Shield, yielding only reluctantly to dynamite.

Financial calamity has the railway builders on the verge of nervous breakdown, and the West is in near revolt when Louis Riel, back in Saskatchewan, rallies his people to desperate violence. But the rebellion is put down, the railway saved, and Macdonald vindicated when Van Horne transports 9,000 troops from Eastern Canada across the half-finished Superior line to the heart of rebel territory in just 11 days. This is the cruelest journey in Canadian history, but the impossible is accomplished by Macdonald, Van Horne and the railway. Finally, the last spike is driven at Craigellachie by Donald Smith, and Canada is joined from sea to sea."

Knowlton Nash is Director of TV Information Programs for the Canadian Broadcasting Corporation.

THE GREAT LONE LAND / Episode 1

In the Speech from the Throne of February 15, 1871 the government of Sir John A. Macdonald announces its intention to build a railway to the Pacific, to bring British Columbia into Confederation, and preserve Canadian sovereignty from sea to sea. During the next decade and a half Sir John's "national dream" will precipitate the rise and fall of political and financial fortunes and irrevocably affect the destiny of the Canadian nation.

THE GREAT DEBATE / Episode 4

Back in power in 1878, Sir John A. Macdonald reluctantly agrees on Donald Smith, Jim Hill and George Stephen to head the syndicate that will build the railway. Though capable, resourceful capitalists, they are tainted by U.S. railway connections. Finally after an exhausting marathon debate, a punch-drunk House passes the government's railway bill.

THE DESPERATE DAYS / Episode 7

Slow, arduous construction in the mountains and north of Superior sends costs soaring as the CPR faces financial calamity. 'Old Tomorrow' is slow to react — Sir John is distracted by mounting troubles in the West as farmers, Indians and Metis cry for redress. With Louis Riel back in Saskatchewan, shots ring out at Duck Lake and 10 Mounties lie dead. In a desperate gamble Van Horne offers to transport 9,000 troops from the East in 11 days to quell the rebellion in the West.

THE PACIFIC SCANDAL / Episode 2

Charges of corruption and intrigue ring out against the Macdonald government as the Pacific Scandal comes to a head. A drunken, dispirited Prime Minister delivers an impassioned defense in the House but independent MP Donald Smith breaks a Commons deadlock and Sir John resigns. Dour Liberal leader Alexander Mackenzie, a staunch opponent of the Pacific Railway, assumes power in 1873.

THE RAILWAY GENERAL / Episode 5

Construction is rapid in 1882 and 1883 and new cities spring up as the railway snakes across the prairies. Dynamic William Cornelius Van Horne, an American known as 'the ablest railway general in the world', is appointed CPR general manager and he profoundly influences the future of Western Canada by his placement of railway stations — new population centers.

THE LAST SPIKE / Episode 8

Eastern militiamen begin the cruelest journey in Canadian military history and Van Horne again achieves the impossible; they arrive west ahead of schedule. The national crisis is averted but the CPR faces riots, strikes and bankruptcy before an eleventh hour government loan saves the day. In November 1885 Donald Smith drives the last spike in the CPR and Canada is vertebrate from sea to sea.

THE HORRID B.C. BUSINESS / Episode 3

Canada reels in the throes of a depression as Mackenzie vainly tries to cope with inherited Pacific Railway frustrations. As surveyors squabble among themselves, contractors milk the public purse and B.C. clamors for the promised railway, Mackenzie's health wanes. If the railway is to be salvaged, Sir John A. Macdonald must rise from the political ashes.

THE SEA OF MOUNTAINS / Episode 6

Construction in B.C. is painstakingly slower than on the prairies but suave contractor Andrew Onderdonk and crusty engineer Major A. B. Rogers shatter new Liberal leader Edward Blake's prediction that no railway is practical through the sea of mountains. Onderdonk lures thousands of coolies from China to help hack and tunnel through the forbidding Rockies and Rogers gains immortality by finding a pass in the Selkirks where experts say no pass exists. But as the CPR creeps over the continental spine, trouble looms on the horizon.

Dr. Terry Accepts German Study Grant

Dr. Chris Terry, English Department, Saint Mary's University, has accepted a study grant offered by the Deutscher Akademischer Austauschdienst in Bonn for the summer of 1974. The objectives of the research include a study on the modern European novel and an enquiry into the educational policies of the E.E.C. It is hoped that some links may be established between a German university and Saint Mary's as a result of the research, which is to last for three months.

An Assistant Professor Is...

A. W. R. Carrothers, president and vice-chancellor, University of Calgary:

An assistant professor is a person who can take a point and turn it into a lecture. An associate professor is a person who can take a point and turn it into a course. A professor is a person who can take a point and turn it into a career. A dean is a person who has forgotten the point. And a president is a person who no longer believes there ever was one.

Eisenhauer

(contd. from page 6)

corporations in construction and notes that strikes have been a big factor in the elimination of small companies who can't hold out against long delays and increased costs.

Martin Eisenhauer expects strikes and labor problems to continue until the Government is prepared to take a much firmer stand in a roll to enforce better relations between management and labor.

Student Teachers

by: Dennis Cassivi

One way to build on the educational strengths in our communities is to give student teachers the chance to become familiar with them. The "practice teaching" block usually emphasizes the student's own attempts at teaching, in a highly stressful setting. Rarely is there any other aspect to his work in the field, and this seems to me a great waste.

In cooperation with St. Mary's University, I have constructed a seminar for each of the past two years. The central focus was to have each of a dozen students work closely with a person involved in education, in the broadest sense. The students' role would be similar to that of a research assistant. The major component of this course program was to learn from and contribute to this association.

One student who had already been teaching for a number of years before he entered the B.Ed. program had a particular interest in counselling. He was therefore assigned to a guidance counsellor in a Halifax county junior high school. Through the enthusiasm and cooperation of the counsellor, the school administration and school board officials, this student was able to work side-by-side with the counsellor in talking with students who had special problems; he learned much about testing, and was able to become involved in the observation of a rather unique work-study program. Through these activities and others he was able to develop a good understanding of the techniques involved in modern counselling. He was able to discover, for example, that the well-trained enthusiastic counsellor spends considerable time throughout the school working with teachers and students, and is not limited to a day filled with special interviews. He learned something of the role of the counsellor as coordinator of special services, as well as a utilizer of other services and agencies within the community. This student, who has intentions of going into school administration, feels that he gained an insight into the workings of a well managed guidance program, that he otherwise would never have obtained.

Two students worked with small groups in a reading tutorial program at a high school in Halifax county. Since the tutorial was not obligatory, the burden on my students was to attract these pupils and keep them interested. They spent considerable time with a capable and helpful teacher in the city of Halifax. He and others provided them with numerous materials and ideas many of which they were able to use successfully with their pupils. In addition to becoming aware of the complex nature of the problems associated with reading, these two students were to some degree instrumental in

setting up better lines of communication between teachers and students, among teachers, and among departments. They believed that the breaking down of the barrier of isolation that a teacher sometimes creates was one of their most successful achievements in bringing more of a community focus on the reading and writing problem.

Another student who had a special interest in education and the community worked with me in the development of a booklet on places for students to visit in and around the city of Halifax. After reading and viewing films that dealt with the identification of community resources, he contacted businesses, industry and other organizations that might be interesting places for young people to visit beyond the school walls. Our special interest was not in providing for an occasional school tour but in making various establishments ongoing learning resources for teachers and children so that the results of any visit would be carried over to the work in the classroom. Through letters, phone calls, and walks throughout the city, he came up with about sixty places in the Halifax-Dartmouth area that are willing to accept groups of students on visits. Each of the places told how much notice is required, the times when visits would be permitted, the number of students that would be permitted, the age level, whether adults were required, whether there were any safety precautions and so on. All of this material has been compiled and has been published in a booklet that is available for interested teachers.

Besides the work the students did in their various settings, we met weekly as a group to discuss the experiences, to try to place them in a broad educational context, and to consider the appropriateness of written material that was made available according to the students' work.

The combination led to an interesting working group. While the situations to which students were assigned varied considerably, there were clear common concerns that transcended any special subject field. In any case, the impetus for thought and action resulted from the individual assignments which the students were given. A brief look at a few of these might present a clearer picture.

One student was assigned to a history professor at Dalhousie University who is teaching a course (described in Volume 1, Number 1 of Lighthouse) which attempts to present the events, ideas and colour of the last ten decades through lectures, video-tapes, rap sessions and happenings, in a new class designed for people who think they hate history. This student not only became aware of how the course was developed but was also involved in the

production of tapes, researching materials, and evaluating the course itself. This led him to search out other high school teachers in the area who were interested in video-tape and social studies.

Another student who is interested in teaching science was assigned to work with a curator of education at the Nova Scotia Museum. The major part of his work was the production of a kit in Environmental Biology. After several meetings with various curators at the museum it was decided that he would work on several areas of the study of pollution and ecology. The basic idea was to use several species of animals indigenous to Nova Scotia as an indicator of pollution. The fluctuation in animal populations native to Nova Scotia was to be used as a reasonable indicator of the present condition of our environment. Besides doing some fairly detailed research for the kit, he was able to observe how the Nova Scotia Museum worked and the resources that were available through it. From there his searches led him to contact various science people at other institutions in the Halifax area and he was able to make a reasonable start on producing something of value for other teachers in the province.

Another student was assigned to work with the principal and staff of an elementary school in Halifax county to help organize an enormous amount of information that they had gathered about their community. After meetings with principal and teachers she set about crossfiling and dividing the material according to locality, time sequence and topic being discussed. She studied numerous curriculum books and children's television programs and had discussions with teachers, archivists, local historians, graduate students and others. She has continued to work on this material for two months beyond the end of classes.

These are a few of the examples of the assignments in which students were placed. Some worked in slightly more traditional settings, but the emphasis was always on the total view of the school and the community. In the end they all began to see the school as something more than a series of classrooms in a building. They began to see the school as even more than a building. They began to see the role of the community in education.

Whatever successes were realized through the program occurred only because of the cooperation of the Halifax city, Halifax county and Dartmouth school boards, and the enthusiasm of the students and the people to whom they were assigned.

Reprint courtesy of "Lighthouse"



Dr. D. J. Weeren, Dean of the Faculty of Education, recently hosted a reception for high school principals and teachers and Saint Mary's student teachers.

The Entrepreneurial Learning Experience

The Academic Responsibility

With few exceptions, Business Administration curriculums tend to be integrated programs of course offerings focusing on executive decision-making in large organizational settings. For many students, however, because of a lack of aspiration or perhaps an inability to seek out success in the large corporation, this instructional philosophy is less than satisfactory.

The concern here is with developing for the students, an effective means of exploring the entrepreneurial alternative. Thus, the purpose of this paper is to discuss a course designed to sensitize students to the opportunities as well as the problems inherent in the ownership and management of a small business.

Although Business Administration 487.2 is listed in the Saint Mary's Academic Calendar as a course in small business management, this title is somewhat misleading in the sense that the preface 'small business' implies that the management process it describes is somehow unique to the small firm. To the contrary, even a most cursory investigation would soon lead to the conclusion that the management process represents a set of analytical skills applicable to large and small business alike.

It is from this basic thesis that the guiding philosophy for the small business management course was derived. More specifically, in view of the absence of specialized small business managerial functions, it was realized that the course could simply become an extensive recapitulation of knowledge previously obtained. Since this was considered less than fully productive, however, the instructor felt that the emphasis should be placed on stimulating a realistic application of decision-making skills, learned in a large business context, to the small business setting.

Thus the primary objective of the course is to create for the students a practical, application-oriented, small business learning experience.

To accomplish this end, several interrelated teaching approaches are being utilized. The integrating focal point of these approaches is a student group effort entitled the Entrepreneurial Team Project. Hence, the material presented and discussed in class as well as the information generated through individual student assignments is directed entirely towards facilitating the entrepreneurial team effort.

The Entrepreneurial Team—
The Entrepreneurial Team Project first entails designating functionally balanced (i.e. marketing, finance, management and accounting) student groups. Each Entrepreneurial Team is then charged with the responsibility of developing the concept and complete operational plan for a local small business venture. Since the ultimate objective of the Entrepreneurial Team effort is to raise sufficient capital to operationalize their venture, an oral presentation as well as supporting documentation is required. To provide a measure of realism to the project a number of individuals from the Halifax business community (such as commercial loan officers) will help evaluate each team presentation, along with several commerce faculty members and the rest of the class.

Another interesting aspect of the Entrepreneurial Team Project is that each presentation will be video taped. Edited segments of these tapes will be produced for broadcast in late April on Channel Four, Halifax Cable. Also, beyond the inducement of 'instant stardom', funds are being solicited from various sources to provide a monetary reward for the best team project. Although some positive verbal commitments have been obtained, at this writing, final arrangements for the cash incentive have not been made.

As was mentioned previously, the individual assignments and classroom sessions are directly related to the Entrepreneurial Team

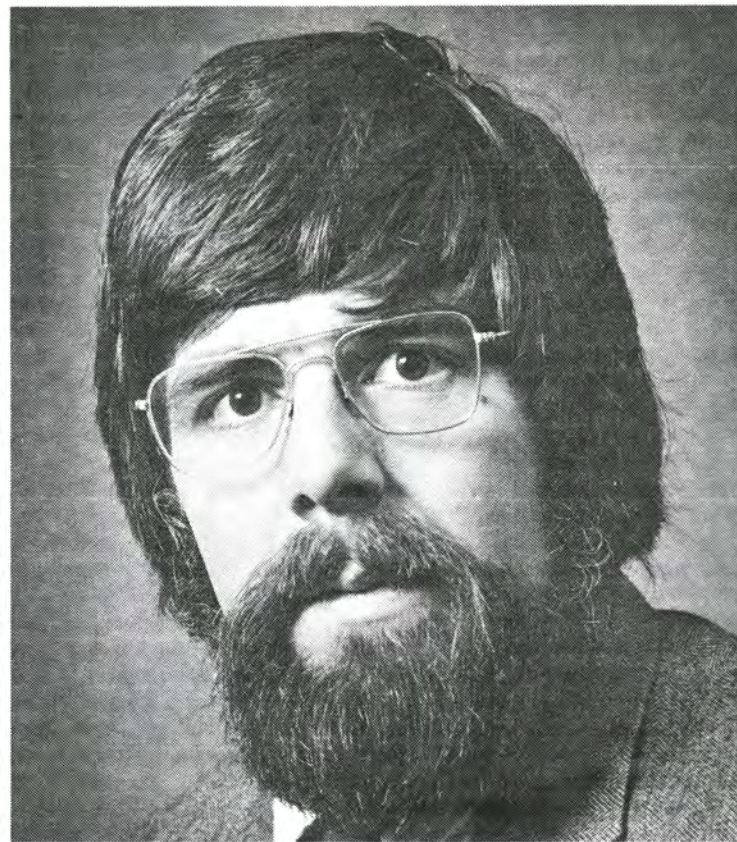
Project. The first few weeks of the semester are being devoted to profiling high potential small business ventures (i.e. Motels, Recreational Vehicle Parks, etc.) and analyzing a number of relevant small business cases. Also, in order to expose students to information and consulting resources available in the local community, that they as prospective small businessmen could find useful, a number of guest speakers are scheduled.

The Speaker Program—
The speaker program which is also video taped, has featured: William Ritchie, Small Business Task Force; Bob Boutilier, DREE; John Merrick of Burchell, Jost, MacAdam & Hayman; Carla Archibald, Consumer and Corporate Affairs; Larry Doane, H. R. Doane & Company; Harold Clarke, Industrial Estates Limited; William Torrance, Industrial Development Bank.

In the weeks ahead, the program will present: Brian Smith, Dun & Bradstreet; David Flack, Sun life of Canada.

Additional Student Responsibilities—
The remainder of the classroom sessions will be devoted to Entrepreneurial Team presentations.

The Abstractor-Researcher—
Since any plan that is to be conceptually and operationally effective should be founded on sound information, a review of pertinent secondary sources is an essential part of the planning process. To simplify this task for the Entrepreneurial Teams the individual task of the abstractor/researcher has been created. This assignment entails a dual responsibility. First, each student is to compile, in bibliographical form, ten journal articles and five books (pamphlets, brochures, etc. from Government and commercial agencies also qualify) concerned with any aspect of the management of small



Professor Lewis Tucker

business. Ideally, this research should concentrate on literature that is directly related to the selected entrepreneurial team venture. Next, each student will select one article from the list of Journal articles, read it, and from it prepare a detailed typewritten abstract. This abstract along with the bibliographical citations will be printed and distributed to the entire class.

The Interviewer—
Another individual assignment that is designed to procure information for the Entrepreneurial Team planning process is entitled the Interviewer. In this task each student is charged with the responsibility of scheduling a meeting with a local small businessman and conducting an interview on topics related to his operation. Although the major content of the interview would be situation specific a number of general inquiry areas could include the rational for undertaking the venture, start-up problems, current problems and attitudes concerning Government, business, schools, economic climate, etc. A typewritten summary transcript will be submitted and again printed and distributed to the entire class.

The Questioner—
The final individual

assignment entitled "the Questioner" is designed to derive the maximum benefit from the guest speakers. Thus, in order to stimulate class thinking on what it should be asking this valuable information resource and also to lend some guidance to the speakers' presentations, each student is required to submit five questions prior to a speakers' appearance. These questions are to be screened by the instructor and passed on to the speakers.

Flexibility—
In conclusion, it should be emphasized that we, as commerce academics, have a responsibility to provide a flexible "assortment of services" for our student, government and business publics. One would not have to read through many course syllabuses at most universities before coming to the conclusion that Business School curriculums have generally ignored the 'Entrepreneurial' alternative. It is the purpose of the course described here to service those students seeking an option to the large corporation career route; while also establishing some valuable, but often overlooked communication channels with the Government and Business communities.

Conference

The Political Economy of the Atlantic Provinces March 8 and 9 - Saint Mary's University — Halifax

No Registration Fee

THE PURPOSE:

To examine the 'Metropolitan-Hinterland' thesis and attempt to provide a framework for understanding the underdevelopment or misdevelopment of the Atlantic Provinces.

THE PROGRAM:

- March 8 9:30 a.m. Introductory Remarks
- March 8 10:00 a.m. From Colony to Colony: The Historical Process of the Hinterland
- March 8 2:30 p.m. Development of the Atlantic Region: Political Deception of Economic Laws?
- March 8 8:00 p.m. The Multinational Corporation: An Agent for Development of the Hinterland?
- Reception
- March 9 10:00 a.m. Social and Political Consequences of Hinterland Status
- March 9 3:00 p.m. What kind of Canada?
- March 9 8:00 p.m. Banquet — Advance Reservations Required Tickets \$7.50 each. Send cheque payable to Saint Mary's University, to: G. Chauvin, Dept. of Political Science, Saint Mary's University, Halifax, N.S. B3H 3C3

THE PANELISTS:

- | | | |
|--|---|--|
| 1. David Alexander
Clarence Karr
George Rawlyk
Stanley Ryerson | Memorial University
Canadian Historian
Queen's University
Université du Québec a Montreal | St. John's
Sherbrooke
Ottawa
Montreal |
| 2. Charles Raymond
Ernie Forbes
Del Muise
Tom Naylor | Maritime Resources Management Services
University of Victoria
National Museum of Man
McGill University | Halifax
Victoria
Ottawa
Montreal |
| 3. Michael Bradfield
Roy George
R.T.E. Gillespie
Kari Levitt
Andreas Papandreu | Dalhousie University
Dalhousie University
Canadian General Electric
McGill University
York University | Halifax
Halifax
Toronto
Montreal
Toronto |
| 4. Bruce Archibald
S. D. Clark
Cy Gonick
Ken MacKinnon | Dalhousie University
Dalhousie University
University of Manitoba
Saint Mary's University | Halifax
Halifax
Winnipeg
Halifax |
| 5. Danny Drache
Harry Fleming
Richard Hatfield
Mel Hurlig | York University
Advisor to the Executive Council of Nova Scotia
Premier of New Brunswick
Chairman, Committee for an Independent Canada | Toronto
Halifax
Saint John
Edmonton |

Conference sponsored by Saint Mary's University Speakers' Bureau
Chairman: Dr. R. C. Levesque, Political Science Dept.

LET THEM ENTERTAIN YOU

ARSENIC AND OLD LACE

presented by
SMUDS
Saint Mary's University
Drama Society
featuring Darcel Mailloux
and Debbie Allen
Gymnasium
March 7-8-9-10
8:30 p.m.



BASSOONIST GEORGE ZUKERMAN

Musician-in-Residence
Noon Hour Recitals
Workshops-Lectures-Concerts
Art Gallery
February 18 to 28



FREE TICKETS

Limited Number of
Free Student Tickets
To All Performances
Residence Desks
Hi-rise 1 and 11
Art Gallery
Reception - Mail Lobby
Reception-Main Lobby

DARTMOUTH CHORAL AND BRASS

Directed by
Kenneth Elloway
Multi Purpose Room
Sunday, March 10
8:30 p.m.



**MARIA MURO
PHILIP ROSHEGER**

Artists from Spain
Multi Purpose Room
Sunday, March 24
8:30 p.m.



CHAMBER ORCH. OF COLOGNE

One of Germany's best.
Reading Room
Tuesday, April 9
8:30 p.m.

ENGINEERING TALENT SHOW

Amateur Show
sponsored by
The Engineering Society
Gymnasium
Friday, March 15
8:00 p.m.



HOCKEY FINALS

BASKETBALL FINALS

CANADA . . . a continuing story

1896-1902: For Queen and Country

As Canadians the early settlers were proud of their ability to stand on their own feet, but still they were inexorably tied to the British Empire, ready to acknowledge, if not bow to, imperialism, and, above all, fiercely monarchist.

So it wasn't only the crowned heads of Europe, but Canadian delegates, who travelled to London for the diamond jubilee of Queen Victoria.

Every humble Canadian, in his own community, joined in the celebration — usually marked by the town band heading a parade along a main street bedecked with Union Jacks.

Perhaps it wasn't so remarkable then that a Canadian brewer, Sir Henry Pellatt, should raise a battalion of horses out of his own purse and send it to South Africa to help the British fight the Boers. Nor that he should build a castle on a hill in Toronto as his home.

By now Canada's agricultural and forest wealth was known throughout the world. Thousands worked in bush camps and were adept at jumping logs on snow-fed rivers. Other thousands were becoming rich on golden grain.

There was an even greater golden lure — the rush to the Yukon which converted Dawson into a boom town and brought frozen death to many before they reached their Eldorado.

For the stay-at-homes, there were other adventures: the wonderful invention of the telephone, the receipt of the single letter S by Marconi in Newfoundland that was to herald the age of radio, and the discovery of new foods that came in cans in cities like Edmonton and Vancouver, both of which had boomed too because of the Gold Rush.

By the turn of the century, there were five million Canadians. Slightly more than 200,000 lived in Toronto, and slightly more again in Montreal. It was the establishment of a pattern. Montreal has always just managed to keep its lead as Canada's largest city.

1903-09: Canada's Century

"The new century," Sir Wilfrid Laurier said, "is Canada's."

Hundreds of thousands who

never heard these words had other allurements: notices in London, Glasgow, and European cities told of free land and cheap passage to the country they had hardly heard of.

So began another great rush, far more lasting and important than any gold rush, as the immigrants, in this first decade of the 20th century, came streaming through Halifax and Saint John, Quebec and Montreal, bound for the Golden West.

For the first time, Ukrainian and Swedish and Dutch and Icelandic surnames became part of the fabric of Canada as communities were established like Lloydminster and Steinbach, Gimli and Tolstoi.

These New Canadians came, for a few English pounds, across the Atlantic and filled out the land. So much so that by 1905 Alberta and Saskatchewan were both able to declare themselves new provinces of Canada.

They worked indescribably hard, these immigrants, in their first Canadian years. Some slept in tents during their first sub-zero prairie winter. Some found themselves ten miles from their nearest neighbor. Some couldn't stand the loss of their crowded Yorkshire mill town or warm Viennese coffeehouses, and went back. But most stayed.

They stayed and assimilated.

It was a time of high collars and whalebone corsets and the first occasional automobile and street markets and wooden sidewalks and the Indian game of lacrosse, ice-yachting on Hamilton Bay, promenading the Dufferin Terrace at Quebec City.

For the newcomers, however, it was a time of one treasured possession brought at expense and difficulty from across the sea, a phonograph, a fiddle, a family painting, even a piano.

With these, it is no wonder that the singing of 'Home Sweet Home,' even in broken English, became a sign of the times. It brought back memories of the old and sounded as an anthem of the new.

1910-18: A Nonentity

In 1912, Canada established a department of external affairs.

It probably was only a gesture to Whitehall and evoked a yawn in Paris, a

grunt in the Kaiser's Berlin. To them, Canada was still very much an upstart nation with no right to be meddling in worldly matters.

Even in August of 1914, Canada was still an unknown quantity, although some facts were known about it. Its regular army, for instance, numbered 3,000.

The First World War was to change the view.

Soon, tens of thousands of Canadian young men from New Westminster to Moncton found themselves bivouacked on Salisbury Plain or marching around Aldershot. They didn't have a Canadian song between them so they sang about Tipperary, just like the Tommies and the Aussies and the Kiwis. And then they went to France.

By 1916, the prime minister, Sir Robert Borden, was keeping to his promise to maintain 500,000 men in the field (and this didn't account for thousands more behind the frontline). And Canadian factories were turning out 800,000 shells a month.

Canadian troops had been blooded long before then, bereavement had left its lifelong scar in homes across the land, and already the word — where it counted most, in the trenches — had already made its rounds: "I'd as soon have a Canuck next to me in a tight corner as any man."

There had been more than bullets and shells and landmines. There was the first gas attack of the war at Ypres with Canadians in the thick of it.

Then, in 1917, came a major victory for the allies at Vimy Ridge. Canadians were in the thick of that, too.

The war brought stature. It also brought tragedy like that single day when a Newfoundland battalion was practically wiped out.

It brought great disaster even at home like that other single day of the Halifax explosion.

It raised some men to be heroes, like Col. William Bishop V.C., who shot down more than 70 enemy planes.

It brought much else to Canada: by November 11, 1918, this nation was no longer a nonentity.

1919-25: New Frontiers

Perhaps not every soldier fully believed the politician's rallying cry that the war had been fought to make a "world fit for heroes." But they expected more than they were to receive.

Canada suffered less from industrial unrest than most other countries. Nevertheless, a 1919 Winnipeg strike saw streetcars overturned, police battling workers.

Soon, however, the returned soldiers were back in jobs, and the returned fliers became the first bush pilots, starting the second great unifying factor in Canada's story — flight. They were the ones who opened up the north — northern Quebec, the Peace River district of Alberta, the Barren Lands. They were the suppliers, the men who carried the geologists, the prospectors, the surveyors, the doctors, the teachers. They were the new frontiersmen.

In the older, established parts of Canada, other frontiers — of science, medicine, technology — were extended.

Niagara Falls was tamed to give light to all southern Ontario as well as power to the bush factories. New mines were opened in a belt across northern Ontario and into Quebec. More young people were leaving the farms to live in the cities but still, in 1925-26, Canada's wheat exports exceeded those of all other countries in the world.

The wealth showed through.

As in the States, the flappers wore short dresses and smoked cigarettes openly; the young swells owned model T-Fords and talked about, even if they didn't always actually partake of, Prohibition gin. And everybody in the cities went to see vaudeville and wept a nostalgic tear with Sir Harry Lauder, or to the silent movies to weep with laughter over a funny little guy called Chaplin.

Not everybody, perhaps; some were too busy. Two men called Banting and Best, for example, working away in a Toronto lab on a cure that was to be called insulin. Some painters who had found a new way of looking at the pre-Cambrian Shield and were later to be called the Group of Seven. A woman writer called Mazo de la Roche who was creating the Whiteoaks Chronicle, based on the life around Oakville and Port Credit in Ontario.

1926-32: Bubbles Burst

Everybody, it seemed, was just waiting for the latest mail-order catalogue to buy

something else for the home — or their back.

Prices were always a little higher than the year before, of course, but then so was income — and income tax.

There was plenty of money around; nobody dreamed that within a few years the popular song would be "Brother, can you spare a dime?"

The money showed in different ways.

Canadian cities got their first skyscrapers; summer cottages began to appear in the Laurentians and beside Lake Simcoe and Lake Winnipeg; hobbies, and particularly photography and crystal sets, were the rage.

People from Toronto went more often on moonlight cruises across the lake to Niagara, and in smaller towns of the Maritimes and the Prairies a flying circus would pay a visit and other people would make their first flip.

The American influence was powerful, Lindbergh was a Canadian hero, too; the Chicago mobsters were villains in Trois Rivières and Victoria; and Mary Pickford was a double heroine as the new 'talkies' were playing across the land because, while she had found fame in Hollywood, she had actually been born in Canada.

Nowhere was the American influence more pronounced than on the stock market.

With all that money around, Canadians had been riding the boom, putting their ready cash (and some that wasn't so ready) into speculative stocks.

Then on October 29, 1929, the bubble burst. The stock market crash started on Wall Street, but in hours had affected Montreal and Toronto exchanges. Within weeks it was to affect every home in Canada.

There were suicides and foreclosures. Despair spread like a cancer.

It was no consolation that, two years later, through the Statute of Westminster, Canada gained further independence by being made a member of the Commonwealth of Nations. The days of imperialism were over, but few seemed to notice.

Next the years 1933-1967 from "Golden Leaves From Canada's Past" courtesy of the Borough of Ethibicoke

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