

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

THE SENECA STORY

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1) Pre-history The Past is Mere Prologue

It takes at least thirty years to make history. (Toynbee)
He who ignores history is condemned to relive it (Santayana)

a) 9/9/99: The End of the Beginning

i) It Seems Like Only Yesterday

For those who had been there from the very start, the irony was inescapable. Thirty-three years earlier, on August 11, 1966, the initial meeting of the Area #7 Board of Governors was held in the Talbot Room at the Inn on the Park Hotel in Willowdale to fashion a "college of applied arts and technology" out of the mandate received earlier that year by the new board chair, Dr. Frederick W. Minkler. They were assembled on that summer evening to meet the principal provincial officials who would navigate this new system from the lofty corridors of Queen's Park, to learn of the high mission of this thrilling new "system", to have their inaugural reflections duly recorded by Board secretary, Len Black, and to meet each other.

They would meet again, for the first time on their own, in the offices of the North York Board of Education on this date, September 9, to the very day 33 years before in 1966. As this first formal meeting convened, there was no Seneca College. There was no president; there were no courses of study; no buildings, equipment, staff or facilities. There were no clearly defined rules by which to proceed nor any sort of firm commitment to a budget. There was, in the beginning, simply a small box of papers, a recording secretary, a dedicated assemblage of nine (on that occasion) new board members and a dream, hatched that day in that room, in the words of the Chair, to develop "the biggest and best college in the country"...the very words which, three months later, would be directed to the new president on the occasion of his hiring and on which occasion he was given the box of papers, now much larger...and a handshake.

Exactly 32 years before this date, on September 9, 1967, the doors burst open at a renovated factory on the south side of Sheppard Avenue just east of Yonge Street and the very first students of a college, newly named "Seneca", crossed the threshold, 852 of them on a full-time basis and 1,096 on an evening, part-time basis. The challenge, to the 56 teaching masters who received those students that day, was to prepare them for the world of work in an ever-changing environment and a barely foreseeable future. The challenge of the college itself was to accurately foresee that future and to muster the people, the vision and the resources to perpetually adapt to it.

September 9, 1999. Pat Foster was now the Director of College Services; Bill Utton was now the Manager of Physical Resources; Wayne F. Norrison was now Vice-President of Seneca College and Stephen E. Quinlan was its President. All four had been there, thirty-two years before, to receive those original students. Quinlan was a Business teacher; Norrison was a teacher of Psychology; both had been hired a few weeks earlier. Foster was on her way down from Waterloo to patch together the new College's first bookstore and Utton had followed the first president from Northview Heights Collegiate to Seneca to take care of buildings and grounds. They had all been in their mid-twenties and they were all who remained of 100 pioneers to bear witness to the first opening day of the first new college campus...and the last new campus opening of the century, indeed, of the millennium. They were there with a third of a century of memories...and Stephen Quinlan was at the podium.

The podium was under a great white marquee in the extended foyer of the newly constructed, \$55 million, 270,000 square foot, 5,000 student "Advanced Technology" campus, designed by Raymond Moriyama and aptly named *Seneca@York*; for York University is where it was located and York had been its keen and hospitable partner through the many months and several governments that had led to this day.

Over 33 years, fully 116 public-spirited citizens had served on the Seneca Board and 16 Chairs had helped them, and the college administration, navigate the good ship Seneca through the crests and troughs, the squalls and shoals of all the institutional years in between. Of the 104 still living on September 9, 1999, over one third were in attendance, under the marquee, upon what one poetic soul referred to as this "red feather" day. And one half of the surviving Board chairs were among them.

What they were there that day to commemorate was the advent of an entire college system moving up a notch. Government Task Forces had heralded the exponential growth of "high" and "advanced" and of "information" technology and the emergence of a new and burgeoning stratum in economic society now called *quarternary industry*; industry and employment based on intelligence and information, their applications and the vehicles, so often electronic, to purvey these applications. Government consultants year after year had canvassed the marketplace and reported back with findings of employment rates among college-system graduates in related careers approaching or exceeding the 90% mark. Government studies had come to acknowledge the increasing need for focused attention on the area of "advanced training and education" and the timeliness of increased co-operation between colleges and universities and both of these with business and industry. Now, on the ninth day of the ninth month of the 99th year, here it was. ***The college of tomorrow, today.*** Whoever, in the mid-sixties, had coined the expression, "You've come a long way, baby!" would be right on target applying it to Seneca in 1999.

ii) Westward Ho!

The seeds of *Seneca@York* had been planted many years before. Early Seneca convocations were held in York's auditorium; numerous curriculum linkages had wed Seneca to York; York had conferred a Doctor of Laws degree on the College's first president and had been well represented on the College's first Board by the late Dr. Harry Leith. At this very time, the York University Assistant Vice-President of Plant and Property, Peter Struk had long held a similar post at Seneca and had kept the lines of communication open and amicable all the years since. A steady stream of Seneca graduates were proceeding in rising numbers to York each year with an ever-increasing credit rating of advanced standings. Even more students were graduating from York and proceeding to Seneca for post-diploma programs and virtual employment guarantees. The two institutions, by 1999, shared literally hundreds of alumni. And, at Queen's Park, the provincial government had begun to smile approvingly on joint ventures...any ventures that would stem the tide of unemployment and catch the wave of technology.

So it was that, in December, 1992, Seneca College had received a government grant to study the training and academic needs of the community in the then Borough of North York and the southern part of the York Region which lay to the north of Steeles Avenue and West of Yonge Street...with a view to the consolidation of the many small, leased campus facilities in that area. Seneca, which had occupied well over 100 campus locations in 30 years, was going to put as many eggs in one basket as was possible. In August of 1993, a joint submission from the two institutions, York and Seneca, was received by the Ministry of Education and Training, recommending a York-based location for the Seneca thrust West-of-Yonge.

In November, the proposal was approved in principle and, by April, 1994, funding for such an undertaking, *together with the **formation of Community Learning Centres (CLC's)** in the area of Jane-Finch*, was formally approved. The idea and the early groundwork had been initiated during the presidency of W. Roy McCutcheon and pursued by Vice-President Cyril Flacks. They were both in attendance that September day. The impetus, the inspiration and the dreamer who stayed with the project from its incubation to this watershed occasion, was the man at the podium, President Stephen Quinlan. It was his baby. By his side on the dais, ever a study in quiet competence, sat the midwife of this monument to the new technology, Dr. Peter J. Kanitz.

iii) West of Yonge: (The Road to the Horizon becomes an Information Highway)

Shortly after the formation of Seneca College, for reasons steeped in Canadian frontier history, the expression "Au large!" was adopted, and remains to this day as the college motto. It was the rallying cry of our earliest entrepreneurs, *les coeurs de bois*, as they turned their canoes into the western sun. Liberally translated, it means, "To the horizon!" It has accurately described the Seneca spirit which had transported the College through thirty-three years of aggressively creative response to student, community and industry needs as they emerged. Seneca's northern horizon had been long ago explored and settled with the purchase, in 1971, and development of the 696.2 acre King Campus. However, in the populous and demographically chequered west, only a smattering of leased premises were struggling to fill a huge need.

As far back as 1970 there had been Task Force studies, at least one by each president, to investigate the styles, densities and patterns of demographic activity, the transportation routes, the available sites, the industrial base, the skill shortages and the general political climate of the area west of Yonge.

The first such study, authored by the founding president, William T. Newnham, was included in a formal prospectus to the Ministry of Education entitled *Education for Tomorrow*, the principal purpose of which was to outline in detail the overall College Master Plan premised on the completion of Phase 1 of the then "Finch" Campus.

In early 1973, with Finch complete and operational, three highly respected teaching masters, William Delagran of Liberal Studies, Robert Scott of Computer Studies and Peter Struk of Technology were assigned a more focused study of the area with an eye to a new campus location and an inventory of the community services which such a site could provide to the most people. The final report was written by the President's Executive Assistant, Newman Wallis. The research and recommendations were well received; but the capital dollars were no longer as readily available as they had been during the halcyon days when the impact of the Robarts' Plan had liberated well over \$200 million worth of 75% recoverable conditional grants from the federal government to get the college system built. It was about this time that the College absorbed the full weight of the message from Queen's Park: that college expansion had entered the era of second-hand facilities;

In 1974, President Newnham made application to lease the Hardington Public School on Lawrence Avenue at the far western edge of Seneca's properly constituted Area #7, raising hackles at the Separate School Board of Education and eyebrows at very nearby Humber College. This was to become the "Lawrence" Campus for fifteen years and for many hundreds of College Preparatory and other students and faculty.

Shortly after his well-earned sabbatical to Grenoble, the original Dean of the College, Dr. William B. Stoddart was appointed to the post of Vice-President responsible for "Nursing Programs, West of Yonge and Other"

A large part of the west of Yonge area, revolving around the so-called Jane-Finch corridor, had been zoned to accommodate low-income housing resulting in a predictable influx of low-income families and those many problems that social agencies in the area were endlessly striving to address. Stoddart's point man to canvass the west of Yonge community, immerse himself in community life and identify both the most pressing needs and the most formidable, local decision-makers, was former student, Student Administrative Council president and, at this time, Assistant-Director of Student Affairs, Alvin F. Curling, a man of many attainments who was to become, in the years ahead, the Minister of Housing and later of Skills Development for the province of Ontario, and sitting member for Scarborough North/Rouge River, the most populous constituency in Canada at any level.

At the same time, the College had recruited a team comprising Michael Clement, Janet Willis, William Humber and Anthony Flynn (who was later to become the College's third Board of Governors' elected representative from the support staff) to confront these problems and to devise strategies to deliver post-secondary opportunities to this protean population.

Some time earlier, Seneca had installed its Dental Hygiene and Dental Assistants courses in a shiny, new, glass-clad office complex at 1000 Finch Avenue West, at the intersection with Dufferin which, as Seneca moved increasingly more activity into this site, was to become the *Dufferin Campus*. The "West of Yonge Group" established headquarters alongside the Dental programs and proceeded out into the community with a constellation of ideas and a loose and creative mandate to market part-time courses of study. The project became known as the ***College Without Walls***.

In the period that followed, literally thousands of part-time students were scheduled into church basements, elementary schools, community halls, recreation centres, COSTI facilities... anywhere the Seneca College Without Walls team could find a space to mount a subject. Curling completed his work; Willis proceeded to a college with walls at Centennial in Scarborough and David McHardy was hired and added to the team. Integration into the full Continuing Education operation at the Newnham Campus had not yet begun. But, the lesson had been learned. There were vast numbers of willing and anxious students in the west of Yonge area who were looking to Seneca College for education, skills and career opportunities.

As the seventies wore on, more and more Seneca locations were founded, mainly as leased facilities, and the service to the almost 600,000 people now living in the North York part of the west of Yonge augmented by the burgeoning population spreading north of Steeles Avenue into Vaughan (the city above), was escalating apace. More and still more space was occupied at the Dufferin

Campus which had now become the headquarters for all of the widespread Business and Industrial Training programs made available through Seneca College.

The resort to leased facilities throughout this period was by no means unique to Seneca. The economy had bottomed out across the nation and every college was constrained to address austere times with creative and generally temporary measures....especially with respect to the accommodation of programs. An aggravating factor at this time was the fact that a period of economic austerity traditionally brings with it an increased need for the very training, upgrading and retraining that the educational system overall was less equipped than ever to afford. The Seneca response was continue to reach out to its community through outlets, store-fronts, vacated schools, office buildings and whatever other arrangements that could be devised, often on very short notice after the announcement of newly-funded program areas.

Just a few of the Seneca sites, serving the west of Yonge during this era of capital restraint, would have to include:

- Bathurst Campus was the earliest site for part-time and adult education programs. Given minimal opportunity to lease appropriate space for a campus base in 1967 and faced with immediate financial incentives for part-time and adult training, the College in its infancy rented classroom space near Steeles Avenue E., in the Temple Sinai synagogue and classes were up and running at what came to be called the "Bathurst Campus";
- Sheppard Campus at 43 Sheppard Avenue East, ½ block in from Yonge Street in the heart of North York which originally spread down the street to occupy the Woolworth Store for classes and some faculty offices and which ultimately became the base for the Centre for Independent Learning (C.I.L.) under Dean William J. Riddell;
- Lawrence Campus, the former Hardington Public School far out on Lawrence Avenue west near Weston Road under first Dean Douglas R. Sherk and later Dean Richmond Grannan;
- Dufferin Campus at 1000 Finch Avenue East in Downsview housing Training in Business and Industry and other related programs under Dean Robert J. Cameron, as well as the Dental programs and the site from which emanated the College Without Walls under its Director Michael Clement;
- Caledonia Campus, opened by Dean Maureen Callahan and embracing English as a Second Language and Early Childhood Education programs;
- Jane Campus, under the direction of John Hazlewood, conspicuously abutting the 401 highway at Beverly Hills Drive and in which the College installed its Centre for Precision Skills Training, then a leading edge metal turning facility, its Centre for Entrepreneurship and Innovation (so well managed over the years by Dr. David E. Coates and Director George Jamieson), the Photocopier Repair Technician program and a number of community-based offerings through Continuing Education and Occupational Training;

- Fairmeadow Campus, whose operation was overseen by Financial Administrator Geza Alexin and was nearby Yonge in the Yorkminster area although not strictly in the pure west of Yonge area. This site was opened with the intention of serving the financial and human resources requirements of all of these west of Yonge sites. It was at this site that all of the learning materials and video productions were conducted in the service of the Centre for Independent Learning;
- Glen Park, also under Dean Riddell in the Bathurst and Lawrence area
- 5001 Yonge Street across from the North York Board of Education, under the stewardship of Dean Grannan and designed to accommodate all of the activity associated with the Canada Works programs;
- Spring Garden Campus two blocks north of Sheppard and designed to accommodate a number of basic Occupational Training projects for several year.
- Glen Rush Campus, obtained in a trade with the Reichmann family (Olympia/York) in return for the Glen Park site. They would enjoy the Glen Park premises for sectarian educational purposes while Glen Rush would embrace an array of E.A.S.L offerings
- School of Communication Arts (SCA) at 1124 Finch Avenue West in Downsview, initiated under the tireless guidance of Dean Maureen Callahan, followed by the able management of Elizabeth MacLennan and always under the watchful eye of erstwhile Director, Michael Monty. SCA represented the most successful integration of the many courses in the areas of Audio-visual techniques, Creative Advertising, Broadcasting, Design, Film Production, Photography, Technical Illustration, Computer Graphics and Digital Animation that were being endlessly fine-tuned in response to the cascading advances in information technology and videography through this period
- The Ontario Skills Development Offices (OSDO) of Richmond Hill, Vaughan, Concord and Dufferin;
- Yorkdale Campus, formerly the C.B. Parsons School at 2999 Dufferin Street in central Downsview which was also under the deanship of William Riddell, housing Business, Office Administration and Tourism programs and serving as a living laboratory for the C.I.L instructional mode; and finally, during the early negotiations for *Seneca @ York*,
- York Gate neighbourhood learning centre at the corner of Jane and Finch in the York Gate Mall, directly across from the shopping centre's food court, with its 10 classrooms, 90 computers in three computer laboratories and a resource and multi-media centre to prepare over 600 students for jobs and/or further post-secondary education. These courses were offered either free of charge or for a very modest fee or, in the case of the Future Program for students between 16 and 24, the students would be actually paid to attend. Those who took the pre-employment course received \$125 per week and those in the work experience component of the program would be paid the minimum wage.
- In addition to all of these sites and outlets, the College committed itself to making programs available in this (and other) areas through federally and provincially sponsored in-house or in-service training programs identified by the

Seneca-York Community Industrial Training Committee, through Seneca Telecollege every morning, facilitated by TVOntario, through the Centre for Distributed Learning (employing distance learning, correspondence and other modes) and through the multi-media, self-paced vehicles of the Centre for Independent Learning.

- Even further to this, the College had been encouraged from a variety of sources to explore some very attractive and suitable sites in respect of which elaborate plans were developed and proposals submitted. One of these featured the Downsview Airport site and another involved a highly detailed and most persuasive submission in support of a west-of-Yonge campus location on the site of the Workers' Compensation Board premises, to be declared the "Oakdale" Campus. Timing, changes of governmental administration and hesitation on the part of the several authorities vested with decision-making in this area, postponed this strategy even unto its abandonment.
- While all of those campus sites and outlets were being put in place for every identifiable need in the west of Yonge area, literally hundreds of premises were being leased, opened and closed for the multitude of Seneca offerings through the College Without Walls and Continuing Education, a situation which prevails to this very day.
- And all of these were set in place simply to serve the abundant and growing need in the area west of Yonge.
- The College had responded to the clear and present need for a complete spectrum of course offerings to the people of Downsview. But the strain of the cost of maintaining all these and many more leased facilities was beginning to overtax the College and to introduce inefficiencies of overlap and duplication which cried out for remedy, for centralization and the technology explosion was beginning to crest.
- A new, commodious, 21st century campus was clearly indicated and the optimal site for it was already occupied by York University, Seneca's old pal for 30 years of post-secondary education in northern Toronto. As the man said in Oklahoma, "The farmer and the cowman should be friends!"

iv) Seneca @ York: An idea whose time had come

The long and productive regime of President William T. Newnham had resulted in blanket coverage of the west of Yonge area throughout the period of leased premises. Fully twelve different campus locations covering over 200,000 square feet of space were providing post-secondary and other training and upgrading programs. Already the Ministry of Colleges and Universities had made known its intention to phase out funding for leased facilities by the time the successor president, W. Roy McCutcheon took the controls in 1983. Among his first acts as president, McCutcheon enlisted the services of the consultants Cresap, Bernard, McCormack and Paget to virtually affirm what the college already knew:

- that the time had come to scale down the proliferation of leased sites because they were too difficult to administer, created wasteful duplication

of service, represented a high cost in the maintenance of aging premises without the uniquely dedicated space for specialized academic purposes and generally tended to fragment the overall college operation;

- that the time was fast approaching for the consolidation of these many disparate campus operations under one wholly-owned, highly visible and commodious roof and that internal studies should soon proceed with respect to the appropriate programs to occupy such a site and the necessary administrative and structural adjustments to accommodate a smooth transition; and
- that attention be clearly focused on the acquisition of a site optimally located to ensure accessibility, transportation, parking, centrality with respect to the service community and proximity to that sector of the institutional community most relevant to the basic objectives of the new site....all ever mindful of cost.

In response to this advice, Vice-President Stephen Quinlan (as he then was) struck a college-wide committee in 1989 under the leadership of Dean Brian R. Adamson. It was assigned the name *Profile '93* and it drew from every corner of the College and from some of Seneca's most eloquent and creative resources. Profile '93 met for a year and a half. Because its mandate was trained on the distant future and dealt with issues involving a great many Seneca faculty and staff, the team met regularly and intensively, received submissions and representations from the entire college community, immersed itself in the most earnest kind of environmental scanning and corporate soul-searching and wrestled with many of the enduring and ponderous philosophical issues confronting post-secondary education at that time and for times to come. The result was a blueprint, received understandably in an atmosphere of some controversy, for a college of the near future surprisingly close to reality as it is now unfolding.

With the succession to the Presidency of Stephen E. Quinlan in 1992, still more consultation was indicated. Under commission from the Ministry of Education and Training, the research teams of Millward-Brown and I.B.I were recruited with the benefit of previous studies and the warmer government climate for capital submissions. Working in close co-operation with Dr. Peter J. Kanitz, who had been seconded from his role as Dean at King Campus to spearhead this project, the team proceeded down well-charted waters and found itself, again and again, arriving at the threshold of York University.

The main recommendations of this study were:

- to consolidate the activities of all 12 west-of-Yonge campus locations under one roof;
- to seek the funding and undertake the specific planning for a comprehensive, 3100 student campus operation in the west-of-Yonge

- area, ideally on the premises of and in a co-operative venture with York University at its Keele Campus;
- to offer a broad array of post-secondary programs including newly developed or revised programs that would keep pace with the fast-forward surge of *Advanced Technology*; and
 - to establish one or more *community learning centres* which would serve together as an educational focal point for the immediate community and would effectively bridge the gap between secondary and post-secondary education that had impeded the learning progress of so many in the area.

The upshot of these recommendations was quick, providential and especially gratifying to those who had channeled their efforts for on the need to meet west-of-Yonge requirements and, at the same time, fulfill a dream of so many Seneca educators to bring college-level academic content and methods into the twenty-first century. In April, 1994, just a few months after submission of the request and recommendations, the N.D.P. government of Robert Rae (Minister of Education and Training, Dave Cooke) formally approved the funding for the construction of a Seneca Campus at York University, as recommended, and a Community Learning Centre (CLC) to be located in the Jane-Finch area entirely consistent with the expressed needs of the politicians both municipal and provincial who represented this congested area.

Without hesitation, negotiations began with York University to establish a Seneca Campus at the heart of York's Keele campus. The response to the need for *community learning centres* was so quick and so incisive (Seneca had been ready for this challenge for years) that the York Gate Community Learning Centre was officially opened in November of that year and, by Christmas, over 500 students were already being served through a variety of programs (Office Systems Operations, The Alternative Learning Laboratory and others) which were aimed directly at their needs.

The initial financial commitment to fund the entire project at York was calculated at \$56.3 million in pure provincial government funding. These funds, would be extended, as history would have it, over a period that spread into the newly elected Conservative (PC) government of Premier Michael Harris which would succeed the Rae regime:

- \$1.3 million would be assigned to the development of and renovations associated with the Jane/Finch Community Learning Centre. These funds were promptly expended and the Centre was well under way;
- \$10 million was to go to York for a variety of reasons that included the academic uses to which they would put it and the use of their land and the costs of the adjustments they would have to make to accommodate Seneca's project and its presence;

- \$45 million was the balance which would be applied exclusively to the “Advanced Technology Campus” that would become Seneca@ York, as it turned out, within 4½ years of the commitment.

Although it is a well known reality of responsible government that no parliament can bind the hands of any future parliament, it was with some considerable relief that the Quinlan administration was to learn that the new P.C. government had taken under careful advisement the earlier commitment to Seneca and York and found it worthy of continuing support. However, in the spirit of long promised cutbacks through the rest of the Ontario economy and public service, the revised status of the overall allocation, as delivered to Seneca and York by newly appointed Minister of Education and Training, Hon. John Snobelen, was to be a reduced aggregate grant of \$37.9 million. The project had survived with the government’s blessing; but less than two-thirds of the original allocation remained to sustain it. Clearly, the time had come to approach the private sector and, at the same time, to make the long overdue sacrifices among the Seneca campus locations in order to:

- fulfill the commitment to close down the excessive number of campus locations, which commitment was, after all, the essential part of the *consolidation* argument;
- kick-start the considerable *savings* to be realized from the costs associated with so many leased premises;
- *backfill* the loss of \$16.4 million from the initial grant to ensure that the upscale, highly sophisticated, Advanced Technology campus project, already planned and unarguably necessary for 21st century career preparation, would not be compromised;
- initiate the mutually beneficial *partnerships* with industry that would ultimately become indispensable to any further thrust by the college and the university into the emerging fields of technology that the new campus will be serving;
- begin to establish closer personal relationships with those major *suppliers, users and ultimate employers* of the software, hardware and services whose vital place in a high-technology economy represented the principal rationale for the new campus and its curriculum; and
- take advantage of the generous, recently introduced initiatives from the provincial government in the form of the *Access to Opportunities Program (ATOP)* through which matching funds from Queen’s Park were available for programs financially supported from private sector sources which would have the effect of increasing student activity in the Advanced Technology field.

v) Calling for Reinforcements

At least six key strategies were undertaken by the College at this time to cover the \$16.4 million deficiency and also be ready to embrace the adjustment costs of moving and the additional costs of new hardware and peripherals and new faculty salaries for a new facility with new or revised and upgraded programs.

1. Sale of owned properties.

Consistent with the stated policy of the College to reduce campus sites and to aim at both the consolidation of locations and the streamlining of campus operations generally toward single purpose facilities, steps were immediately taken to list the Seneca properties at 1255 Sheppard Avenue East at the corner of Leslie Street (known over the years as the *Leslie Campus* and, before that, the *York Regional School of Nursing*) and at 43 Sheppard Avenue East (known since 1967 as the *Sheppard Campus*). In very round figures, the College was able to convey each of these facilities for:

- \$8.5 million for Leslie Campus within the year;

and

- from \$8.5 to \$12.5 million for the very favourable Sheppard site contingent upon the ideal zoning for development purposes. Following a protracted delay, the zoning issue was resolved to the full satisfaction of the developer-purchaser and the high end price was attained.

2. Corporate Contributors.

Nothing is going to make a difference in the buoyant corporate world of information technology quite so dramatically as the local college and the local university partnering to create programs and graduates in this very field and who are training their students in the very techniques, the software and hardware produced and managed by the local technology suppliers. The response to the call from Seneca by the industrial community was more than gratifying: it was evidence of the kind of co-operation which has kept the Ontario economy humming so productively. Contributing through donations of hardware, funds, discounts or dedicated laboratories were the following:

- Apple Computer, Inc.;
- Apotex, Inc.;
- Cisco Systems, Inc.;
- Cogeco;
- Dell Computer Corporation;
- Hewlett-Packard (Canada), Ltd.;

- Hummingbird Communications Ltd.;
- IBM Corporation;
- Intecomm / Innovatec;
- Lucent Technologies (Bell Labs);
- Netscape Communications (Canada);
- Novell;
- Omron Canada, Inc.;
- Orad Hi-Tec Systems, Ltd.;
- Oracle Corporation;
- Phasecom;
- Puppet Works, TRF Inc.;
- Rational Software Corporation;
- Rogers Cable TV Ltd.;
- Sanyo Canada Ltd.;
- Shaw communications Inc.;
- Silicon Graphics Canada (SGI);
- Sims Moelich Associates; and
- Xerox Canada

3. **ATOP Funds.**

In its 1998 Budget, the provincial government introduced the *Access to Opportunities Program* and, at the same time, the 20-person *Industry Advisory Board*, selected by the Minister of Education and Training for the purposes of helping to manage the \$150 million fund the object of which was to respond to the shortage of skilled high-technology professionals in Ontario by matching the funds, dollar for dollar, that are raised by colleges and universities from the private sector to help offset the one-time, start-up costs for students in specific disciplines associated with this field, being:

- computer science;
- electrical, computer or software engineering;
- computer engineering technicians and technologists;
- computer programmers;
- computer systems technicians and technologists; and
- electronic engineering technicians and technologists.

Seneca was honoured to have its president, Stephen E. Quinlan, chosen for the Board by the Minister of the day. By the turn of year 2000, every college and university in Ontario had forwarded submissions to access these monies. The fund had only one year to go before its moratorium; however; already, the Minister of Finance was able to report that unemployment in Ontario had attained its lowest level in years. At Seneca, a consortium of fewer than a dozen internal and external members proceeded into the marketplace and the funds they raised were matched by the province to assist in the hiring of faculty and the purchase of necessary equipment for the Seneca @ York project.

4. **Strategic Initiatives.**

This was a plan devised and carried out internally within Seneca itself by which, in a summary way, some budget funds from Seneca administrative contributors were made available to the overall Seneca @ York project on a short-run basis, thereby making the project an all-college undertaking and having the effect of creating the financial support for such innovations as the brand new and highly prized eCommerce Institute which was up and running for the September 1999 start date.

5. **The Seneca Foundation.**

In 1995, in anticipation of the need to access support of the private sector for the Seneca @ York and other college projects, the decision was made to create two arm's length entities in the service of the College; one to enhance the already brisk business in the field of International Education and the second focused on fundraising and development. Two of the College Vice-Presidents, Cyril Flacks and Bobbye Goldenberg, would be enlisted to apply their considerable skills exclusively to the nurturing of these two projects. Vice-President Goldenberg undertook the role of President and C.E.O. of the second of these two projects which, on December 24, 1996, was incorporated, pursuant to the *Canada Corporations Act* as a non-share, capital corporation to be known as the *Seneca Foundation* with offices in the King Campus Gatehouse, with former Seneca Board chair Merilee Harris as the new chairperson and with the objects of receiving and maintaining a fund or funds for the benefit of Seneca College consistent with the provisions of the *Charitable Gifts Act (Ontario)*.

A full board of Directors of the Foundation was elected on May 5, 1997 with Nazir Shariff in the chair and the raising of funds began in earnest with the support of the Seneca @ York project as one of the goals. The Board chair was assumed by Mr. Melvin Zwaig in November, 1998, at which time the Foundation team was headed by newly appointed Leigh Colbourne Reynolds with Director of Alumni Affairs, Bruce Berman and Leigh Turner Hobson, herself a long time Seneca alumna.

6. **Austerity Budgets.**

Throughout the mid-nineties, occasioned in part by government policy and to a considerable degree by the need to begin assembling the financial base for the long awaited thrust to the west of Yonge, the Vice-President, Finance and Administration, Brian R. Adamson introduced a roster of measures that would bring a period of relatively painless parsimony and productive profitability to the overall college budgetary process. The short-run pain of losing old friends and major contributors

to the Seneca saga through attractive, early retirement packages; the heightened attention to the myriad of college and individual expenses that enervate so many corporations; the expansion of the teaching year, within the terms of reference of the Collective Agreement, to a modified, trimester mode; the solicitation and encouragement of entrepreneurial activities; the joint ventures that led to student residences which filled up immediately and a most profitable escalation of International activities all increased the College's freedom to be creative with a modest surplus...all at a time when the watchword across the system was, "Do more with less!".

vi) The Wired Campus: Unveiling

Forty-one years ago, in the spring of 1959, the York University Act was passed by the Ontario legislature at Queen's Park. Hon. Leslie Frost was the Premier; the Minister of Education was Dr. W.J.Dunlop. Speaking to his vision of the future of York in early 1960, York's newly installed and founding President, Dr. Murray Ross declared, "York is planned as essentially a liberal arts college where its students will receive an *education* in the broader sense rather than professional training in a specialized field. *Specialized training can come later*—probably at York itself as the university develops." Forty-one years later, with over 40,000 students and 4,500 faculty and staff, York had become the third largest university in the nation and among the most innovative.

Thirty-five years ago, in the spring of 1965, Bill 153 was introduced to the Ontario legislature at Queen's Park to provide enabling legislation for the establishment and operation of a system of *Colleges of Applied Arts and Technology*. Hon. John P. Robarts was now the Premier and the Minister of Education was Hon. William G. Davis.

Thirty-four years ago, in the spring of 1966, the first meeting of the first Board of Governors of College Area # 7 (what was to become Seneca College) took the first steps toward its own letters patent of incorporation under the name "Seneca".

Here, on an ambrosial September morning in 1999, specialized training had come to York down the information highway from Seneca College, York's good neighbour for all these years. From the April, 1994 receipt of approval for funding a Seneca site at York and from the early autumn date when the architectural firm of Moriyama and Teshima was selected to design the new campus, the millennium had begun to emerge, first in concept, then in structural steel, bricks, mortar and glass...and a thousand miles of electronic wiring, beside Pond Road on the Keele Campus.

The finished product, a working testament to a cybernetic age, nonetheless eerily evokes the early perception of Murray Ross. To echo the words of the sculptor of Seneca @ York, Raymond Moriyama, "Students need a place to

learn, not to train. I wanted to design a building that would make people smile, that places humanity over technology!"

Still, a "wired campus" it was; but a subtly wired campus. It is wired in a flexible architecture to accommodate the inexorable change that always accompanies technology. The design includes remote access for students to registration services, distance education programming and Internet services. The facility itself is so devised to house over 4,000 students on site with additional capacity when different modes of distance (or "distributed") education and individualized instruction are taken into account. At any given moment, more than 1,000 computer work stations (one for every three students) are available for use and *computer access points* are built into all lounge and study areas for students who have their own notebook computers.

The Information Commons is an integration of computer and library resources equipped with state-of-the-art information access and retrieval tools, general purpose microcomputer laboratories, project rooms, quiet study space and audio-visual services. It is the heart of the building itself, occupying the whole first floor of the south wing of Seneca @ York, and it can be viewed in its entirety from the main entrance lobby. The computer "commons" is a fully open, 10,000 square-foot "pit" holding more than 350 computer work stations and wrapped around on three sides by three storeys of glass wall forming a cathedral atrium with two skylights allowing natural light to permeate the entire learning vista.

Adjacent to the lofty and exhilarating main lobby of the campus is the so-called *student commons*, an open-concept area designed to facilitate "one-stop" shopping for students requiring the services of registration, counselling, placement, records or financial assistance. The admissions and record-keeping functions are all automated and are accessible through any college computer station and through the Internet from home and from other remote sites. Part of this overall concept was to enable a "pooled" approach to the utilization of all perennially scarce campus resources.

In this light, the campus *classrooms* have been so configured as to accommodate the needs of all potential users, irrespective of the particular program in which they are registered or are instructing, thereby introducing an unprecedented level of efficiency to the timetabling process. Ranging in capacity from 20 to 150 students per classroom, they are flexibly designed to permit an array of different teaching/learning modes and include space for "traditional" classroom style, two large lecture theatres, multi-tiered rooms, and a "kaleidoscope" room fitted for multi-media and video conferencing presentations, all of which are wired to adapt to new, emerging, educational technologies and all served by a centralized audio-visual service hub. The conventional ratio of classroom space to *laboratories* tends to be 1 to 1: Seneca @ York boasts a number of multi-purpose and program-specific labs at a ratio of 2.5 labs to each classroom. These include laboratories for Biology, Chemistry, specialized computer uses, audio-visual labs, television, computer-

design facilities and 6,000 square feet of multi-purpose laboratory space for projected Seneca-York joint programs.

Enclosing a football-field-sized quadrangle-courtyard which serves to organize the premises, unify its disparate elements and import a touch of green, the campus houses a medium-size marche-style cafeteria, a student-funded single gymnasium, an aerobics facility, a general fitness area and an elevated indoor jogging track that weaves around and over the entire recreation area. In addition, students have access to the food outlets at York Lanes on the university campus and plans are currently afoot to provide access to York's library and its many sports facilities.

vii) Contact

By the time the dust had settled, the crowd under the marquee had turned its attention to the ceremony from the dais and the ribbon had been cut, over \$60 million had been raised by the college and expended on this glittering space-age facility and equipment. It was the first time in Canada a college had been constructed right on a university campus...heralding the shape of things to come. Master of ceremonies on that auspicious September morning was Dr. G. Anthony Tilly, Senior Vice-President, Academic of the College. One after another the members of the platform party, each of whom had done so much to bring about this campus, were recognized for their contribution. Dr. Peter Ross, recently retired Chair of the Seneca Board had been with the project almost from its inception. Now current and acting Chair Douglas Dutton would carry the torch through the first Fall semester of the new site. Saul Feldberg, President of Teknion was there along with Todd Finch, President of Netscape and Susan Miller, President of Catalyst Enterprises and Mark Deacon, President of Smart Toronto and also a distinguished Seneca Board member. John Honderich, Publisher of the Toronto Star and a great moral supporter of this endeavour was up front along with the Chair of the Seneca Foundation, Melvin C. Zwaig and Halina Ostrovski, the National President for the Canadian council of the Americas.

The Chair of the Ontario Council of Regents, John Farrell, was on the stage right next to Seneca's past president, W. Roy McCutcheon. York University was represented by the Chair of the York University Board of Governors, Charles Hantho and by President, Dr. Lorna Marsden who spoke as true visionary when she applauded the joint venture between the two great institutions. Dr. Marsden gave the assembled audience a glimpse into the advanced technology of York itself and brought sincere greetings from Dr. Susan Mann, her predecessor whose support for this project had been so welcome and so helpful to its accomplishment. The exhilaration of the students to be pioneers at such a time and such a place was eloquently articulated by Seneca @ York Students council President, Liz Gonzalvez, followed by an equally enthusiastic address by Mark Deacon on the timeliness of this future thrust and the courage of Seneca, York and the province to make it happen. It was then time to hear from the province in the person of

Minister of Training, Colleges and Universities, the Hon. Dianne Cunningham, whose mandate included the fashioning of policy to absorb the flood of students who were advancing into "the year of the double cohort" and whose expectations included career paths that would inevitably stray through the very fields of information, communications, science and technology that this new campus was erected to harness. Said she, "Seneca @ York is an excellent example of how carefully-thought- through strategic partnerships can help Ontario students. Government of Ontario, the private sector, Seneca College and York University have worked together to create an Advanced Technology campus that will prepare so many students for the jobs of tomorrow".

Quinlan front and centre. Dr. Tilly then introduced the President of Seneca, the flood gates of whose dream flew open with the rending of the ribbon. He had started life at Seneca as a teacher of Business on September 9, 1967. Over the years, he had watched Seneca transform into the most populous Business School in the country and he had watched as the relationship between information technology and commerce had become inseverable. He had digested all of the recommendations of the Report on Advanced Technology to the Minister and had become acutely aware of a new provincial receptivity to the concept of post-secondary partnerships...colleges, universities and industry working together for their own good and the good of the economy.

On September 9, 1992, as newly appointed president of a college so many thousands look to for their careers, he wove what he had learned into a concept to which Dr. Peter Kanitz would one fortuitous day assign the name Seneca @ York. Then he had begun to transform concept into reality. Seven years later to the very day, here it was and here was he at the prime of his time. Generally composed, laconic and business-first, Stephen E. Quinlan was pardonably a little breathless as the opening of tomorrow's campus occurred today. "Seneca @ York takes collaboration and innovation to a new level, creating an exciting new concept in Education. We provide the technology and the expertise to enable the learners of today to become the knowledge-based workers of tomorrow. For people with the ability, aptitude and desire to succeed, this is indeed the ultimate learning environment"...as indeed it was.

At last it was time to recognize Raymond Moriyama, described by architectural arbiter of the Toronto Star, Christopher Hume as "the most poetic of Canadian architects whose starting point is a single idea or motif, often deceptively simple, but on which he can hang the most complicated project". Moriyama had based his formulation of this new campus on the notion that education is a process more than a product. He expressed this in a number of ways, each intended to create the sense of flow, openness and community which he maintains to be essential to the learning process. The exterior is marked by a beacon rising over the entire York campus and reaching, night and day into an attainable future. The space that begins outside is brought into the new building through a series of slanting glass facades. The main entrance sweeps visitor and student alike into the Information Commons whose glazed walls reveal everything and seem to cry out communicationland. Inside, the

emphasis on light and transparency continues. Instead of the hushed tones traditionally associated with the ivory tower, there is the hum and click of a thousand keyboarders. Moriyama has put them on stage, making them inadvertent players in the ongoing pageant of higher learning. At the podium, a study in humble competency, he clears his throat and reveals his formula. " I spent many hours contemplating the Seneca project and three factors came to me as the essential ingredients for which provision must be made yet which three are, in themselves entirely intertwined...*the place, the program, the people*".

It had been the recipe for Canada's biggest college going on a third of a century: the place for the program for the people. And here it was again, Moriyama-style, done to perfection.

And then the President recognized the man who had spent most of the nineties in a portable building, surrounded by a sea of mud and an archive of blueprints, tilting at every windmill, soothing every voice of discord, meeting, planning, designing, revising, defiantly refusing to be impeded by work stoppages, changes in government, endless alterations in program mix, reduced resources, community input and the interminable rhetoric which accompanies education wherever it goes...a living Seneca testament to the old adage, "It's dogged 'll do it!"...principal emeritus of the Seneca @ York project, Dr. Peter J. Kanitz, who would soon retire to a quiet life of repairing old cars on his front lawn, fawning over his many grandchildren and consulting world wide for CIDA, the World Bank and other international agencies focusing largely on the advice to partners in emergent nations on how to construct and configure the buildings and curricula for developing colleges.

Look on my works...On June 30, 2001, following an estimable career of resolution and studied thoroughness, Stephen E. Quinlan retired as Seneca president. Of Quinlan it may be recorded in retrospect that he had truly left the College not only with an appreciable surplus and a strong reputation both at home and abroad; he had left the College in even better shape than it was when he had assumed control which, at Seneca, is no mean feat. In recognition of this and of his decisive and relentless pursuit of what ultimately would become Seneca @ York, a ceremony was conducted on May 16, 2002 at 11:00 a.m.at the southern (Pond Road) entrance to this 21st century monument to post-secondary education and, at this time, the Board of Governors performed an official unveiling of a new and much deserved name for the new campus: The Stephen E. Quinlan Building.