

Address to Staff: 10 November 1980.



Th. Chairman, Friends and Colleagues.

Just as I have done in each of the five years I have been in office I welcome this opportunity to address the Staff Association, to express some thoughts on the state of the university, and to answer questions put to me, to the best of my ability.

I shall group my remarks under a number of headings such as Finance, Student Nos, Academic Developments, Building Programme, Staffing Matters and the like

Financially, I am happy to say, we are currently better off than at any time during the past five years. To put it succinctly that no matter how painful the process might have seemed at times, we have learned to live within our means, ^{in spite of savings in inflation} ^{subsidy cuts, increases in pension costs} ^{13th check etc}
is for every R100 of income we now spend R 97
not R 103

That 6% is absolutely vital to our total well being
1979 ± 300 K or R 10 m budget

roughly similar story for 1980, + projected for 1981
Translated into the terms of an individual's finance it's the difference between paying cash and paying for everything "on tick", tottering on the edge of crisis

Even the Residences are likely to have something of a surplus ± 3%, for the 1st time certainly in the last 10 yrs

Managing finances in a period of inflation is like riding a bicycle. If you try to stop you fall off, but if you ride too fast you drop from exhaustion

One has continually to keep in equilibrium rising salaries

and other costs against Govt subsidies, what we can charge in student fees and what we can persuade people to donate. It is an exercise requiring both nerves and skill; we owe a great debt of gratitude to those whose responsibility it is to guide us in these matters.

eg. the change -40K overdraft to 120K short term interest makes an incredible difference

It is not the business of a university to make a profit, and we have given grants in library, equipment + research money (10 as years) is when the money is in the bank, but any individual or inst't which does not have at least a month's living available in ready cash research is living in a sort of paradise, and as long as I am in a pos'n to influence decisions we shall never go back on the hard-won level of financial discipline + responsibility.

Donations coming along nicely expect for 1980 ±500K in tied money, ±200K in free income: if it weren't for this outside generosity we should really be in a difficult pos'n as far as new developments are concerned eg new Chairs Electronics, E.L.L., Accounting. Stock market has also been kind to us as far as our endowments are concerned.

Building Programme.

±200K conversion to coal heating → hence Re-
done Rother House

Re doing College; Milner, Graham to follow
Improvements to Turo, Stanley kind

8 New p.g. flats nearing completion
Rehousing Carpenters and Allied Trades

Big Programme, breaking ground next yr

Quad 2 project: Eng, Teog, Geol

Closing Roads, piazza

side benefit Acc, Bus. Ad
Econ

Academic Develop

Very considerable, in spite of belt-tightening exercises

Extension of courses in Af History, Eng in Africa
Electronics

Futures Sci, only made possible by
JLR. Smith development

ESL --- born because of NEHM

Economic Biology

Under Consideration Agric Management

EL. Devel. Stead appointed

expansion to Bus Ad option.

Caveat. We must be prepared from time to time to look critically at some of the time honoured options which are perhaps not as crucial as they might once have been

Precedents: eg survey, anatomy → domino syndrome.

Student Nos

+ 3,7% to 2915

Blacks ± 180 6 → 7%

Certain adjustment problems, but we are learning to live with them

move to ^{more} professional courses eg commerce, pharm

No need to get alarmed eg Harvard: Bus, Law, Medicine, Architecture, Got many more students esp p.g. than in pure arts & sciences.

Next year?

Staffing

Overall, I believe we are more than holding our own with regard to quality, competence, dedication of our staff

Trouble spots in attracting good staff in some areas, eg Comp, Aect, Law, ^{Terminations} professional areas but we have found them

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While I mention Journalism let me place on record once again my concern that one of our numbers, together with a number of students, are still detained without charges brought against them. I have done all I can, publicly to remedy the situation, but also to face visitors and people who knew Rhodes well alive or

have commented very favourably on appearance of ground, condition of buildings, general spirit of corps. The longer I have been here the more proud I have become to be your Vice-Chancellor and the more I have realised that my role is like that of an orchestra conductor.

In the last analysis reputation of an orchestra does not rest on who conducts it but on quality and dedication of ^{people who play the instruments} players: at Rhodes we have that in abundance.

I am happy to say that to you 3 academics, admin clinical ^{technical} maintenance, directly and unequivocally and to thank you for your concern & support without which my job would be untenable.