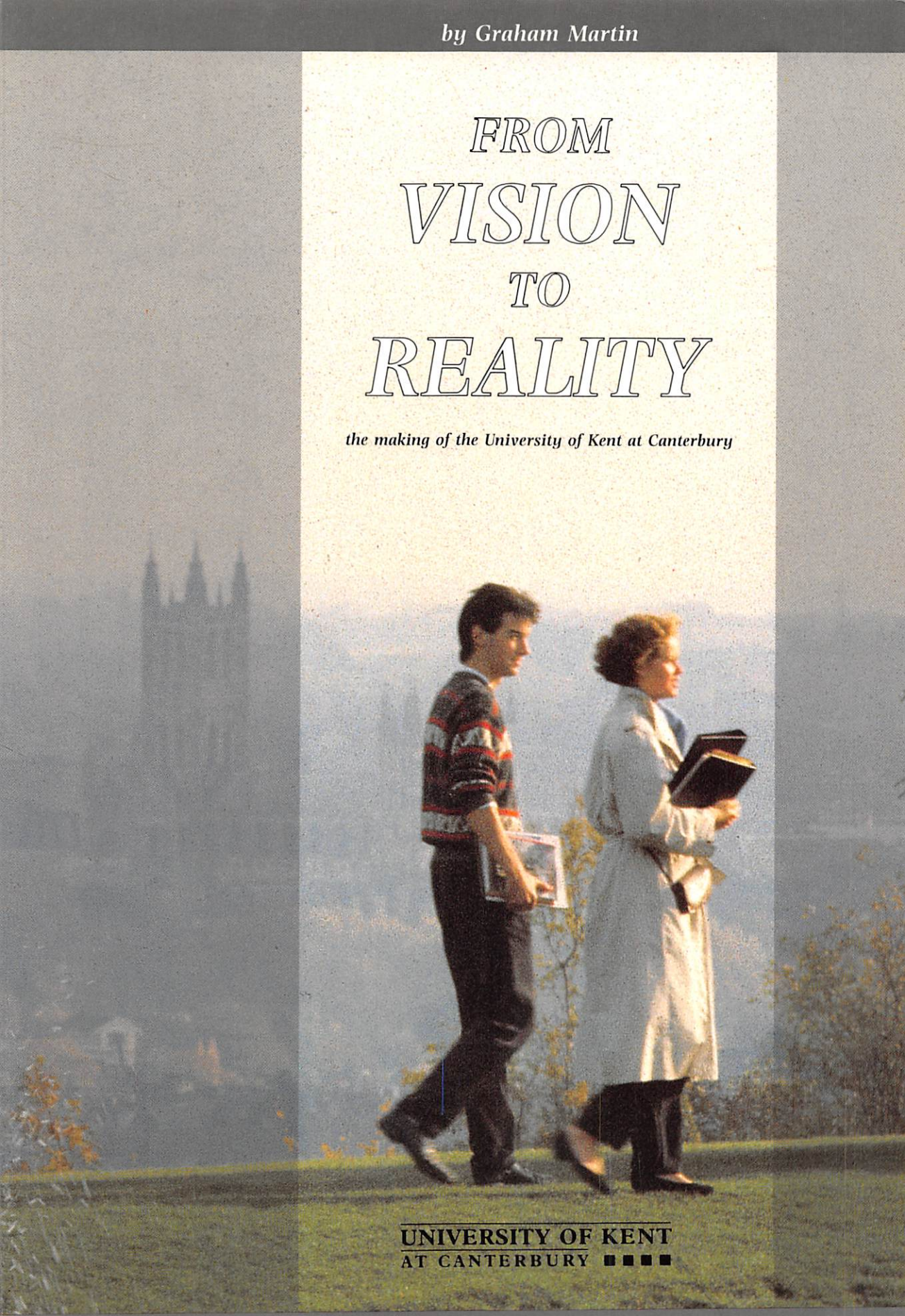
by Graham Martin

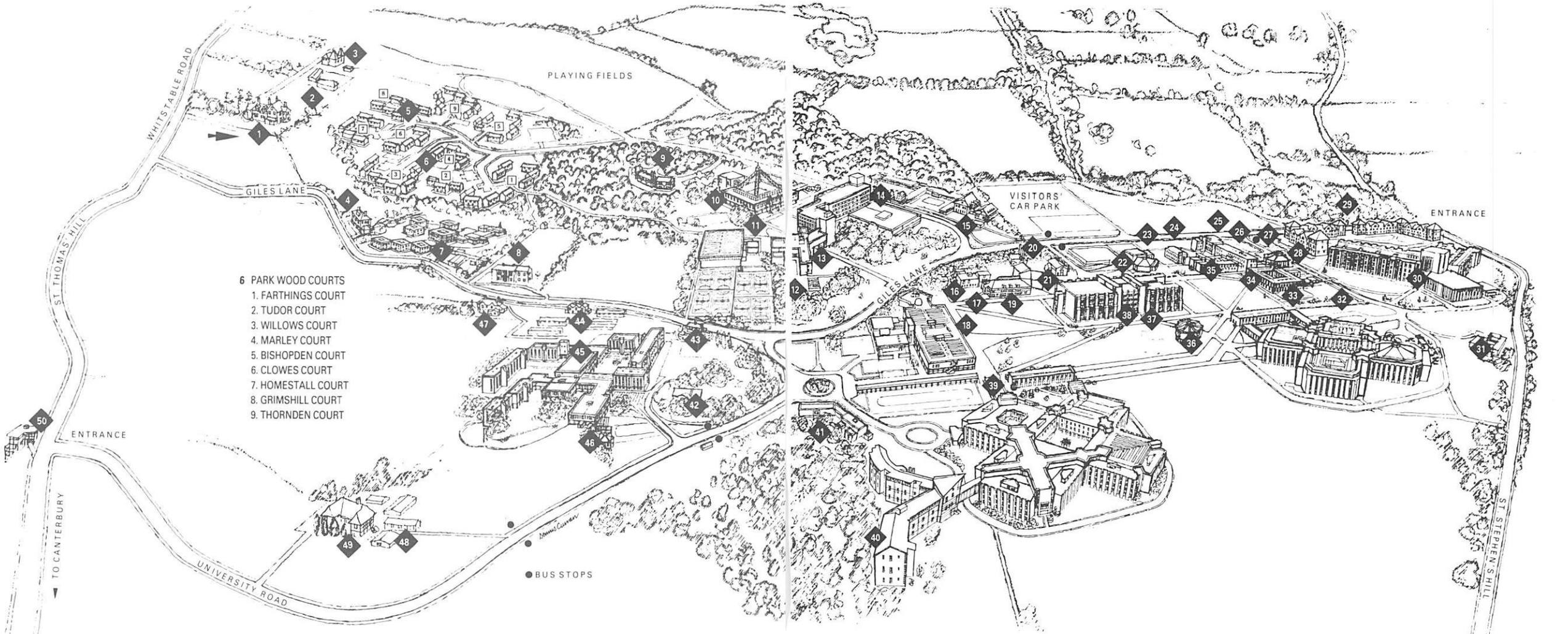
FROM VISION TO REALITY

the making of the University of Kent at Canterbury



UNIVERSITY OF KENT
AT CANTERBURY

with a foreword by the Rt. Hon. Lord Grimond



UNIVERSITY OF KENT AT CANTERBURY

PRINCIPAL BUILDINGS AND LOCATIONS (numbering is clockwise, starting top left)

- **5** ACCOMMODATION OFFICE
- **26** ASRU
- **16** BANKS
- **40** BECKET COURT
- **49** BEVERLEY FARM HOUSE
- **13** BIOLOGY
- **20** BOILER HOUSE
- **37** BOOKSHOP
- **9** CANTERBURY BUSINESS SCHOOL
- **46** CAREERS ADVISORY SERVICE
- **14** CHEMISTRY
- **28** COMPUTING
- **35** CORNWALLIS BUILDING
- **23** CORNWALLIS LECTURE THEATRE
- **30** DARWIN COLLEGE
- **29** DARWIN HOUSES
- **42** DAY NURSERY
- **21** DRAMA BUILDING
- **31** DURRELL INSTITUTE (DICE)
- **10** ELECTRONIC ENGINEERING
- **39** ELIOT COLLEGE
- **2** ESTATES CENTRE
- **15** ESTATES & BUILDING OFFICE
- **7** FRANCISCAN STUDY CENTRE
- **25** GEORGE ALLEN WING
- **19** GRIMOND BUILDING
- **22** GULBENKIAN THEATRE
- **1** HOTHE COURT
- **43** INFORMATION OFFICE
- **48** INSTITUTE OF SOCIAL & APPLIED PSYCHOLOGY
- **50** JOHN STONE HOUSE
- **45** KEYNES COLLEGE
- **4** LANDON
- **12** LANGUAGE ANNEXE
- **38** LIBRARY
- **27** MATHEMATICS
- **47** MEDICAL CENTRE
- **3** OAST HOUSE
- **44** OLIVE COTTAGES
- **18** PHYSICS
- **25** PSSRU, HSRU
- **34** REGISTRY
- **9** RESEARCH & DEVELOPMENT CENTRE
- **32** RUTHERFORD COLLEGE
- **33** SCHOOL OF CONTINUING EDUCATION
- **24** SCHOOL OF EUROPEAN & MODERN LANGUAGE STUDIES
- **36** SENATE
- **11** SPORTS CENTRE
- **17** STAFF CLUB
- **41** STUDENTS' UNION (MANDELA BUILDING)
- **8** WOODLANDS

FROM VISION TO REALITY

the making of the University of Kent at Canterbury

The platform party leaving the dining hall of Eliot College after the University's first Congregation, at which Her Royal Highness Princess Marina, Duchess of Kent, was installed as Chancellor.

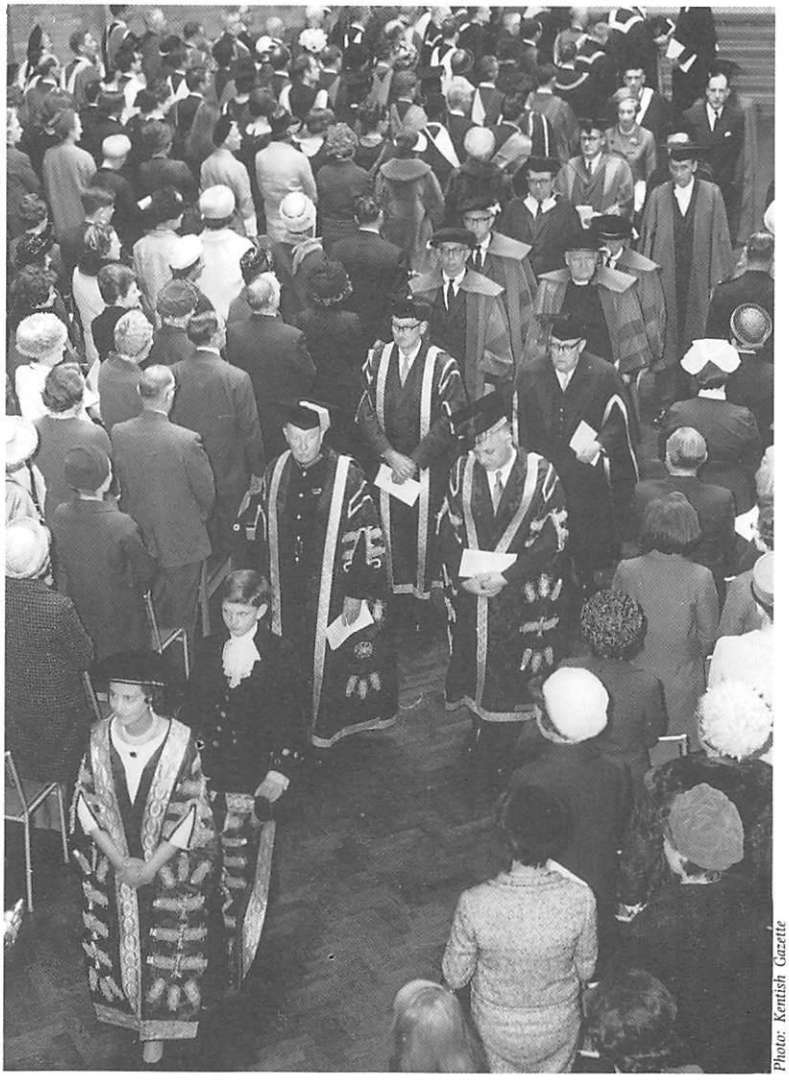


Photo: Kentish Gazette

The procession, headed by the Chancellor and her page (Peter Matthews of the 5th Canterbury Boy Scouts), included all of the original Principal Officers of the University and four recipients of the honorary degree of Doctor of Civil Law. From the front, two-by-two, they were: the Pro-Chancellor (Lord Cornwallis) and the Vice-Chancellor (Dr G. Templeman); the Deputy Pro-Chancellor (Sir George Allen) and the Treasurer (Dr T. E. G. Baker); the Chairman of the Academic Planning Board (Dr D. G. Christopherson) and the University's Visitor (Dr Michael Ramsey, Lord Archbishop of Canterbury); the Secretary (Dr J. Haynes) and the Deputy Chairman (Sir Edward Hardy) of the Sponsors of the University; the Deans of the Faculties of Natural Sciences (Professor G. R. Martin) and of Humanities (Professor G. E. F. Chilver); the Master of Eliot College (Professor W. A. Whitehouse) and the Dean of the Faculty of Social Sciences (Professor W. Hagenbuch); two members of Princess Marina's personal staff (Lady Balfour and Major Peter Clarke); and, finally, the Registrar (Mr E. Fox) and the Public Orator (Professor F. S. L. Lyons). [Professors Hagenbuch and Lyons are almost completely hidden by other members of the procession in this picture.]

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by Graham Martin

with a foreword by
the Rt. Hon. Lord Grimond,
Chancellor of the University of Kent

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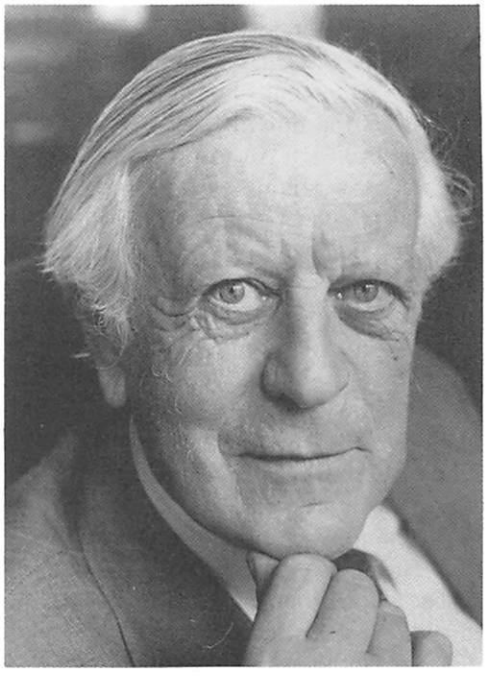
Foreword

by Lord Grimond,

P.C.,T.D.,LL.D.,D.C.L.,D.Univ.,
Chancellor of the University.



'THIS BOOK is intended to be read as a story' so the author tells us – and a good story too.

The launching of the University reminds me in many ways of the launching of a ship: romance, high hopes and sound craftsmanship. She is to be the home and workplace of a company of men and women of varying views and skills bonded together for a chain of voyages into the seas of knowledge. Guided by inherited wisdom she may make a series of familiar landfalls but the unpredictable is always around her and her prow points to new realms of thought. To launch a ship upon a life of perhaps fifty years is romantic enough; how much more romantic the fitting out of a University which we hope will last a thousand.

Those who know the University will be delighted to meet old friends, old ambitions and indeed old controversies so readably remembered by Professor Martin. Those who have never seen the Bell Harry Tower rising over the city of Canterbury or inhabited digs in Herne Bay will, I hope, read with interest how the University was constructed. Professor Martin's method is what I believe is called inductive – he argues and illustrates from the particular to the general. That is how life progresses, and it therefore makes for easy reading. But he has the art which conceals art, and in the easy-flowing narrative are concealed many shrewd comments of relevance to the conduct of institutions in general.

Two of the main features of Kent University were intended to be – and are – the College system and the avoidance of the traditional arrangement of departments and faculties. It is instructive to read how this laudable plan developed – or in some ways failed to develop.

The University was launched with a fair wind, and the respect for such institutions was then still high among our rulers. That made the Universities perhaps somewhat blind to the changes which were creeping up on them. Luckily by the time the squalls hit us the University was well found and for that, as Professor Martin makes so clear, we must thank its skipper and the original crew among whom Graham Martin was an anchorman. The steady progress which I believe that the University has made, and its ability to sail on through choppy weather, has been due I believe partly to the sound principles of the founders, but partly also to the ability of the staff of all kinds led by two outstanding Vice-Chancellors to adapt to changing needs while remaining true to the founding principles. The founders of the University were not like God who started the world on a clean sheet. They had to recruit staff who were already to some extent set in their ways and cater for students whose abilities and appetites they could not control. And they knew how to give when necessary. For instance, they made a stand worthy of the Courtiers of King Canute by forbidding student cars to approach within twenty-five miles of the campus. They then retreated fairly gracefully before the tide of protest.

Another aspect of the University which strikes me is that it seems to me to be a happy and indeed increasingly happy place. In a world where the media and countless societies have a vested interest in friction, trouble and discontent, this is remarkable. My feelings are confirmed by this book. It tells not only an interesting story, but a story of a success which has given happiness to many people, widened their chances in life and increased the wealth of the Nation. Not bad for the first twenty years.

Preface

THE IDEA of putting together this account of the development of the University of Kent at Canterbury had its origins in the planning for the celebration of the twentieth anniversary of the granting, in January 1965, of the University's Royal Charter, and the arrival, later that year, of the first contingent of undergraduates. The urgency about the collection of the raw material for such a study had been sharply brought home to us by the deaths of two very dear colleagues: Guy Chilver and Walter Hagenbuch, the first Deans of the Faculties of Humanities and of Social Sciences. A large part of what we had to celebrate had been built upon the foundations they laid so carefully twenty-odd years ago, and it is particularly sad that they are no longer here to contribute their first-hand accounts.

Then, in February 1988, the University suffered another sad loss through the sudden death, at his home in Canterbury, of Geoffrey Templeman, our founding Vice-Chancellor. The first holder of that office will obviously have opportunities normally denied to his successors to set his stamp upon the institution, and if (as I do believe to be the case) the University has evolved into a thoroughly congenial place for work and study, then it is to Geoffrey Templeman that the primary credit must be given. It is an occupational hazard of the office of Vice-Chancellor to be the target for criticism: a typical university, after all, has several hundred academic staff and several thousand students, most of whom seem to be convinced that they know better than the official 'management' how things ought to be run. Nevertheless, I think history has already revealed just how large and how beneficent his contribution really was, and how large a debt we owe to him for the vision and the drive which he brought to the setting up of the University.

The present book is not to be regarded in any sense as a proper history of the University, for what seem to me to be very good reasons: it really needs more than twenty years for the dust to settle before a serious study of that kind should be attempted, and I, in any case, am not a historian. The book is thus not replete with the historian's paraphernalia of footnotes and references to the original source material. Indeed, for the most part I have avoided direct attributions, not because I have simply made up the whole story, but because so much of it has been accumulated, almost osmotically, from a multitude of excerpts from written material and snatches of conversations with colleagues over many years.

I was asked to try to produce an honest sketch, 'warts and all', and my own involvement over most of the time – first as Dean of the Faculty of Natural Sciences, later as Deputy Vice-Chancellor – gives me at the same time both a qualification and a disqualification for tackling the job. The qualification is simple enough: I knew at first hand (or I *ought* to have known)

a great deal of what was going on in the place during this time. As to the disqualification, I can only say that I am very well aware of the temptation, when some unwise action on the part of the 'management' ought to be recorded, to apply just a lick of whitewash to the story. I am sure that I shall not always have succeeded in resisting that temptation, and for that, and for any other errors and misjudgements, I can only crave the forgiveness of the reader and of those whose actions I may inadvertently have misrepresented.

Even in so short a span as twenty years in the life of a university, a very great deal happens which is worthy of record, and this account has had, perforce, to be a partial one. It has seemed to me more important to deal at length with the earlier period, for there are, sadly, a decreasing number of people who know, at first hand, of what went on then. And throughout I have tended to select for treatment, topics which have intrigued, annoyed, or simply amused me, together with some others which I know have given rise to perplexity amongst colleagues of later arrival. The account is thus a very personal, as well as a partial, one and if I have given too little attention (or none at all) to something which deserved a fuller treatment, then I can but apologise and say that perhaps the matter did not sufficiently intrigue, annoy or amuse me. An inevitable consequence of this is that many people who might very well have been mentioned do not appear at all. In a work of this compass there is really no solution to this problem, although I have tried at least to put together, as an appendix, a chronological tally of the main developments and of the principal office-holders in the University during this period. The chapters of this book are organised thematically, not as a strict time-sequence, and this has the result that the account does not have a clearly defined cut-off point. During the past few years the universities in this country (and this one no less than the general run) have been in a state of flux, perhaps more so than at any point in the past. I have tried to incorporate a mention of very recent changes, where the alternative would be to leave an impression which I knew to be no longer true. But if a manuscript is to be got into print, a line has to be drawn somewhere: I am all too well aware that the line I have drawn is a rather ragged one, and for this I apologise.

I must emphasise, too, that although the academic staff are the most obvious of the University's functionaries, they are really only the visible tip of a much larger iceberg. Without the clerical and technical staff, the porters, the domestic staff of the Colleges, the maintenance staff, the estate staff, a host of 'academic-related' staff (in the Library, the Computing Laboratory, the Registry and so on), and many others, the University would soon grind to a halt. Less visible they may be, but unimportant they certainly are not.

There are two stylistic points on which I may as well come clean right away. Both concern the first person pronouns. I am conscious of having used the plural forms in a somewhat cavalier fashion. Sometimes (as with the very first word of the first chapter) 'we' really does imply 'me and thee' – the writer and the reader. At other times it is simply short-hand for 'the University', of which, notwithstanding my retirement, the Statutes still count me a member. And, yet again, it sometimes carries the implication that I had some direct involvement in the deed in question. On balance, it seemed to me that there was no great disadvantage in this much ambiguity: at times a little

ambiguity may even be an advantage, and I have accordingly left things as they were.

The singular forms are more difficult. A colleague whose judgement in these matters I respect, and who was good enough to read part of the text in draft, lamented the almost total absence of the word 'I'. In conversation with him, I was inclined to agree, but on reflection I realised that there is a very deep-seated reason for its absence: the word has almost been bred out of the written vocabulary of scientists in the course of the present century, and I should find the writing of an account of this kind in the first person, in direct speech, a distinctly unnatural exercise.

A century ago, it was standard practice to say in a scientific report 'I did this . . . I observed that . . . ' and so on. Now, a paper submitted in this format would most probably be bounced straight back by the editors for re-writing. There are two reasons for this change, I think. In the first place to write thus would often be less than honest – one would need rather to say 'My technician did this . . . my research assistant observed that . . . '. But there is a deeper, philosophical, reason: the assumption that there ought to be some objectivity about a scientific experiment, that the identity of the individual who did this or observed that should be irrelevant. A university, of course, is not like a precisely-controlled scientific experiment – it is, indeed, all too human – but I fear that my written style is too deeply ingrained in me to be changed easily. What I must therefore ask the reader to do is to remember that when I have written 'it may be thought that' I often mean '*I* think that . . . '! This makes it all the more necessary to insert the standard disclaimer: the opinions expressed, even in this oblique manner, are the responsibility of me alone, and they should not be taken as necessarily representing the views of the University.

If the general tone of this sketch appears to be an affectionate one, then this would be entirely right. I have spent just about one half of my entire working life in this University and, although it would perhaps be stretching credibility too far to say that I have enjoyed *every* minute of it, I must put on record the debt which I owe to a very wide range of people for making my time here so satisfying: to a succession of 'lay' officers; to two Vice-Chancellors; to two Registrars; to colleagues and other staff of all sorts; and, not least, to successive generations of students.

In the course of the production of this volume, I have inevitably incurred any number of debts which I must try to acknowledge. Firstly, without the gentle persistence of Roland Hurst, the University's Information Officer, nothing very much would have happened at all. Within his office, Dee Dent, Pam Duesbury, Sheila Hawkins and Roberta Kedzierski were all most patient and helpful, too. The design of this book is based on the work of Dennis Curran of the Kent Institute of Art and Design; the detailed page layouts have been undertaken by Lesley Farr of the University's Print Unit. I am grateful to them for the imagination and the skill which they brought to the job.

Throughout the whole of the period of our development one local paper, the *Kentish Gazette,* has kept up a picture archive. I am particularly indebted to the Editor and his staff (especially Arthur Palmer, Derek Stingemore and Dorothy Epps of their photographic department) for giving me access to the

veritable treasure-house of photographic negatives which they maintain. Similarly, if on a more parochial scale, Charlotte Smith, one-time Editor of *Incant*, our student newspaper, allowed me to rummage through their collection of old photographs and retrieve some for inclusion.

Also on the pictorial side, I am grateful for the help of several other people within the University – Jim Styles and John West of the Library's photographic section; Ray Newsam of the Biological Laboratory; and Dorothy Finn of the Physics Laboratory. The sketches by John Jensen in Chapter 4, and the cartoons and caricatures by TED (E.P.G.Harrison, 1965–68) are reproduced by courtesy of the artists.

A number of individuals have been good enough to lend me, for copying, photographs from their family archives, and this has provided a valuable supplement to my other sources. Two people in particular, Eric Fox (the University's first Registrar) and Bernard Cadd (one of the late Lord Holford's partners) have very generously made available to me considerable collections of photographs taken during the early stages of the construction programme.

For the checking of factual material, I have, of course, had to delve into the archives of the University Registry. Before his retirement in 1981, Eric Fox had sorted out an archive set of the more important papers, and for his foresight I am most grateful. But many members of the Registry staff have been most helpful in giving me access to the detailed material needed to fill out the story. Their helpfulness has been exceeded only by the skill with which they have concealed their feelings when I have arrived with yet another query.

For the actual production of the text material, I have depended heavily on the facilities of the University's Computing Laboratory. There cannot be many members of that Laboratory's staff who have not, at some time or other, dealt patiently with my problems and queries, and I am grateful to them all. The operating staff responsible for the Lasercomp typesetting installation of the Oxford University Computing Service must be included in that expression of thanks. Although I am not aware of them as individuals (I suppose they hope to remain, in the jargon, 'transparent') I am sure that they must be there, ready to wrestle with the Powers of Darkness which periodically visit such machinery. Of our local gurus, Heather Brown (Reader in Computer Science) and David Shaw (Senior Lecturer in French), the Joint Directors of the University's Electronic Publishing Research Unit, have been most helpful in introducing me to the arcane mysteries of computer typesetting.

Four very noble colleagues have cast their eyes over some or all of the text: Ian Gregor and Mike Irwin, two of our Professors of English Literature, Denis Linfoot, the University's Registrar, and Roland Hurst (mentioned earlier). They are in no way responsible for any errors which remain, but I have been most grateful for their comments.

I have left one vital acknowledgement until the end of this preface. The book is intended to be read as a story, not used as a work of reference, and an index was therefore thought unnecessary. My dear wife has thus been spared the chore so often visited upon authors' wives, the preparation of an index. She has, however, cast a critical eye over the manuscript, made me put right

a number of omissions, and done her best to steer me away from some infelicities. But perhaps even more to be commended is the good grace with which she seems to have come to terms with the idea that the writing of this story was more important than home maintenance or labouring in the garden. Long experience of me as Assistant Gardener probably made this deprivation fairly easy to bear, but I am eternally grateful for her support, nevertheless.

Graham Martin

Canterbury, Kent.

Graham Martin (1920-1989)

None of those who came to Canterbury to help found this University with Geoffrey Templeman, the first Vice-Chancellor, played a greater part in its subsequent development than the author of this book.

Recruited from Durham to the Chair of Chemistry early in 1964, Graham Martin very soon 'emerged', in the way he here describes, as the first Dean of Natural Sciences. He found himself ultimately responsible not only for the appointment of staff, and to some extent for deciding the range of courses, but also for the setting up of a chemical laboratory, first located in part of what is now the Physics Building, and soon he had to concern himself with the design and equipment of the present Chemistry building. From the outset, the "Rural" Dean, as we affectionately called him, because he then lived farther away from the campus than the other two Deans, found himself drawn into a seemingly endless round of formal and informal meetings, sometimes considering important matters of policy but more usually deciding about urgent matters of trivial detail which had not been delegated elsewhere. In due course, all this was handled by the Deans' Committee, which took to meeting on Saturday mornings. Graham served on it as Dean of Natural Sciences for a long nine years. In the last of them he doubled as Deputy Vice-Chancellor, an office he also held for nine years. His patience and stamina were of heroic proportions.

When Graham retired in 1981, he did not forsake the University but took on the considerable task of writing this history. He kept a little room in the Chemistry building and spent much of his time there. He enjoyed meeting

his colleagues and seemed in fine form right down to the later part of 1989. He completed the manuscript but was not to be spared to see it published. He suffered a massive stroke in November 1989 and was completely paralysed. He died in Kent and Canterbury Hospital on 7 December 1989.

Graham Martin was not only the most patient but also the most understanding and gentle of people. He played a key part in the story of considerable achievement which he here describes so readably. This book will be his lasting memorial.

Theo Barker, Emeritus Professor of Economic History,
University of London
Founding Professor of Economic & Social History,
University of Kent, 1964-76

Note: At the time of Graham Martin's death, some work still remained to be done on this book, including the provision of a number of captions and the compilation of the Chronology of Events at the end. Every effort has been made to match the spirit of the outstanding text with Graham Martin's own, but the editor would like to apologise for any inconsistencies, or wording which may not quite have been what he had in mind.

Our Inheritance! ***The site which the University started to take over from December 1963 onwards really provided only this one usable building and even that was in a shockingly run-down state. Nevertheless, it was put into working order in the following summer, and served as the University's academic centre until permanent buildings became available in October 1965.***

1

Prehistory

1

Prehistory

OUR UNIVERSITY – the University of Kent at Canterbury to give it its full title, or UKC as it is commonly known to its members and friends – is one of seven new English foundations of the early 1960s. The story of its creation has however to start several years before the granting of its Charter, or the enrolment of its first students, or even the arrival of the first bulldozers on the site, for what went on in those years of our 'prehistory' was of prime importance in fixing the direction which the infant institution was to take. Before any detailed planning could be undertaken, a case had to be made, and accepted, for there to be a new university in Canterbury, and although only the roughest of outlines of the proposed development were called for at that stage, the 'Founding Fathers' had to think through their scheme sufficiently for the 'Powers-That-Be' to be able to judge it against a number of others being pressed upon them at the time. What, in short, was the case for a new university in Canterbury, or even for one in Kent, at all? How, indeed, did one justify the establishment of new universities anywhere in England in the early 1960s? Who were these Founding Fathers, upon whose activities the very existence of our University depended, and who were the Powers-That-Be who had to make these very difficult choices?

Before looking at the case which was drawn up for the establishment of this University in particular, it would be instructive to digress briefly, to provide a sketch – inevitably grossly over-simplified – of the way in which the English university system had developed up to that time, and, in particular, of the way in which the system as a whole is controlled. For this purpose, a convenient starting point is the beginning of the nineteenth century. There were then in England still only the two universities – Oxford and Cambridge – which had been founded six centuries or so before. During those six hundred years there had been, to be sure, several attempts to establish other universities, but none of them had proved viable. In 1800, even the fortunes of Oxford and Cambridge were at a desperately low ebb, with a combined annual student intake hovering around the 400–500 mark. 'England' rather than 'Great Britain' is a deliberate choice, for the tradition in Scotland had long been very different. At that same point in time, Scotland – with a population scarcely more than one fifth of that of England – had already had four universities for a couple of hundred years or more. Similar comparisons with continental countries – France, Germany, Spain, for example – show England in, if anything, a poorer light still. The reasons for this state of affairs were no doubt complex, but by the beginning of the nineteenth century there was, in any event, a growing general perception that the two universities were failing to provide for the needs of the nation in a period of rapidly

accelerating change – social, political, economic and industrial.

Oxbridge could, at that time, be faulted on almost every count: the curriculum was very narrowly based, with a strong concentration on philosophy and divinity; the student body (entirely male, of course) was heavily biased towards the sons of the gentry and the clergy, and seemed to concern itself far more with drinking, gambling and brawling than with serious study; and the dons (required to be celibate and Anglican, as well as male) tended to treat a Fellowship as a pleasant sinecure, often a convenient stepping stone to a country living in the gift of their College. Although both universities took steps to improve their images, it required two Royal Commissions in the middle of the 19th century to get some of the more strongly entrenched anomalies removed. And on one important point – the status of women – rearguard actions went on well into the present century: it was only in 1947 that Cambridge removed the final 'second class citizen' taint, by agreeing that women might actually be admitted to degrees of the University. Until then they had been accorded only the *title* of a degree.

Until the last quarter of the 19th century, there were only two additions to the tally of English universities: charters had been granted to Durham in 1832 and to London in 1836, although two of the London Colleges had started up, separately, a little earlier. It would, however, be wrong to conclude that provision for higher education in England was quite as sparse as it seems at first sight. Vocational training which might elsewhere have taken place in universities was often provided in specialist institutions: medical schools proliferated; lawyers depended on the Inns of Court; and 'Mechanics Institutes' did sterling work in science and technology, especially in the large cities where the industrial revolution had its greatest impact. The religious discrimination which had been a feature of Oxbridge was countered to some extent by the establishment of 'dissenting academies' in several places. Predominantly, all these institutions were of a local character: such financial support as they received was locally derived and strong local loyalties were developed.

The University of London was, until 1900, more or less exclusively concerned with the examining of students taught in other institutions, initially limited to the colleges formally affiliated to the University, although its remit was later extended more widely through the external degree system. With a few notable exceptions, university development between 1860 and 1960 tended to follow a fairly well-defined path: institutions of a local character would prepare students for external London degrees; then singly, or grouped with others, they acquired the status of 'University Colleges', shedding any lower-level teaching functions, but remaining linked to London for their degree-level work; and finally they became fully independent teaching and examining institutions on the granting of their own Charters. The exceptions which might be mentioned are these: for a hundred years or so Durham and Newcastle-upon-Tyne (now separate universities) ran in double harness; in 1880 the federal Victoria University encompassed what were to become the separate Universities of Leeds and Liverpool, as well as Owens College and the School of Medicine in Manchester; and in 1949 what was to become the University of Keele was founded with a protective umbrella provided jointly by the Universities of Birmingham, Manchester and Oxford.

Two things will be seen as common to virtually all the developments which took us from four English universities in 1860 to eighteen in 1960: the retention of the strong local loyalties which the original institutions had enjoyed, and the ensuring of academic 'respectability' by initial links, at least for examining and degree-conferring purposes, with other, more experienced, institutions. Most of these University Colleges were to remain notably small for some time and the oversight provided in this way was probably a healthy feature of their early years. There were, however, disadvantages: it proved a significant burden upon the University of London, and, more seriously, it had an inhibiting effect on the academic development of the new institutions, which were tied too firmly to the traditions of their guardian. Between 1960 and 1966, the number of English universities was to be almost doubled. Eight of the new foundations were Colleges of Advanced Technology re-styled as universities, and most of them had histories stretching back into the 19th century in their previous incarnations. But seven of the new creations were genuinely new, without existing local roots and for them, as we shall see, the procedure which was followed was rather different from what had developed up to that time.

The universities of this country are separate legal entities – the members of the University, as our own Charter puts it, "are hereby constituted and from henceforth for ever shall be one body politic and corporate with perpetual succession and a Common Seal . . . ". So, subject to the law of the land and the terms of its Charter, each university is its own master. This apparently splendid independence is not as real as it might appear at first sight, and for one simple, sordid, reason: the whole operation costs a large amount of money, and the payers of pipers are wont to insist on a deal of tune-calling. In earlier times this was not a serious problem: the Oxbridge Colleges had collected to themselves a generous quantity of endowments – from royal, ecclesiastical and private sources – and a high proportion of their clientele came, in any case, from the wealthier classes. The newer foundations, of course, lack endowments on the scale of the earlier ones; the student enrolment is now more equitably spread across all classes in society, and is very much larger in number (over one hundred times as large as it was in 1800); and the supply of alumni who are both wealthy enough and pious enough to create new endowments has signally failed to keep pace with a growing need. Thus the universities have become dependent upon public sources of finance to an extent which has inevitably sharpened the problem of public accountability. The risks for the universities are made considerably worse by the extent to which this public support is channelled through a single source – central government. This is very far from being a uniquely British problem, but it is said that we had found, in the University Grants Committee, a uniquely British solution to it. The theory was that the UGC would form a buffer between government, which provides the money, and the individual universities, which actually spend it, and thus prevent any direct political interference with the academic policies of individual institutions. This arrangement (which, it has to be said, has looked increasingly fragile over the past decade or so*) rested crucially upon a delicate balancing act on the part of the Committee and, particularly, of its Chairman: they had to convince government that they were to be trusted with the disbursement of very

* The recent Education Reform Act provides for the abolition of the UGC and its replacement by a University Funding Council. Although the full implications of this change remain to be seen, it seems likely that the new body will have far less capability to perform this 'buffer' function.

substantial sums of public money, but they also had to convince the universities that their decisions were based on sound academic principles.

The UGC in something like its eventual form was established in 1919, and it tried to operate a 'quinquennial' system for the allocation of funds, so that universities might have a reasonable planning horizon. The principle was a good one, although one has to record an impression that quinquennia recently have seemed to last for three years at the most, rather than five, thus playing havoc with any real planning. The quinquennial principle actually pre-dates the setting up of the UGC in its final form and it is interesting to compare the scale of provision by central government at the start (in 1889) with that of the present day – £15,000 per annum as against about £150m – a 100,000-fold increase! Even after allowance is made for the effects of inflation it is not difficult to see the basis for political concern.

As well as the recurrent business of distributing government grant to the universities, the UGC was given the duty to advise government on 'such plans for the development of the universities as may from time to time be required to ensure that they are fully adequate to national needs'. Although, technically, the function of the UGC was merely to advise the government of the day, whether on the distribution of recurrent grant or on plans for development, in practice their advice was commonly accepted, and to the extent that the university system – a collection of legally independent institutions with remarkably strong views about that independence – was 'controlled' by anyone, it was the UGC which did it. And although the final decision rested, of course, on government, it was to the UGC that individual cases for establishing new universities were directed in the first instance.

The establishment of a new university as a contribution to the meeting of a perceived substantial increase in demand was mooted by various localities (including Kent*) in 1947, when the normal cohorts of 18-year-olds were greatly swollen by men and women released from the forces at the end of the war. At that stage it was decided (and, surely, correctly) that sufficient resources, whether financial or material, could not be allocated to such an exercise, and that nothing could be done quickly enough to be effective. The existing universities and university colleges (some of which were still very small) simply gritted their teeth and improvised, and the crisis, which was of its very nature a short term one, was weathered. The one new foundation of the early post-war period – the University College of North Staffordshire, now the University of Keele – was justified more in terms of providing a test-bed for new ideas about higher education than as an explicit contribution to the solution of a numbers problem.

By the late 1950s, however, the situation looked very different. In the first place the size of the 18-year-old cohort (which, granted freedom from major wars and pestilences, can be predicted 18 years ahead with some assurance) could be seen to be due to reach a peak in the middle 1960s as the result of the 'baby boom' of the immediate post-war years. Although this 'bulge', as it was inelegantly called, was a transitory phenomenon, there were clear signs that the birth-rate was rising again from the middle 1950s on, and in any case the demand for university places was seen to be growing

* In fact, Canterbury was the County's choice for a location in the abortive 1947 bid.

for another reason too: an increasing proportion of each age-group was developing the ambition to proceed to a university. No doubt the reasons for this were a complex mixture of personal, social and economic considerations, but it is likely that a major factor was the increasing proportion of each successive cohort whose parents were themselves graduates. This combination of 'bulge' and 'trend' seemed set to ensure that any expansion of university provision would continue to be justified for as far into the future as could reasonably be foreseen. Furthermore, the material shortages of the immediate post-war years were now a thing of the past, and the country's economic future looked rosier than it had for several decades: we had reached the point where, so we were told, we had never had it so good.

Thus the stage was set for a great leap forward in the field of higher education, and the government let it be known that it was open to offers. The UGC gave positive encouragement to three potential runners: Sussex, East Anglia and York, but many other bids were made – at one stage there were said to be as many as fifty hats in the ring. Several of these were from Kentish localities (Thanet, Chatham and Folkestone, at least, were contenders) but it was quickly realised that a county-wide effort was more likely to bear fruit and in June 1959 the Kent County Council, through its Education Committee, set up a sub-committee with the task of exploring the possibilities and preparing a case for submission to the UGC. Kent had then only recently appointed a new Chief Education Officer in the person of John Haynes, and he acted as secretary to the sub-committee. Indeed, he served in the same capacity with all the committees which were needed in the planning stages, until the University appointed its first Registrar, who took over these duties. It is clear that the very existence of the University depends to a great extent on the vigour with which John Haynes pursued the idea of a university in Kent, a debt which the University recognised in conferring upon him an honorary degree at its very first degree congregation. In this context, one simply has to quote the opening remarks of our Public Orator (the late Professor F.S.L.Lyons) in presenting John Haynes for admission to the degree of Doctor of Civil Law, *honoris causa*, on that occasion:

> Many years before this College was named after the poet, T.S.Eliot, many years indeed before the University itself was thought of, Eliot wrote these lines which now seem to have about them a quality of inspired prophecy:
>
> *Cry Cry what shall I cry?*
> *The first thing to do is to form the committees*
> *The consultative councils, the standing committees,*
> *select committees and sub-committees,*
> *One secretary will do for several committees.*
>
> Upon this one can only comment that the poet's estimate that one secretary will be enough, depends, like the very existence of this university at this moment, upon the assumption that that secretary should be of the calibre of Mr. John Haynes.

One could hardly better this as a tribute to John Haynes's efforts, but then those of us who had the privilege of knowing Leland Lyons would not expect to be able to improve upon the delightful blend of wit and erudition from

Dr J. Haynes

John Haynes, the County's Chief Education Officer from 1959 until his retirement in 1974, was immensely influential in all the discussions which preceded the establishment of the University.

which the Orations he delivered on these occasions over the years were compounded.

In retrospect, the committee structure which the not-yet-existent university seemed to need appears positively Byzantine in its complexity: the original 'Special Group' of members of the Education Committee grew by co-optation until it was too large for routine purposes, so a 'Steering Committee' was formed; the 'Special Group', very considerably augmented, grew into the body of 'Sponsors of a University in Kent', which held its first meeting in June 1960, approved the submission to be made to the UGC and appointed an 'Executive Committee' to deal with day-to-day business.

As soon as the principle of a university in Kent had been accepted by the Government, in May 1961, there were further ramifications: the Sponsors had to appoint an Academic Planning Board of experienced external advisors, and to ensure that everyone kept in step they set up an Academic Sub-Committee of their own members. Soon there were assets to manage, so Trustees were needed; and before long there were committees to organise a public appeal for funds, to select a Consultant Architect, to deal with matters arising in connection with the acquisition of the site, to negotiate with the UGC about schedules of accommodation for the first buildings, and so on. Committees, Boards, Trustees, Sub-Committees – the list seems inexhaustible, but it was in fact no more than a collection of pragmatic reactions to emerging needs. Once the appointment of a Vice-Chancellor was settled, and things began to move forward more rapidly, some streamlining was achieved by the setting up of the 'Interim Committee', the membership of which combined those of the Academic Planning Board and of the Executive Committee of the Sponsors. In effect, this body was the precursor of the University Council which was set up as soon as the Charter of Incorporation was granted, and it was authorised to exercise all the functions which would fall to the Council in due course.

One of the things of which the UGC needed to be assured was the existence of a broad base of local support for the project, and the 'Sponsors', who represented a very wide cross-section of local interests – commerce, industry, politics, the churches, local authorities, plus a selection of residents in the county who were simply individuals of distinction in academic life, in public life and in the professions – amply demonstrated the genuineness of the local support. Although this was, perhaps, the most vital function of the Sponsors in the short term, one must not underestimate the value to the University in the longer term of having this interested and committed band of supporters. Many of the original Sponsors were able to keep a connection with the University through membership of the University Court.

The trickiest part of the preparation of a submission to the UGC was the selection of a site. When the initiative by the county had been started, the several local groups of promoters agreed to pool their efforts, on the understanding that all the potential sites would eventually be considered strictly on their merits. This combining of forces was clearly essential if the chances for the county as a whole were to be maximised, but it did do some damage to local morale, not least in Thanet where the local scheme had, perhaps, got furthest along the road. The Steering Committee had the advice of the County Planning Officer, and started with a list of a dozen or so possible

locations. An early preference for East Kent emerged, on the grounds that the western end of the county would look naturally towards the existing provision in London; sites near Dover and Folkestone were also discarded on the advice of the County Planning Officer. The final choice was made from five possible locations: Eastwell, near Ashford, Palm Bay in Thanet, Bridge (some

Photo: Kentish Gazette

The mansion at Sir John Prestige's estate, Bourne Park, some five miles south of Canterbury (location 4 on the sketch-map of East Kent).

The site, comprising some 1100 acres in all, had many attractive features, not the least being the possibility of acquiring it from Sir John in a single transaction. In the end, it was rejected on the grounds of its distance from the nearest centre of population.

Of the other 'short-listed' sites given serious consideration by the Sponsors, one might mention:

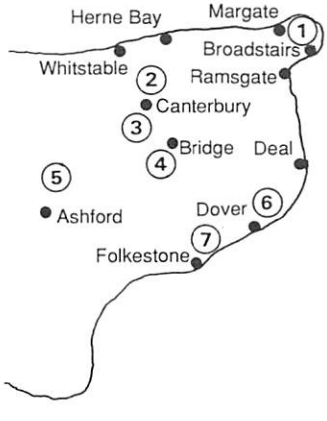
(1) Palm Bay, in Thanet: This would have provided an adequate area for the immediately foreseeable needs, but it had limited potential for eventual development, especially if residence were to be provided on campus. Because of existing planning consents, it would also have been relatively expensive to acquire.

(2) The site more-or-less as we now have it: It was, without any doubt, visually the most attractive site, was close to the City, and most nearly met the UGC's stipulations. However, although it could not be foreseen at the time, its acquisition, as we shall see in Chapter 3, was beset with seemingly interminable legal complications.

(3) Farmland at Nackington, on the southern fringe of Canterbury: This site was thought likely to meet objections from the Ministry of Agriculture, on the grounds that it was too valuable for agriculture to be taken for our purposes. It was, in any case, a less attractive site than (2).

(5) Eastwell Park, some four miles north of Ashford: Like site 4, it was judged to be too far from a centre of population.

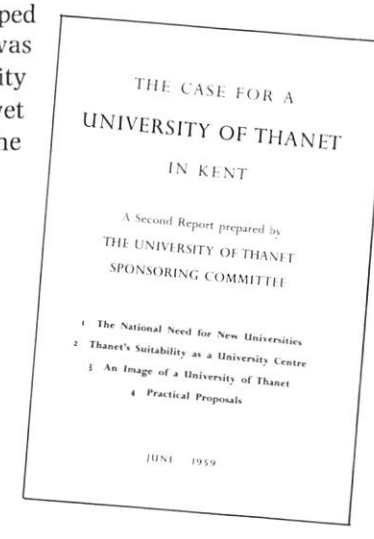
(6) An army range north-east of Dover:
(7) Capel le Ferne, north-east of Folkestone:
Both of these sites were discarded, on general planning grounds, on the advice of the County Planning Officer.



three or four miles south of Canterbury) and two sites in Canterbury itself (the present site, and another on the south side of the city). There seems to have been no doubt in the minds of the majority of the Committee that the site more-or-less as we now have it was the one which most closely met the UGC's specifications, and this was duly recommended to the Sponsors. It is only fair to add that Miss Alice Coleman, who had been Chairman of the Promotion Committee for a University of Thanet, and who had worked very hard on their scheme, remained to the end unconvinced that the choice was the right one.

The case could now be assembled. The Sponsors had in prospect a site of the right sort of size (about 270 acres, although bits were added and subtracted en route to the final decision); it was judged that the likely cost of acquisition could be met from the sums of £100,000 voted by each of the two local authorities concerned, the city and the county; there was ample evidence, in the list of sponsors, of local interest and support; and the county had already agreed to provide the equivalent of the product of a halfpenny rate (about £50,000 per annum) for at least the first five years, as a contribution to the other costs of the development.

In other ways, too, Canterbury had a great deal going for it. Although it was smaller than almost any of the university towns in the country (with a population in 1961 of 31,000) it had a long tradition of association with scholarship and education generally – stretching back perhaps as far as the arrival of St. Augustine in AD 597. Whether the present-day King's School can trace its origins quite so far back is a question best left for others to explore, but what is undeniable is that it is one of the oldest-established educational institutions in the whole country. In more recent times, two other independent schools have settled on the northern fringes of the city. At a more advanced level, the city serves as a centre for technical training in East Kent, and its Art College and associated School of Architecture have earned a fine reputation at a national level. Christ Church College, a new Anglican foundation, is an almost exact contemporary of the University's; at the beginning it concentrated entirely on teacher training, but it has latterly diversified its interests and has developed close links with the University. There was thus every reason to expect that the city would prove a congenial location for yet another institution dedicated to the scholarly pursuits.


THE CASE FOR A
UNIVERSITY OF THANET
IN KENT
A Second Report prepared by
THE UNIVERSITY OF THANET
SPONSORING COMMITTEE
1 The National Need for New Universities
2 Thanet's Suitability as a University Centre
3 An Image of a University of Thanet
4 Practical Proposals
JUNE 1959

By the time the County's Sub-Committee held its first meeting, in July 1959, the University of Thanet Sponsoring Committee had already reached the stage of producing, as a 16-page printed report, a closely argued analysis of the case for a university in Thanet. Their Chairman was Miss Alice Coleman (above), a Thanet resident and a member of the staff of the Geography Department at King's College, London. She is, incidentally, still on the staff of that department, now as Professor of Geography.

Although the Sponsoring Committee took corporate responsibility for the report, it bears the clear hall-mark of drafting by a professional geographer, and Miss Coleman must have put in a very great deal of effort to the whole project. When the County committee's decision came down in favour of Canterbury as the preferred site, there was a rather bitter feeling amongst the dedicated Thanetonians that they had not had a fair hearing.

Three other practical factors were known to exercise the UGC, and on all three Canterbury scored well. It would provide an attractive living environment for potential staff and their families, with good provision for housing, for schooling and for recreation. Lodgings for students were likely to be available on a suitable scale, if not in the city itself then at least no further than the Kent Coast towns of Whitstable and Herne Bay. And – likely to be of especial importance in the early years, when the gaps in the University's own library provision would inevitably be all too apparent – communications with other academic centres, London in particular, were rated as good*.

The virtues of Canterbury as a location, and of the selected site in particular, were persuasively set out in a letter from the Sponsors to the UGC at the end of June 1960. It was recognised that it would have been inappropriate to go into too much detail on the academic character intended for the new University – that would have been to pre-empt the job of the Academic Planning Board which the UGC would want to see set up – but some ideas were put forward at this stage if only in a rather tentative way. We shall return in the next chapter to this side of the proposal and look at the way in which these initial ideas were developed. Within a month, a delegation from the Sponsors met the UGC's Sub-Committee on New Universities, clarified a few points and took the opportunity to press home various of the attractions of the scheme. The UGC were, of course, hardly in a position at that time to give much away, and apart from a visit on a very wet November day to see the possible sites (when they seem to have concurred with the Sponsors' choice) the whole business 'went underground' until early in the following year, when the UGC advised the government that they should be given authority to discuss plans for the immediate establishment of the Universities of Essex, Kent and Warwick. Formal approval for the setting up of these three universities was announced on May 18th 1961, and the way forward was clear at last.

Inevitably, a great deal of work fell to be done by a small nucleus of members of the Sponsors, and we must put on record the contributions which they made, not just to getting the project started but later through service on the Interim Committee and on the University Council which succeeded it. Of those involved from the very early days, one has to mention Commander D.S.E.Thompson (then Chairman of the Kent Education Committee), Sir Edward Hardy (previously Chairman of the County Council) and Lord Cornwallis (whose services to the county had extended too widely to mention in detail – an ex-Chairman of the County Council and an ex-Captain of the County Cricket Club, for instance, and for nearly thirty years the county's Lord Lieutenant). These three came from what might be regarded as the

Photo: Kentish Gazette

Sir Edward Hardy

Lord Cornwallis

Cmdr. D.S.E.Thompson

These three stalwarts of the 'Sponsors' came from the 'County' side, and we owe them a very great deal for the work they put into the campaigning in the early days. Edward Hardy bowed out once the Charter had been granted, but Lord Cornwallis and Commander Thompson continued for some years as members of the University Council. Lord Cornwallis, of course, was its Chairman, as Pro-Chancellor, until his retirement in 1972.

* But only in the nick of time! When the submission was being written, the electrification of the East Kent railway network had not been completed, and trains to London were still steam-hauled for at least part of the journey; the M2 motorway to London was no more than a plan, and the Canterbury 'ring road' had not been constructed. All the through traffic which would now use that road (or the even more recent by-pass further out) then had to negotiate the manually-operated railway-crossing in St. Dunstan's Street and thread its way through the centre of the town. The road to London, in fact, must have followed pretty closely the route laid down by the Romans, and in places the road surface itself seemed not much more recent! But all this is now very much changed.

Photo: Kentish Gazette

Sir George Allen

Prof. C.T.Ingold

These two provided a great deal of academic expertise for the Sponsors, and continued as members of the University Council when it was established. George Allen was our first Deptuy Pro-Chancellor, and Terence Ingold was the Chairman of one of the 'General Committee Working Parties' which reported, in 1976, with a critical appraisal of the University's first ten years.

county 'establishment'; none of them was an obviously academic type, none was a graduate, but all three were characterised by the determination with which they worked at the scheme once they were persuaded that it was in the county's best interests, and their imaginations were fired.

Perhaps more obvious to find involved in the promotion of the plan were two academic residents in the county: Sir George Allen and Professor C.T.Ingold. Sir George had spent most of his working life in the commonwealth overseas, ending up as Vice-Chancellor of the University of Malaya. On his retirement he had returned to live near Canterbury, and had taken up a post as Secretary of the British Association for the Advancement of Science. He was, by training, a medical bacteriologist, and had considerable experience of university teaching as well as, latterly, of administration. He was to become the University's first Deputy Pro-Chancellor, and his unique combination of experience and sheer common sense made him a tower of strength in our early days. Terence Ingold was Professor of Botany at Birkbeck College in the University of London, and had completed a stint as Dean of the Faculty of Science in London. Thus he too had this rather useful combination of academic and administrative experience and he too (especially after his retirement in 1972) made very considerable contributions to our discussions.

Dr T.E.G.Baker

Eric Baker, our first honorary Treasurer, gave many years of sterling service on financial and managerial matters.

Another member of this inner group who must be mentioned is Mr (later Dr) T.E.G.Baker who came in as a representative on the body of Sponsors of Messrs. Albert E. Reed & Co. Ltd., (later to become Reed International) the paper-making concern, and one of the county's largest employers. Eric Baker was already involved with technical education in Kent, through the organising of co-operative schemes for the training of Reed's apprentices. Much of his time was spent in London or in visits to Reed's interests abroad, but he liked to spend week-ends at a house he had acquired near Canterbury, and he was to live there when he retired in 1970. He was the University's first Treasurer, and served in that capacity for 13 years; this is the most burdensome of the University's honorary 'lay' offices and he deserves our

Mr C.J.Chenevix-Trench

Deputy to John Haynes, he took over the main responsibility when Dr Haynes suffered a prolonged bout of ill-health during the early years.

Photo: Kentish Gazette

Mr J.Boyle

John Boyle, the long-serving Town Clerk of Canterbury until his retirement at the time of local government reorganisation, had the prime responsibility for the City's concern with the development. He carried an especially heavy burden in connection with the negotiations for the acquisition of the site.

gratitude not only for the sheer volume of the work he undertook on our behalf, but also for the shrewdness of the judgement he brought to it. All these folk (and many others who have contributed over the years in similar ways) shared a number of characteristics: they were shrewd, they would give unstintingly of their time when their advice was needed, and – perhaps most valuable of all – they knew when it was better *not* to interfere.

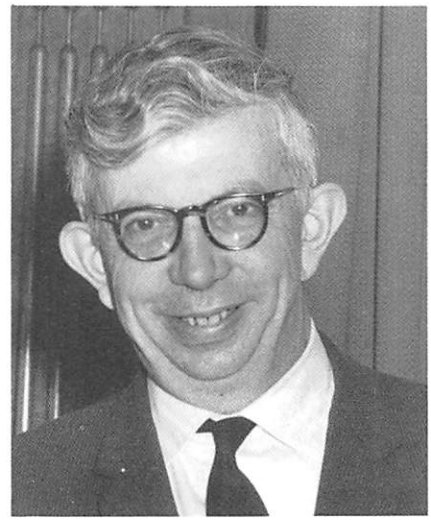
Making, if we must, the invidious distinction between 'gentlemen' and 'players', there are also a number of officers of both the city and the county who equally deserve mention. The name of John Haynes, then County Education Officer, has already appeared: now retired from his county office, he has continued to the present time as a member of the University Council, and remains one of the University's staunchest supporters. At the start of the campaign, John Haynes had a spell of ill-health, and his Deputy, Christopher Chenevix-Trench had to stand in for him on a number of occasions. His association, although quite brief, was invaluable. He moved in 1963 to be County Education Officer for Warwickshire, but, sadly, died after only a comparatively short period in that post.

The most prominent contact in Canterbury was John Boyle, the Town Clerk until his retirement in 1972. He, too, served on the University Council for a number of years, as one of the city's representatives, but he must be remembered here especially for the enormous burden of work which fell to him (and to his opposite number at County Hall, Geoffrey Heckels) in connection with the tortuous business of the acquisition, on our behalf, of the University site. Although other officers in the city and the county administrations may have been less involved in our affairs in purely quantitative terms, those early years were characterised by a great willingness to help from all sides – County, City and Rural District; Architects, Planning Officers, Legal Advisors, Financial Officers, and so on – and the University's gratitude to them all must not go unrecorded.

With the decision taken that Canterbury was to be the site of a new university, the next step was for the Sponsors to appoint the Academic

Planning Board. This was part of the arrangement now favoured by the UGC to replace the old system of long-term tutelage by the University of London, to ensure that the academic proprieties were observed. The Board, with seven experienced academics as members, had three main functions: to produce, at least in outline, a plan for the academic development of the University; to recommend someone for appointment as the first Vice-Chancellor; and to produce a draft of a Charter and Statutes for submission to the Privy Council. On each of these points, the Board's function was strictly to make recommendations to the Sponsors, who had the formal power, but in practice it would have been difficult to go against a clear recommendation by the Board.

Formally, the initiative for appointing the Board rested with the Sponsors, but the convention was that they would send invitations to those on a list which the UGC would provide. One imagines that the names will have been drawn from the list of 'the great and the good' of academe kept by the Chairman in his little black book, and one could not help gaining the impression that, by the time we and our contemporaries were kitted out with advisors in this way, the list was near exhaustion. In the course of the three years or so of the Board's existence, the Chairman (Dr D.G. – now Sir Derman – Christopherson, then Vice-Chancellor of the University of Durham) had to bear with the resignations of four of his colleagues: Sir Noel Hall the Principal of Brasenose College, Oxford, left on becoming Chairman of the Planning Board for the new University of Lancaster; he was replaced by Charles Carter, Professor of Political Economy at Manchester, but *he* was to depart soon after, on his appointment as Vice-Chancellor at Lancaster. Arthur Brown, Professor of Economics at Leeds, resigned on becoming a member of the Planning Board for the new University of Bradford, and Martin Wight, Dean of the School of European Studies at Sussex, found that his obviously heavy commitments there made it impossible for him to take a full part in the work of the Planning Board. Kenneth (now Sir Kenneth) Mather, Professor of Genetics and Pro-Vice-Chancellor at Birmingham, also found problems in regularly attending meetings towards the end of the operation, having been appointed as Vice-



Sir Derman Christopherson

At that time Vice-Chancellor of the University of Durham, Derman Christopherson chaired the Academic Planning Board, and the Academic Advisory Committee which succeeded it.

Chancellor at Southampton. Two others did stay the course: Frederick Norman, Director of the Institute of Germanic Studies and Deputy Vice-Chancellor in London (and a man with very wide experience on the Governing Bodies of several of that university's Institutes), and Marjorie Reeves, the Vice-Principal of St Anne's College, Oxford, served throughout. Almost at the end of the Planning Board's existence, Clifford (now Sir Clifford) Butler, then Professor of Physics at Imperial College, London (later to be Vice-Chancellor of the Loughborough University of Technology) joined the Board – the only physical scientist to be involved at any stage.

This game of musical chairs, which attracted some adverse (though quite unwarranted) comment, was less damaging than it might seem, for the critical part of the Board's work fell to be done in the first year of its existence. The mapping out of the academic plan is, in one sense, logically prior to the Board's other main task, the search for a Vice-Chancellor, unless, of course, responsibility for the academic plan were to be abdicated altogether. On the other hand, the Board recognised that it would be pointless to go into *too* much detail on the plan until there was a Vice-Chancellor in post, and preferably a nucleus of senior academic staff as well. Thus the academic plan, to which we shall return in the next chapter, emerged rather gradually as it became possible to fill in more and more detail.

The business of selecting a Vice-Chancellor* is a difficult one at the best of times, but it is especially so when the institution he is to head is no more than a gleam in the eyes of a small group of people. It is difficult even to get agreement about the relative importance of the various qualities one is seeking – the lay members of a search committee are perhaps more conscious of the need for managerial skills, and the ability to take hard decisions when necessary, whilst the academic members may be more anxious that the person to be appointed should be academically 'respectable' and possess a proper sensitivity to the needs of a scholarly institution.

The Vice-Chancellor is, after all, defined in our Charter as the 'Principal Academic *and* Administrative Officer of the University', but in some degree the qualities one seeks are actually mutually exclusive: the well-trained academic has learned not to draw conclusions until he has assembled all the necessary evidence, whereas a manager very commonly *has* to reach decisions, if not on the basis of 'hunch', then at least on evidence which is often very far from complete. What is also becoming increasingly important is for the Vice-Chancellor to be adept at 'public relations': it is on his desk that the buck stops and, in times of difficulty, he will find it far easier to field criticisms if he has maintained good relations, not just within the university but also with his

* For the benefit of those unfamiliar with the nomenclature, it should be explained that our usage follows that common in English universities: the office of *Chancellor* is an honorary 'figure-head' appointment, and the working head of the institution is styled *Vice-Chancellor*. The Chairman of the (predominantly 'lay') Council is the *Pro-Chancellor*, again an honorary appointment. To take care of absences, illnesses or the sheer volume of work, the Pro-Chancellor is supported by one or more lay *Deputy Pro-Chancellors* and the Vice-Chancellor by a *Deputy Vice-Chancellor* and one or more *Pro-Vice-Chancellors*, drawn from the academic staff. In fact, perm any one or two from the list of three prefixes (Deputy, Pro- and Vice-) and the University will probably already have used the combination to designate an office. We do not yet have a Deputy Pro-Vice-Chancellor!

local community and, indeed, much more widely as well. It would be rare enough to find all of these desirable qualities in a single man at any time, but the first holder of the office needs to have extra resources of drive and imagination if he is to start to create the institution rather literally from the bare ground.

One further thing has to be said about the office of Vice-Chancellor: it confers upon its occupant very little formal power – that strictly resides in the University's committee structure of Court, Council, Senate, and so on. What it does provide is the opportunity to exercise a great deal of influence, and if this is done with care and sensitivity, it is closely akin to having the actual power. It would be fair to say that the operation of a university would grind to a halt unless the Vice-Chancellor had the skill needed to convert his 'influence' into the authority to take decisions on many day-to-day matters without having to wait for the next cycle of committee meetings.

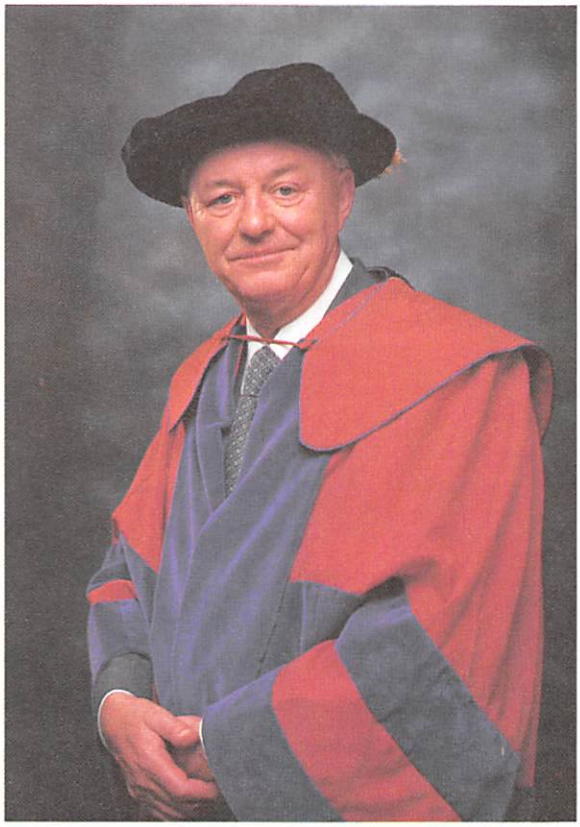
The process of selecting this paragon is liable to be rather much of an act of faith, and one obvious way to put some objectivity into it is to tempt away someone who has already proved himself in an equivalent post elsewhere. It was very much of a long shot, but the Board seems to have tried to do this with one or two possible candidates, although without success. Approaches were also made to a small number of people who had earned an appropriate reputation in some quite different walk of life. They would start, to be sure, lacking a familiarity with the ways of universities but, if well supported, this need not be a fatal flaw: it might even be argued that it would be an advantage to have completely fresh insights brought to bear upon the business. Another category of candidate to be explored was the person who had reached a senior position on either the academic or the administrative side of university work, without having had much familiarity with the other aspect. By midsummer 1962, the Academic Planning Board's trawl through these waters had identified two candidates they felt they could recommend for appointment, but in both cases they had some residual reservations. One senses, from the records, that both the Academic Planning Board and the Executive Committee of the Sponsors were by then becoming a little agitated, for time really was beginning to press. The Planning Board, however, had one more possibility up its sleeve, for it had just been suggested to them that Dr. Geoffrey Templeman, then Registrar of the University of Birmingham, might prove to be their man, and might be 'movable'. And, indeed, it did so turn out. He was seen by both bodies on August 7th 1962; they decided that the 'chemistry' was right, and he was offered and accepted the appointment there and then.

Miss C.E.Hawes

Cynthia Hawes served as Secretary to the Vice-Chancellor for the whole of Geoffrey Templeman's time; she is still with us as an Assistant Registrar.

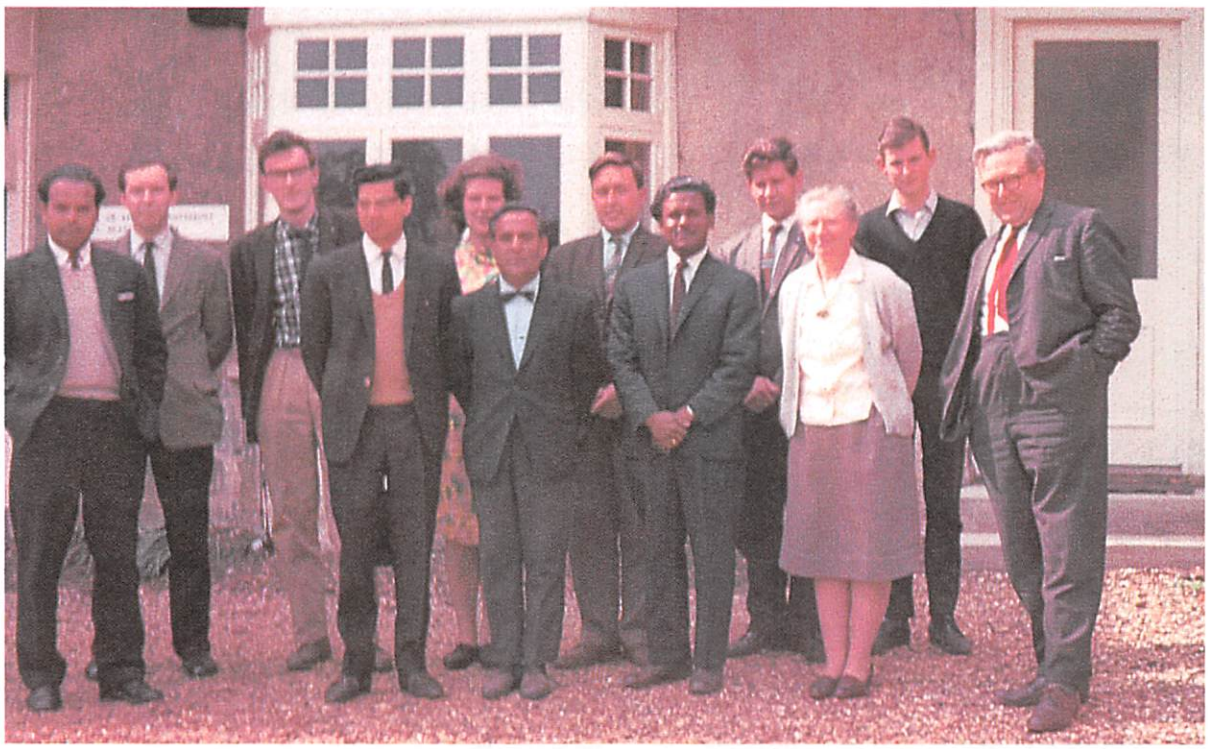
Geoffrey Templeman was one of a breed now fast disappearing – the academic who made a transition to university administration in mid-career – having moved from a Senior Lectureship in History at Birmingham to be Registrar there. He was thus familiar with universities from both sides, and it is, perhaps, an unfortunate consequence of the increasing professionalisation of university administration (admirable though that may be in other respects) that people with Templeman's mix of experience are much less likely to be available in the future.

The Registrar of a large university cannot, of course, simply drop everything and come running, but the University of Birmingham made



Westgate House, in St Dunstan's Street, the original administrative headquarters of the University.

Dr Geoffrey Templeman, the University's Founding Vice-Chancellor, appointed in August 1962. Brought up in the County of Rutland, he was educated at Handsworth Grammar School in Birmingham, and graduated with first class honours in History from that city's University. After post-graduate work at the London School of Economics and with Marc Bloch at the Sorbonne, he returned to Birmingham as an Assistant Lecturer in Medieval History. In 1955 he moved from academic to administrative work when he became Registrar in that University. He served as our Vice-Chancellor until his retirement in 1980.



The real student pioneers came in October 1964, and not one year later, as everyone likes to think. This group was part of the Chemistry establishment in the academic year 1964-65, but there were physicists too, plus a couple of mathematicians and an economic historian. These last three are still with the University as academic staff members — John Earl, John Shackell and John Whyman respectively.

Princess Marina arriving to preside over the Congregation in July 1968, at which the first intake of undergraduates were to receive their degrees. She is here escorted across the Eliot College causeway by the Vice-Chancellor (left) and the Pro-Chancellor, Lord Cornwallis (right). Professor Whitehouse, Master of Eliot College, follows on.

Sadly, it was to be her last visit to us, for she died in the following month.

The Charter gave authority for the University to acquire armorial bearings, and the result of the application to the College of Arms was this splendid document.

generous amounts of Templeman's time available right from the start so that things could be got going, and in April 1963 he moved his base permanently to Canterbury. There was urgency about the need to put some flesh on the bones of an academic plan for the University which the Academic Planning Board had started to assemble, for, without that, physical planning could hardly start either; a Consultant Architect was then an urgent necessity too – a matter to which we shall return in a later chapter. Almost as immediate was the need to start on the recruiting of the key members of the administration, and during the first few months after the appointment of the Vice-Chancellor the posts of Registrar, Buildings Officer, Bursar, and Librarian were established, advertised and filled; in the selection process the Vice-Chancellor had the help of a group deputed by the Executive Committee of the Sponsors. By mid-1963 the enterprise was well and truly under way.

The 'command structures' of universities take various forms, but it was decided from the start that ours should be of the 'unitary' style, in which the Registrar, under the direction of the Vice-Chancellor, is responsible to the Council for the whole of the administration of the university, 'bursarial' as well as academic. To this key post, Eric Fox, then Assistant Registrar in the University of Birmingham, was appointed; he moved to Canterbury in February 1963 and set up a temporary office in a room made available in the offices in London Road of the Canterbury Education Committee. There were not many things to which Eric Fox could not turn his hand, if pressed, and for the first few weeks all the University's correspondence seems to have been conducted on his own portable typewriter. This state of affairs could not last, and soon the operation was transferred to rented accommodation in an elegant Georgian house, Westgate House, in St Dunstan's Street, and secretaries for the Vice-Chancellor and the Registrar enticed away from the jobs where, it might almost be thought, they had been assiduously acquiring the background needed for the running of a university. Cynthia Hawes (who has recently moved on to be Assistant Registrar in charge of our Graduate Studies Office) came from the London offices of the Committee of Vice-Chancellors and Principals to serve the Vice-Chancellor, and Mary Prall (later to become Mrs Eric Fox, and to remain with us until she and the Registrar both retired in 1981) came from the Divisional Education Offices in Thanet to be the Registrar's Secretary.

The advertisement for a Buildings Officer provided an embarrassment of choice, with over two hundred applicants, and from this crowd was plucked David Edwards for appointment as Deputy Registrar (Buildings). A couple of years later he was re-designated 'Surveyor and Deputy Registrar'. He must have seemed almost tailor-made for the job, with previous experience in the University of Oxford and, before that, with the Corporation of the City of London. And so it proved: he deserves a very large part of the credit for the physical existence of the University as we know it. Something of a perfectionist, he must have found the financial constraints of the latter part of his time with us (he retired in 1983) more than a little frustrating, but he survived with exemplary good humour the conflicting advice tendered by those, on the one hand, who had splendid schemes for improving the appearance of the campus and those, on the other hand, who regarded grass-cutting as a gross extravagance and a prime candidate for money-saving.

Photo: Kentish Gazette

Mr E.Fox

Eric Fox, our founding Registrar, was the first appointment to be made to the administrative staff of the University; he served in that capacity until 1981. A tough but accessible man (the door from the corridor to his room was, almost literally, always open) he succeeded in building up an effective central administration.

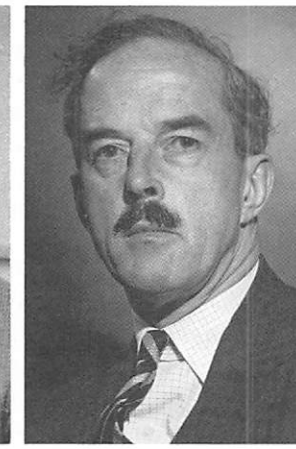
Photo: Kentish Gazette

Miss M.Prall

Mary Prall came from the County Education Office in Thanet to be Secretary to the Registrar. A few years later she became his wife as well, and managed with great skill the traditionally difficult business of combining the two functions. Eric and Mary Fox both retired in 1981.

Mr D.B.Edwards

Mr S.T.Hughes



Mr G.S.Darlow

These three had the immediate responsibility for getting the whole outfit moving, being responsible respectively for buildings, finance and library. That it was possible to make a start in October 1965 with so large an undergraduate intake was a tribute to the success with which they tackled their areas of concern.

Mr A.D.Linfoot

Denis Linfoot was appointed as Finance Officer in 1969, and succeeded Eric Fox as Registrar in 1981. He, like his predecessor, had had his baptism as a university administrator in the Birmingham Registry under the Templeman regime there.

Stanley Hughes (who has also but recently retired) had the job, as Bursar, of steering the University's financial affairs from a situation where it could be run on little more than petty cash to a multi-million-pound operation. Bursars, one imagines, are liable to have to blush largely unseen, by the very nature of their work, but the establishment of sound accounting systems is absolutely vital to the smooth running of a university, as of any other large business.

The last of this early group of appointments was that of Librarian, and Stephen Darlow's efforts are, perhaps, of more immediate consequence to the members of the University than those of any other person. During his time (he retired in 1977) the library grew from a small rented shop in Station Road to its present magnificence, in four by no means easy stages. By the time of the last move, in 1974, the book-stock had reached a total of 250,000, and every single one of them had to be shifted! The older provincial universities, it should be noted, reached this size of library only after some 50 years of growth.

Although not dating from quite such an early stage in our history, one other senior administrative post might conveniently be mentioned here. By 1969 it had become clear that the central management team needed to be strengthened, particularly in connection with those areas where policy and financial matters interact. Denis Linfoot, then Registrar of the University of Warwick, was recruited to fill a newly created post of Finance Officer to take care of such matters. On Eric Fox's retirement in 1981, he succeeded to the post of Registrar, combining the two functions for some time.

The University's Charter and Statutes contain the prescriptions for keeping the machinery of government of the place ticking over, but there is a chicken-and-egg type of problem about getting it started. The Charter therefore had to have appended to it a Schedule nominating the first set of officers for the University. Most of them had 'emerged' (in the manner once said to be favoured by the Conservative Party) from amongst the leading members of the Sponsors, and they have been mentioned, in passing, earlier: Lord Cornwallis as Pro-Chancellor, Sir George Allen as Deputy Pro-Chancellor and Eric Baker as Treasurer, together, of course, with Geoffrey Templeman as

Vice-Chancellor. The Sponsors needed to find a Chancellor as well, and precedent in universities up to that time had tended to settle on a member of the Royal Family or a local member of the aristocracy. For us, the obvious choice (and, as it turned out, a very happy one) was Her Royal Highness Princess Marina, Duchess of Kent; the Sponsors approved the idea unanimously and Lord Cornwallis, who was well known in the circles where discreet approaches of this kind are made, was deputed to do the necessary persuading. Traditionally, Royal Chancellors have tended to stand somewhat aloof from the hurly-burly of university affairs, and in this Princess Marina followed the tradition. But it would be quite wrong to infer from this any lack of interest in the place or of commitment to it, for she showed both in numerous small ways. Parties for students, for example, may have been daunting in the prospect (and liable to involve uncovenanted expenditure on hair-cuts) but the actual events seem to have been pleasurable enough.

Those within the University who had official business to settle with Princess Marina rapidly developed a warm affection for her, and were left in no doubt as to the affection which she, in turn, felt for 'her' university. Her untimely death in August 1968 therefore came as a grievous shock to those who had known her here. It seems that the University's Congregation in July of that year (when the very first group of undergraduates were to receive their degrees) was the last public engagement that Princess Marina was able to undertake. One could hardly ask for more telling testimony to her devotion to the University, than her insistence on carrying on with that engagement in spite of being already gravely ill. Her all-too-brief association with us was commemorated at a most moving memorial service in the Cathedral later that year.

The essential preliminary which remained was the application for the grant of a Charter of Incorporation, and this raised in an acute form a question which had been shelved until then: what was to be the name of the University? One simply cannot apply for a Royal Charter with a blank space to be filled in later! This matter proved almost as contentious as the choice of a site had been, for there were two local authorities with more or less equal financial stakes in the enterprise – the County of Kent and the City of Canterbury, with the selected site neatly straddling the boundary between them. The tradition, until 1960, had been for universities to take the name of the town in which they were situated, and for almost all there was no ambiguity about it – they *were* fairly and squarely inside their respective towns. By the time that our name came to be determined, this tradition had already been breached by the Universities of Sussex and Essex, and the university whose site straddles the boundary between Warwickshire and the City of Coventry solved an analogous problem by a neat piece of ambiguity, calling itself the University of Warwick.*

The Executive Committee of the Sponsors found itself exactly equally divided between 'University of Canterbury' and 'University of Kent at Canterbury' and Lord Cornwallis, who was in the chair, felt that he, as one of

* It appears that this ingenious solution to what had, apparently, been a problem as knotty as our own, came from Geoffrey Templeman, who had been Deputy Chairman of the Planning Committee of that University before he was appointed as our Vice-Chancellor.

Photo: Kentish Gazette

Although, formally, Princess Marina did not become Chancellor until the granting of our Charter in January 1965, she had, as Chancellor-Designate, taken a keen interest in the developments over the previous three years. These pictures, from April 1964, were taken during a visit to inspect building progress on the site.

the 'County' contingent, could not properly use a casting vote. The question was thus referred to the whole body of Sponsors, who added two more variants, for good measure – 'University of Kent' and 'University of Canterbury in Kent' – leaving the matter to be taken further by correspondence. In the meantime, in New Zealand, the long-established University of Canterbury had got wind of the proposals, and wrote expressing the dismay it would feel if another Commonwealth University were to have a name identical to its own*. The UGC also revealed that it would take it very ill if we persisted in adopting a name which would clearly embarrass another Commonwealth university. In these circumstances, Lord Cornwallis wrote on behalf of the Sponsors, agreeing that we would not use the undifferentiated name 'University of Canterbury', an action which – although surely inevitable, and therefore best got on with – caused considerable displeasure amongst our Canterbury Sponsors. The Executive Committee then recommended our present name, as the best way out of the difficulty and, somewhat grudgingly, it was accepted by a meeting of the Sponsors in October 1962. The name is, of course, too long to roll easily off the tongues of supporters at football matches, but with the years it does seem to grow on one; and, of course, such titles do have an honourable pedigree – the Queen's University of Belfast and the University of California at Los Angeles seem to have managed well enough with the aid of their abbreviations – QUB or UCLA. If nothing more, the name provides a starting point for discussion with dinner party guests!

This thorny question having been settled, the detailed drafting of the Charter and the Statutes went ahead and the result – which we shall look at in Chapter 5 – was submitted to the Privy Council for approval. With a few modifications, and the clarification of a few of its provisions, it was approved: the Great Seal was applied on 4th January 1965. The University then had a

* Even with the present difference in title, a trickle of mail obviously intended for our sister university has to be re-directed from here.

Photo: Kentish Gazette

Clearly, she was pleased by what she saw (the mud notwithstanding), although at that point the eye of faith was very much needed. With her were Lord Holford (left) and Lord Cornwallis; Geoffrey Templeman, who is also seen accompanying her round the site, is just visible on Lord Cornwallis's right.

corporate existence, and the temporary bodies which had been holding the fort for us for the previous five years or so could be wound up. The 'Interim Committee' was succeeded by the University Council (with much the same membership initially) and the assets which had been acquired on our behalf were transferred into the name of the University.

One of the consequences of the granting of the Charter was that academic planning now became the business of the Senate, and the Academic Planning Board, which had been responsible for the initial efforts in this area, could be disbanded. External oversight of our affairs did not come abruptly to an end, however, for the Statutes contained a transitional provision for the appointment by the Privy Council of an Academic Advisory Committee. The remit of this committee was rather open-ended, but they were specifically enjoined to review the procedures for the appointment of staff, and for the conduct of examinations, and their approval was needed before the university could institute degrees other than Honorary Degrees and the degrees of B.A. and B.Sc. The Committee had much the same composition as the Academic Planning Board before it, with the addition of the Vice-Chancellor and of Sir George Allen and Sir Paul Chambers as the nominees of the Council. Sir Derman Christopherson, who had chaired the Planning Board, continued as Chairman of this new body. The Charter provided for the dissolution of this committee by the Privy Council once it was clear that we could safely be left to our own devices, and this was done in 1971.

Of the preliminaries, two important but less urgent matters remained. Firstly, one had to deal with the tradition in universities that a new Chancellor does not simply arrive: there has to be a formal installation ceremony, and for the first Chancellor this also serves as a sort of initiation rite for the university itself. There was everything to be said for taking this matter slowly and calmly, and getting it right, for it would inevitably be a very public occasion and ought to be carried out in some style. The obvious venue – indeed the only possible one on the campus in those days – was the splendid dining hall of Eliot, the first of the Colleges, and the earliest it could

Photo: Kentish Gazette

Her Royal Highness Princess Marina, Duchess of Kent, accepted nomination as the University's first Chancellor, at the unanimous invitation of the Sponsors. She is seen here leaving the Cathedral after a Service of Thanksgiving and Dedication on March 29th 1966, the day before her formal installation as Chancellor. Her page on this occasion was Peter Matthews of the 5th Canterbury Boy Scouts.

reasonably be made available was the Easter vacation of 1966. The ceremony was thus fixed for March 30th of that year, with a Service of Dedication in the Cathedral on the preceding day, followed by a formal dinner, which incidentally provided the opportunity to say a very warm 'thank-you' to all our friends in the City and the County who had striven so hard on our behalf. The tradition was also that the Vice-Chancellors of all British Universities were invited to attend the initiation rites, to applaud the formal launching of the latest addition to their number*.

The ceremony was carried through with great dignity and without a hitch, and set the pattern to be repeated year by year for the regular Degree

* The Vice-Chancellor of our East Anglian contemporary seems to have been so impressed by the magnificence of the chair into which the Chancellor was installed that he arranged to borrow it for the installation of their own Chancellor a few weeks later! The chair was one of a suite given on permanent loan to the University by the Royal Commonwealth Society, with the concurrence of the Malaysian Government who had originally presented it to the Society. Whether Sir George Allen's long connections with that part of the world had played a part in this is not recorded, but it certainly added an appropriate touch to what was, in any case, a very pleasant gesture.

Photo: Kentish Gazette

The Chancellor arriving for the celebration banquet on the eve of her installation. She is escorted by the Master of Eliot College (Professor Alec Whitehouse) and, since the main entrance of the College lies outside the City boundary as it then was, by the Chairman of the Bridge-Blean Rural District Council, Councillor W. Gilliam.

Congregations, which have attracted appreciative comment from generations of graduands, their parents and other guests. On this occasion, a mere six months into the life of the University, there were, of course, no students ready to graduate, and the only degrees conferred were honorary doctorates in recognition of past or prospective service to the University. The Chancellor was first welcomed by Lord Cornwallis, on behalf of the Court and the Council of the University, and by Dr Templeman, the Vice-Chancellor, on behalf of the Senate. The Vice-Chancellor then formally admitted the Chancellor to the degree of Doctor of Civil Law, *honoris causa,* thus making her the first on the roll of graduates of the University. This was followed by the conferment of the same degree on the University's Visitor, the late Dr Michael Ramsey (then Lord Archbishop of Canterbury, later, on his retirement from that office, to be Lord Ramsey of Canterbury).

The opportunity was taken to honour similarly three of what might perhaps be regarded as the principal 'midwives' in attendance at the birth of the University: Sir Derman Christopherson, the Chairman of the Academic Planning Board, Sir Edward Hardy, the Deputy Chairman of the Sponsors, who had done a great amount of work behind the scenes on our behalf, and John Haynes who, as mentioned earlier, had served as Secretary to all the necessary committees in the initial stages. Lord Cornwallis, the other obvious potential recipient, had not been forgotten: he had felt that he was already rather over-exposed on that occasion, and preferred to wait until a later congregation for what was very clearly the recognition due to him.

The other preliminary was the acquiring by the University of a grant of armorial bearings, through the College of Arms, as the Charter of Incorporation had authorised. This took an unconscionable time to complete,

The first degree to be conferred by the newly-installed Chancellor was an honorary doctorate upon the late Dr Michael Ramsey, then Lord Archbishop of Canterbury and thus,* ex officio, *Visitor to the University. He stands on the dais while the Vice-Chancellor reads the citation, waiting for the Chancellor's formal incantation 'By virtue of the Authority committed to me, I admit you to the degree of Doctor of Civil Law,* honoris causa *'.

partly because the University in those early days thought that other matters really did have a higher degree of urgency, and partly because the College of Arms, very reasonably, seems to have a preference for taking its time about the details, and getting them right. It was not, in fact, until September 1967 that the Letters Patent, granting the arms we now have, finally reached the University. A little surprisingly, the displays of impatience at these delays came from the student body: the sports clubs wanted to settle on appropriate badges!

After a good deal of toing-and-froing, agreement was reached on the details. The blazon (the formal description in the traditional mixture of English and medieval French) of our arms reads as follows:

> Per chevron Argent and Gules in chief three Cornish Choughs proper and in base a Horse rampant Argent And for the Crest On a Wreath of the Colours in front of a representation of the West Gate of the City of Canterbury proper issuant from Water Barrywavy of four Argent and Azure two Croziers in saltire Or And for Supporters:- On either side a Lion passant guardant dimidiated with the hull of an ancient Ship Or.

Briefly, the shield incorporates, on the lower red ('Gules') segment, the white horse rearing on its left hind leg ('rampant'), taken from the arms of

the County of Kent, and, in the upper white ('Argent') segment, the three Cornish Choughs in their natural colouring ('proper') from the arms of the City of Canterbury. The City had, centuries ago, acquired the choughs from the arms ascribed to Thomas Becket. How *he* came to have a Cornish bird on his arms is not clear (he was a Londoner by birth) but in fact the chough was once much more widely distributed in this country. There is said to be a faint trace of a heraldic pun in the blazon of Becket's arms: 'Argent three Choughs legget and becket Gules' (i.e. on a white field, three choughs with red legs and beaks). Be that as it may, we have inherited them – and the first Master of Eliot College quietly appropriated one for the College emblem.

The crest is a representation of the West Gate of the City, depicted as naturally as is feasible ('proper'), with a symbolic representation of water – presumably the River Stour – beneath it. In front are two golden ('Or') Bishops' Crosiers arranged in the form of a St Andrew's cross ('in saltire').

The rather splendid supporters are Cinque Ports Lions, whose front ends (right fore-paw raised – 'passant' – faces turned towards the beholder – 'guardant') are joined to the stern end of the hull of a golden ancient ship. The lions thus have rudders where lions might reasonably expect to find their tails. The College of Arms had doubts about the relevance of the Cinque Ports to the University (or *vice versa*) but we are, in fact, rather thoroughly surrounded by the original Cinque Ports and their 'Limbs'. The question was

Photo: Kentish Gazette

After the Degree Congregation, the Chancellor was entertained to lunch by the Students' Union Executive Committee. She is seen here on her way to that engagement, escorted by the President, John Harwood (now Chief Executive of the Oxfordshire County Council) and by the Union's Lady Vice-President, Caroline Green.

finally settled when Sir Robert Menzies, the newly appointed Lord Warden of the Cinque Ports agreed without hesitation that we might thus incorporate their lions. The seal was set upon the connection in 1969, when Sir Robert was the recipient of one of our honorary doctorates.

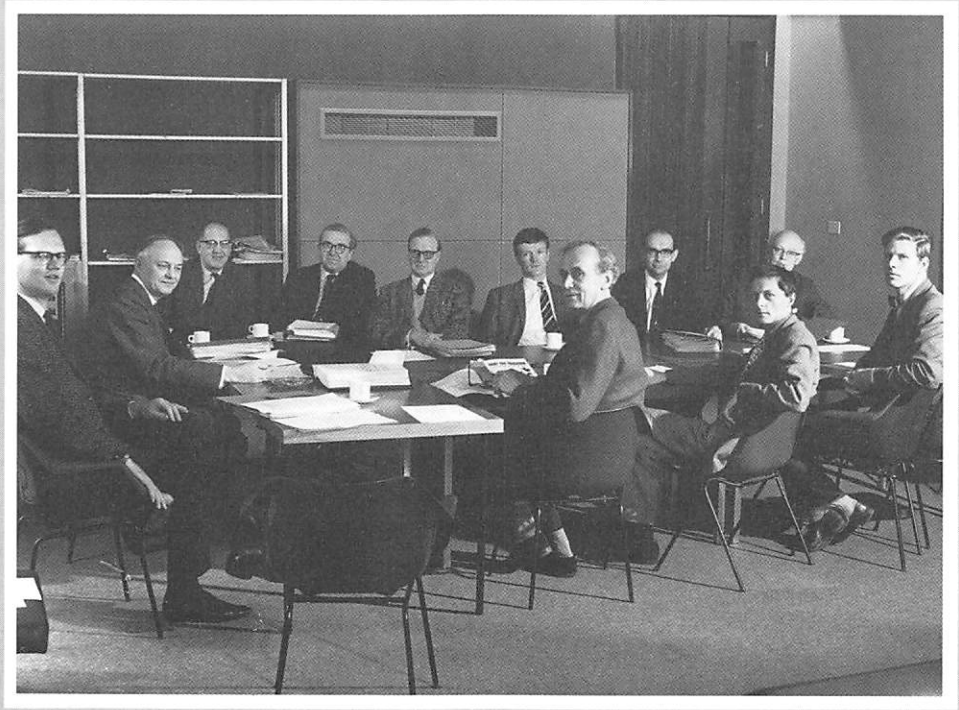
The University's motto – 'Cui Servire Regnare Est' – is a snippet from the Book of Common Prayer (the second Collect, *For Peace*). Cranmer's rather free translation renders it as 'Whose service is perfect freedom'. Our former Information Officer has ventured the opinion that Cranmer would not have got very high marks had this phrase appeared in an O-level Latin paper! However, the spirit of the original is beautifully captured by the complete sentence: 'The author of peace and lover of concord, in knowledge of whom standeth our eternal life, whose service is perfect freedom'. With the aid of a modicum of lateral thinking, the motto can perhaps be related to the final phrase of Article 2 of our Charter, which departs somewhat from the commonly used form: 'The objects of the University shall be to advance science and learning by teaching and research *and by the example and influence of its corporate life*'.

These preliminaries really completed the work of the various committees which had been so busy during the five years of the University's gestation. In fact, from mid-1963 onwards there had been a progressive transfer of responsibility for planning as increasing numbers of staff were appointed (even if they were not actually in post). In the next two chapters we shall look at the manner in which the academic structure and the 'physical plant' of the University evolved.

An early meeting of the Senate Executive Committee, in the Senior Common Room of Keynes College. Those included were, from the left, David Millyard (Academic Secretary); the Vice-Chancellor; Eric Fox (Registrar); Graham Martin (Dean of Natural Sciences); Walter Hagenbuch (Dean of Social Sciences); Bill Bell (Lecturer in French); John Todd (Lecturer in Chemistry); James Cameron (Master of Rutherford); Colin Seymour-Ure (Lecturer in Politics); Patrick Fitzgerald (Professor of Law); and Guy Chilver (Dean of Humanities). Missing from this meeting were Alex Whitehouse and Bob Spence (Masters of Eliot and Keynes, respectively). The Deans and the College Masters were members of the committee ex officio; the other academic members were elected by the Senate.

2

The Academic Plan



2

The Academic Plan

ALTHOUGH a major part of the justification for the creation of new universities stemmed from the projected increase in student demand, it is clear that the UGC was equally concerned to see provision for more experimentation in curriculum development and associated academic organisation. It is, perhaps, a sharp (but evidently justified) comment on the innate conservatism of universities that the only way really to encourage such initiatives was to establish entirely new institutions, but the fact is that, in an existing university, staff are far more interested in the business of pushing out the frontiers of knowledge and of conveying that knowledge to their students than in looking at changes in the manner of doing it, or in the underlying organisation. Unless the existing system was commonly accepted as being desperately in need of reform, it would be a daunting task indeed to get everyone in the place lined up and pointing in something like the new direction.

Even in this new university, it has to be said, there was a discernible tendency for staff to look nostalgically over their shoulders at the way things had been done in their previous institutions, and Geoffrey Templeman was heard on more than one occasion to exclaim in exasperation 'Recidivists, the whole blessed lot of you!', or words to that effect. However, we, like the other new places in their various ways, did make a determined effort to re-think the ways in which we approached problems, bearing in mind especially the changes which were occurring at both the input and the output ends of our 'production line': students were being recruited with an increasing diversity of cultural backgrounds, and were needing to find employment in fields not regarded, in earlier years, as typical graduate areas.

A start on the drawing up of a plan had been made by the Academic Planning Board before Geoffrey Templeman had been appointed. Individual members of the Board had contributed discussion papers* related to their own areas of special expertise, and as a result of extensive discussions based on these, a preliminary report was made to the UGC in May 1962. The Board proposed a form of organisation not unlike that adopted for the new University of Sussex (Dr Christopherson, the Chairman, had earlier, in fact, been a member of the Sussex planning board) with the main academic unit of organisation the 'School' rather than the traditional arrangement of Departments and Faculties which, they considered, was the root cause of

* Perhaps surprisingly, the proposed science-based schools were not dealt with in this way. Was science regarded as being quite beyond redemption, or were the needs of science seen as self-evident?

what was widely regarded as the undue degree of specialisation in first degree courses. They tentatively proposed a start with seven Schools: of Humanities; of Social Studies; of Slavonic, Asian and African Studies; of Fine Art and Music; of Mathematics; of Physical Sciences; and of Biological Sciences. They seem rather to have mis-read the mind of the UGC concerning an eighth School – of Applied Science – for which they hoped merely to make a case in due course, rather than coming out boldly for it from the start.

In acknowledging the report, Sir Keith Murray, then chairman of the UGC, said that there was no question of excluding as a matter of principle the development of Applied Science, although the UGC wanted to see it grow naturally from the University's pure science interests, rather than develop along traditional lines. They had liked the pure science proposals and also those for Slavonic, African and Asian Studies, although in the latter case they had to point out how desperately difficult it was to recruit suitably qualified staff, so that such a School might be a candidate for later development. Although we do have a modest enterprise in the area of South East Asian Studies, and African and Caribbean Literature has featured prominently in the Humanities Faculty, this has never taken on the scope originally envisaged, to the continuing regret of John Haynes who was one of its main proponents at the Planning Board.

This much achieved, the Board then concentrated its efforts on the business of finding a Vice-Chancellor, and returned to the academic planning only after that was successfully concluded, in August 1962. Although Geoffrey Templeman remained Registrar of the University of Birmingham until April 1963, he threw himself immediately into the business of organising what was going to be needed for a substantial first entry of undergraduates in October 1965. The idea of a small token entry in the previous year, which would have had to be in temporary accommodation, was later abandoned, but it was clear from the start (and strongly reinforced by the report of the Robbins Committee when it appeared) that a university which was not making a substantial contribution to meeting the demand for student places by 1965 would truly have 'missed the bus'.

Birmingham, of course, had given Templeman personal experience of a university which had but recently reached (over the best part of a century in all) the sort of size which we were committed to reaching within a decade. He had, in fact, been an undergraduate there before the war, and what he had thus seen over the years at first hand undoubtedly coloured his ideas about how to sustain a community fit to live and work in during a period of considerable (and, in our case, rapid) expansion. He was, in particular, anxious to avoid the 9-to-5 aspects which tend to follow an arrangement which divorces, functionally as well as geographically, student halls of residence (occupied very little during the day) from the academic parts of the institution (little used in the evenings). This seemed to him an uneconomic use of resources, and, more importantly, not the way to set about building up a real community spirit. He also had a strong feeling that one ought to avoid a situation in which social groupings tended to be centred on the academic disciplines: some of one's best friends may be chemists, but it may be no bad thing to have to leave them from time to time and mix with a few historians; good for the historians, too, perhaps. In a small university this may be no

great problem, but to be just one in an amorphous crowd of three or four thousand could be a very lonely experience. Hence the concept of the collegiate organisation, with the principle that all students and academic staff, resident or not, would be members of one or other of the University's Colleges, forming communities more human in scale. How they developed we shall see in a later chapter.

The perceived evils on the academic side were really two, more or less linked: the tyranny of the 'department' vis-à-vis the students; and the tyranny of the professor vis-à-vis the non-professorial staff. The latter problem has largely disappeared now in universities generally. The principle of 'tenure'* has given staff of all grades a guarantee of intellectual independence which they may have lacked in some universities in earlier times; the multi-professor department, and the idea of a rotating chairmanship in place of a head of department appointed to the retiring age has certainly contributed; and the liberalisation of the membership of governing bodies has built in yet more checks. It has to be added that the whole atmosphere in this area depends more on the personal qualities of the senior staff concerned than on the formal rules written down in the Statutes and Ordinances, and that getting this right rests more on 'gut-feelings' on the part of those responsible for making appointments, rather than something which is susceptible of objective assessment. A heavy responsibility in this area lies with the Vice-Chancellor when senior appointments are made: he has to balance this need to find colleagues who will behave fairly and decently in their dealings with other staff, against the implications of the old tag about nice chaps running last.

The departmental tyranny is a more difficult matter, and the assumption was that it could be eliminated by the simple expedient of not having 'departments' at all. It cannot be denied that there is a potential problem here, which was linked to the prestige of the 'special' (i.e. single-subject) honours degree. It used to be said that if the test for a living organism was its capacity to reproduce its own kind, then we could rest assured that the academic staff were at least still alive: the thing they were best at, and most enjoyed doing, was producing graduates fitted to carry on in the scholarly academic tradition of their teachers. Of course, it is vital that this should be done to some degree, and that a proportion of each generation of students should be encouraged along such paths. It was once more-or-less the case that this rather academically-slanted sort of preparation was about right for almost all science students – the demand for that type of talent was such that the market would absorb all of them. Even in some science subjects this is no

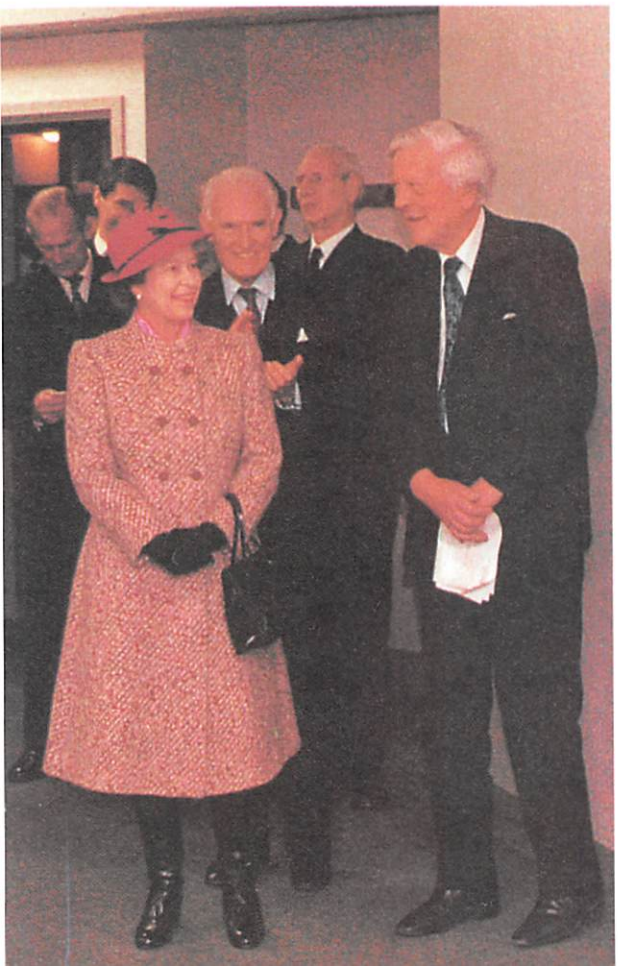
* The very sound of the word 'tenure' brings a nervous smile to the lips of academics, and causes foaming at the mouth in some other circles. It is singularly unfortunate that two aspects of 'tenure' have become inextricably intertwined: the principle of academic freedom (the right to espouse unfashionable or unpopular views on academic matters) and protection from 'redundancy' on any grounds short of the rather closely defined 'good cause'. The recent Education Reform Act makes provision for the appointment of Commissioners, who would have the task (amongst other things) of changing the statutes of all universities so as to remove 'tenure' in its present form. It is devoutly to be hoped that someone will have the wit to devise a rubric which avoids the risk of throwing out the 'academic freedom' baby with the 'redundancy' bathwater.

The senior staff started to arrive in October 1964, before the granting of the Royal Charter, and in the absence of provision at that stage for a Senate, rather less formal gatherings of a 'Professorial Meeting' were held in the ground-floor conference room at Westgate House. Around the table here are (clockwise, from the left): Dr K. G. Knight (Reader, later Professor, in German); Mr G. S. Darlow (founding Librarian, he retired in 1977); Prof. W. Hagenbuch (Professor of Economics and founding Dean of the Faculty of Social Sciences, he retired in 1977 and died in 1981); Prof. F. S. L. Lyons (Professor of History, later Master of Eliot, he moved in 1974 to be Provost of Trinity College Dublin and died in 1983); Prof. T. C. Barker (Professor of Economic and Social History, he moved in 1977 to a chair at the London School of Economics); Dr G. Templeman (founding Vice-Chancellor, he retired in 1980 and died in February 1988); Prof. G. R. Martin (Professor of Chemistry, founding Dean of the Faculty of Natural Sciences and later Deputy Vice-Chancellor, he retired in 1981); Prof. G. E. F. Chilver (Professor of Classical Studies, founding Dean of the Faculty of Humanities and Deputy Vice-Chancellor, he retired in 1976 and died in 1982); Prof. M. E. Noble (Professor of Mathematics and later Chairman of the School of Mathematical Studies, he retired in 1982); Prof. R. A. Foakes (Professor of English and later Dean of the Faculty of Humanities, he retired in 1982); Prof. J. G. Powles (Professor of Physics, the only member of the original crew still on the strength); Prof. P. H. Nowell-Smith (Professor of Philosophy, he resigned in 1969 to take up a Chair of Philosophy at York University in Ontario).

longer the case, and in most humanities subjects it never was. How then to moderate the traditional departmental attitude, which might crudely be summarised: 'These are *our* students, kindly keep your thieving hands off them.'? The problem has perhaps been exacerbated by the broader base of the student intake. 'More' did not *have* to mean 'worse' (as Kingsley Amis had implied) in the sense of the average level of intellectual ability; it probably did on the whole imply *less dedicated* in academic terms, less committed to the sheer hard grind which the pursuit of pure knowledge demands. It is singularly difficult, when students enter universities, to sort the sheep from the goats in this respect, for the information available – A-level grades, for the most part – does not give much guidance on what is basically a personality question. Could one then find a form of organisation which would at least tend to prevent all students becoming enmeshed in a machine geared primarily to the production of professional historians, philosophers, physicists, or whatever? For many, this is the right approach; for others, equally worthy citizens, it is less appropriate. There was a very strong conviction that the traditional departmental organisation tended to make it more difficult to do justice to this latter class of student.

There is a real danger in all such discussions in getting bogged down in semantics, and it has to be borne in mind that terms like 'Faculty', 'School', 'College', 'Department' are used throughout the English university system to mean different things in different places, with seemingly gay abandon; what matters is the actual standing of the various sub-divisions, especially in relation to two things – the control of resources, and the responsibility for students. In what has come to be seen as the traditional system, the 'department' would have a very direct hand in both areas, and by 'department' here one means a collection of academic staff concerned with an identifiable discipline. Typically, departments would be grouped into 'Faculties', but often the linkage would be rather loose: commonly one would find a few subjects appearing in two or even three such groupings –

The Senate was not much given to having photographs taken of itself (nor, sadly from the point of view of the archives, were any of the University's governing bodies). But the last Senate meeting, in June 1980, of Dr Templeman's 'reign' as Vice-Chancellor did seem to be an occasion to record. Even then, by no means all of the members were able to be present — June is a busy time for academics acting as external examiners at other universities — but it is sobering to see how large and thus unwieldy the body charged with the oversight of the university's academic affairs had become.



Computing was one of the areas of study that could not at first be fitted comfortably into the Faculty structure. Now, however, it is very firmly established both as a service to a host of academic users (its original function) and as an academic discipline in its own right, being a member of the Faculty of Information Technology, formed in 1987. Its original accommodation became so overcrowded over the years that an extension was built in 1986. This was officially opened by Her Majesty the Queen and His Royal Highness the Duke of Edinburgh on 20 March 1987.

mathematics, geography and psychology, for example, might be found with one foot in a Faculty of Science and another in a Faculty of Arts. The function of the Faculty is then to do such co-ordinating as is necessary – to administer examination regulations, to determine the broad structure of courses, and so on – but often to play only a low-key role, sometimes hardly any at all, in the control of resources. In addition to the two forms of 'tyranny' liable to arise in the departmental form of organisation, there is another, perhaps more insidious, evil: a strong tendency to discourage the development of new departments – when resources are being allocated everyone has a vested interest in the number of snouts in the trough not being increased. Since departments and degree courses have a very close linkage in this system, the result is to make it difficult for new 'subjects' to get themselves on to the menu. To see the reality of this problem one has only to recall the slow development of subjects such as Biochemistry and Chemical Engineering as undergraduate courses in this country, and the difficulty which the Social Sciences generally have faced in the past in getting adequate recognition in many universities.

Several of the new universities have tried to find forms of organisation which eliminated the traditional department, mostly by adopting an organisational unit (then called a School) intermediate between the traditional Faculty and the Department, and it will have been noted that this nomenclature was originally proposed for us. It slid rather gradually from view, to be replaced by the term 'Faculty'* apparently on the grounds that this term was more familiar to the academic world, and without any conscious decision to change the conceptual basis.

The Academic Planning Board proposed to tackle the problem of over-specialisation in degree courses by dividing the three year course into two parts: the Part I courses would provide an introduction to an area of knowledge broader than that covered by a traditional single subject; they would last for four terms (and thus enclose the first long vacation) and would be followed, for most students, by a Part II course of a more conventionally specialised kind. A scheme, which eventually sank without trace, would have offered as an alternative to such a Part II, a Part Ia course, similar in concept to Part I, but in a quite different area of study, and obviously geared to the greater maturity of the students who had already completed their Part I courses. The hope was that this would have been attractive to the 'generalists' whose intended careers did not call for any intense specialisation, and who wanted simply to be educated in a broad sense. In retrospect one has to express doubts about the attractiveness of such a course, and the logistical problems would have been severe: the Part I and the Part Ia courses in a given field would have been running one term out of step (because of the four-term Part I) and it would have been difficult to arrange any sharing of teaching effort as between the two courses.

The four-term Part I posed logistical problems of its own, without the complication of a Part Ia: in the Michaelmas term of each year there would be

* It is amusing to note, in scanning through the committee papers for the year 1963, the steady evolutionary change in nomenclature, from 'School', through 'School or Faculty' then 'Faculty or School' and finally to 'Faculty'.

a double complement of Part I students and only one lot of Part II; in the other two terms the situation would be reversed. They are, of course, the same *students* in each of the three terms, and the total numbers are the same, but if the Part I and Part II courses are genuinely to have the sort of differentiation already mentioned, then in the Michaelmas term one would need twice as many large lecture theatres and large laboratories, whilst in the other two terms, with two batches of students divided amongst their specialist courses, and thus in general in smaller groups, one would need twice as many smaller rooms. The problems are not insuperable, but neither would they have been negligible. The other problem posed by the four-term Part I was the concomitant reduction of the time for specialist work to only five terms, including the last term largely occupied by the final examinations: a real problem, especially for the more vocationally-orientated subjects. This is not to say that there were not considerable attractions in a four-term Part I, not the least of which was the incentive which it was expected to provide for students to undertake a reasonable amount of academic work during their first long vacation: an examination in June at the end of a three-term Part I was held to be an incitement to relax and get out of the habit of academic work during the ensuing vacation. Having got out of the habit, it was difficult to get back into it during the following term, so the argument went. Whatever the theory, one tended to gain the impression that working practices were not much affected by the four-term ploy: perhaps an examination at the end of the Michaelmas term is just too remote to concentrate the mind sufficiently during the previous long vacation!

It has to be recorded that neither this nor the other structural innovation which had been proposed (the 'long vac. term') managed to survive for very long, and for essentially practical reasons. The implicit foreshortening of the Part II course – to really little more than four terms of serious teaching – did make genuine problems for many subjects, especially those with the professional validating bodies looking over their shoulders. There was also another, potentially embarrassing, problem: one of the functions of a first-year university examination is to provide a means of weeding out those students who had shown that they, for whatever reason, were not likely to make a success of their university course. To do this at the end of *four* terms has two unfortunate effects: for the student, it is then too late in the academic year to embark upon some more appropriate alternative course, and he has effectively lost two years rather than one; and local authorities and other providers of maintenance grants find it difficult to understand how a university could be requiring a student to depart only one term after it had certified that his grant should be renewed for a further year. Of course, too much weight must not be given to the problems of the minority who do not succeed, but when coupled with the problem of the foreshortened Part II, the pressures were irresistible. Devious and essentially cosmetic expedients were first adopted to get round this problem, but by 1972 all the Faculties had reverted to the more common three term/six term split of the three year course.

The 'long vac. term', interpolated between the second and third years was widely disliked by students and staff, and with the disappearance of the four-term Part I the need for it became less pressing. But a crucial factor was

the economic one: no amount of exhortation about the desirability of continuing with academic work during the long vacation could conceal the brutal fact that an increasing proportion of students really needed to find paid employment during that period in order to survive (at least in something approaching the style which they thought appropriate) during the remainder of the year. Some grant aid was available, but it was inadequate, and the original obligatory attendance became increasingly voluntary until eventually the formal requirement was dropped altogether.

A broad Part I (or first-year) course was, it must be said, not such a very novel idea: many universities operated such schemes, under various styles of nomenclature and lasting various periods – two-, three- and six-term Part I courses at least can be found in various universities. What was novel was the extent to which the course was to be an *integrated* one across quite a broad spectrum of knowledge, in place of the more usual requirement to select, say, three subjects from the menu on offer, sometimes all at an equivalent level, sometimes a main subject plus a couple of 'subsidiaries'. There are things to be said both for and against the integrated approach. It was undoubtedly a feature which attracted many lively and innovative staff to the University; but the process of converting themselves from the old, compartmentalised, view of knowledge involved a lot of hard work and re-thinking of approaches in the cases of many, and it was in this sort of area that Geoffrey Templeman's later grumbles about recidivism were perhaps most justified. Due account had also to be taken of the already-compartmentalised backgrounds of many school-leavers, and the conventionally-formulated requirements of many professional bodies, whose approval would need to be sought in respect of at least the more strongly vocational of the courses.

To plan further in detail really required the appointment of a few key staff, and this involved a decision about the breadth of the front along which the initial attack should be launched: should all seven or eight Schools be started up simultaneously? It was quickly decided that to spread the resources likely to be available so thinly would be to invite disaster, and that the 1965 intake should be confined to three areas only: Humanities, Physical Sciences and Social Sciences, with the intention to start up Biological Sciences and Mathematics in the following year. It was therefore agreed to appoint Deans for these first three 'Schools or Faculties' and it was decided to proceed by private enquiry rather than by public advertisement. This would now probably be regarded as an odd way to proceed, and the reason recorded for doing so – that a public advertisement might well discourage just the sort of applicant one was seeking – will not convince everyone. At this stage of the University's development, however, it did have advantages: with reasonable luck, it could save a good deal of time, and time was in desperately short supply; and it was vital to find three people who would commit themselves to building on the outline structure which by then existed, without undue rocking of the boat. Perhaps it was more important to get the right answer to the question (if one might borrow it for this purpose) 'Is he one of us?' than to identify (as if one *could* unequivocally do so) the most distinguished Humanist, Physical Scientist or Social Scientist.

In fact, two of the three places were quickly filled: Guy Chilver, Senior Tutor and Prælector in Ancient History at The Queen's College Oxford, was

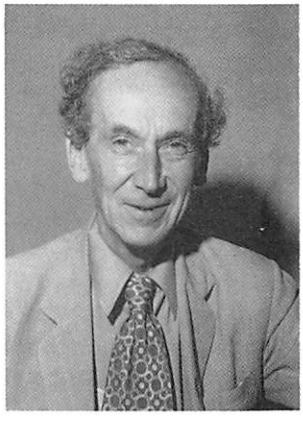


Photo: Kentish Gazette

Guy Chilver (above) and Walter Hagenbuch, the Deans of, respectively, the Faculties of Humanities and of Social Sciences, were the first two academic appointments to be made (in mid-1963).

appointed as Professor of Classical Studies and Dean of the Faculty of Humanities, and Walter Hagenbuch, Fellow and Tutor of Queens' College, Cambridge and University Lecturer in Economics, was appointed as Professor of Economics and Dean of the Faculty of Social Sciences. A consequence of proceeding in this way was that the University was effectively committed to the development of the subjects with which the respective Deans happened to be associated: Economics was surely inevitable in a Faculty of Social Sciences, but Classics, for all its virtues as a discipline, was a less obvious necessity in the late twentieth century. In fact, although it has remained a fairly small-scale involvement, Classics fitted in very well with the way that studies in the Humanities developed, and very recently our strength in that area has been augmented by the transfer to us of Classics staff from the University of Sussex. The third place, that for a Dean of Physical Sciences, proved far more difficult to fill, and the months went by with no one, both willing and suitably vouched for, being discovered. Whether an advertisement would have flushed out the sort of applicant the Electoral Board was seeking can never be known, and it was, in any event, really getting too late to start from the beginning again.

Two things were therefore decided: to get on without further delay with the establishing and advertising of chairs in Chemistry and Physics and also of one in Mathematics (although intended for introduction as a subject in its own right only a year later, it was clear that teaching of the subject at least to Physical Scientists would be needed from the start); and to widen the area of search for a Dean by re-styling the Faculty as one of Natural Sciences rather than, more narrowly, as Physical Sciences. Not only would this widen the field of recruitment for possible Deans (although the advice that the Electoral Board received was that in the immediately adjacent areas of Biology, the shortage of likely candidates was probably more acute than in Chemistry or Physics) but it had a more important academic consequence: so much was judged to be ready to erupt on the conventional boundaries between the Biological and the Physical Sciences, that to put an administrative barrier between them might well be regretted later. In fact, having delivered itself of these two recommendations (with the added note that the arrangement need not be thought to commit the University in perpetuity) the Electoral Board for the office of Dean of Natural Sciences, as it had then become, appears not to have met again in that guise, and the wider field of recruitment seems to have been left unexplored. The process of filling the three chairs was, however, pressed forward and in the early days of 1964 appointments to all of them were announced: Graham Martin, Mark Noble and Jack Powles, previously Readers in Radiochemistry at Durham, Pure Mathematics at Nottingham and Physics at Queen Mary College, London, respectively, joined a Dean-less Faculty of Natural Sciences. Later that year, the first-named of the three 'emerged' as Dean, and served in that capacity for nine years in all.

Academic Planning Committees had been set up for each of the Faculties, as the fore-runners of the Faculty Boards which the Statutes were to prescribe, and these, chaired by the respective Deans as soon as they were appointed, got down to the business of recruiting the 'foundation professors' who would have the job of taking the planning of courses to the point where at least a Prospectus for potential students could be put together. This, it must

Ted Harrison (one of the first intake of undergraduates) put his sharp wit and considerable artistic skills at the service of inCant, our student newspaper, and of the Kentish Gazette, and produced a striking series of cartoons and caricatures. This one (dating from the run-up to the first final examinations in 1968) was presumably intended to cheer up the troops, with the three Deans (from the left, of Natural Sciences, Humanities and Social Sciences) merely symbolising those who were about to torment the innocents.

be realised, has to be ready for printing a full eighteen months before the students are due to arrive, so there was little enough time. With one or two delays in individual cases, these things were quickly settled. In the Faculty of Humanities, Reg Foakes came from Durham as Professor of English Literature, Patrick Nowell-Smith from Leicester (where he held a similar appointment) to be Professor of Philosophy, Leland Lyons from Trinity College, Dublin, as Professor of Modern History, Bob Gibson came from the Chair of French at the Queen's University of Belfast to a similar appointment here, Ken Knight from the Institute of Germanic Studies in London as Reader in German, and Alec Whitehouse (to be the first Master of the first College – Eliot) from Durham as Professor of Theology. Theology, rather like Classical Studies, was not a deliberate introduction, but arose because it happened to be the academic discipline of the man chosen as Master of Eliot College. It was, in fact, rather more contentious, for there was a strand of thought amongst those originally appointed which was in favour of a university in Canterbury visibly distancing itself from the ecclesiastical establishment. In fact, Alec Whitehouse was a Congregationalist, rather than an Anglican, and his approach to Theology was a very philosophical one, and fitted neatly into the general framework of the Faculty of Humanities.

In the Faculty of Social Sciences, Theo Barker came from the London School of Economics as Professor of Economic History, Bryan Keith-Lucas from Oxford as Professor of Politics and Paul Stirling, also from the LSE, as Professor of Sociology.*

In the course of the next few years, the bases of all three Faculties were broadened by the introduction of new subjects, and senior appointments were made to get them launched. In Humanities, Harry McWilliam came from the

* Almost all of the original senior staff can be seen in the picture (on page 42) of the meeting, in October 1964, of the forerunner of the University's Senate.

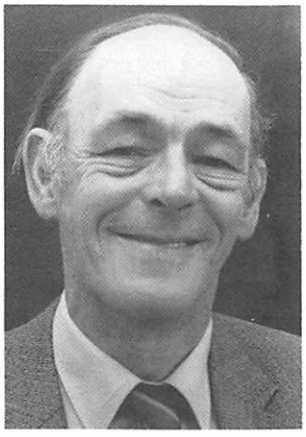


Photo: Kentish Gazette

Prof. K.A.Stacey

Ken Stacey came in 1970 from the University of Sussex as Professor of Molecular Biology, to start up our efforts in the biological field.

University of Dublin as Reader in Italian. In Natural Sciences, Roger Jennison came from Manchester as Professor of Physical Electronics, Bob Hudson from the Cyanamid Laboratories in Geneva as Professor of Organic Chemistry, and, in 1970, Ken Stacey from Sussex as Professor of Molecular Biology. In Social Sciences, Patrick Fitzgerald came from Leeds as Professor of Law, Peter Bird from the London School of Economics as Senior Lecturer (later to be Professor) in Accounting, and Dennis Lury from University College, Nairobi, as Senior Lecturer (later Professor) in Economic and Social Statistics.

Although it is not proposed to chronicle all the comings and goings of senior staff over the years, these names deserve special mention, for they had a major role to play in getting their respective subjects started. It is particularly sad to have to record that Peter Bird and Dennis Lury have since both died whilst still in the service of the University.

The rolling up of the four originally-conceived science-based Schools to form a Faculty of Natural Sciences had, as has already been mentioned, some advantages, but it raised one major problem from the very start. Mathematics, it will be recalled, was originally scheduled for introduction in 1966, but having made an appointment to the first chair in the subject – on the grounds that teaching of Mathematics to Physical Scientists would be needed from day one – it seemed absurd not to bring the introduction of Mathematics as a degree subject itself forward to 1965, and this was duly done. But what was clear to all parties was that the idea of a common, integrated, Part I course for the whole Faculty simply would not work. Comparatively few potential students of Mathematics have taken Chemistry beyond O-level (they may not have A-level Physics, either, although that is a less common problem) and a significant fraction of intending Chemists lack A-level Mathematics – they lean instead towards the biological sciences. To build a course which was comprehensible to the whole range of students without appearing so trivial as to bore a large fraction of them, was clearly not going to be possible, and the Faculty therefore planned two quite separate Part I courses – in Physical Sciences and in Mathematics. Although facilities were provided for students who had taken one of the Part I courses to switch to Part II subjects for which the other would have been a more conventional preparation, this was always a small traffic, as one might expect. The outcome, on the student side, was that the Faculty encompassed two almost completely separate segments. At an administrative level, too, there are differences in the habits and the needs of the two groups: the experimental scientists needing technicians, laboratories, workshops and stores, the mathematicians not, and the Faculty came increasingly to look like a marriage of *in*convenience between two such disparate parties.

Photo: Kentish Gazette

Prof. M.E.Noble

Mark Noble, the founding Professor of Mathematics, became, in 1970, the first Chairman of the School of Mathematical Studies when Mathematics was hived off from the Faculty of Natural Sciences.

In 1970, the decision was taken to create a separate School of Mathematical Studies, rather in the style which had first been proposed eight years before. The University, however, could not bring itself to follow the logic through and give the new unit the title of Faculty, so it had a 'Standing Committee' rather than a Faculty Board to manage its affairs, and a Chairman rather than a Dean. The School came into existence in April 1970, with Professor Noble as its first Chairman. It was, to be sure, going to be smaller by a fair margin than any one of the three Faculties – smaller than the English contingent alone, in Humanities, as it was tartly pointed out at the

During the academic year 1964–65, Beverley Farm provided the focus for the whole of the University's academic work. But that could not go on without a good supply of coffee, and old-timers will have fond memories of the common room in the medieval part of the house. From the left here we have Mark Noble (Professor of Mathematics, later to be the first Chairman of the School of Mathematical Studies, now retired), Jack Powles (then, as now, Professor of Physics), the late Walter Hagenbuch (Professor of Economics and Dean of the Faculty of Social Sciences), John Strange (then Lecturer in Physics – actually the first Lecturer to be appointed by the University – now Professor of Experimental Physics and Director of the Physics Laboratory) and Jane Carvosso, now Mrs Millyard (then a member of the Registrar's staff, now Services Manager in the Computing Laboratory).

time. But it had all the powers of the Faculties – including that of presenting students for degrees – and the reluctance to grasp the nettle over this question of nomenclature did little more than make work for the Circumlocution Office: where the Senate used simply to resolve to consult 'the Faculties' on some matter or other, it now had to consult 'the Faculties and the School of Mathematical Studies'.*

As we shall see in Chapter 4, one of the implications of the thinking on which the Collegiate form of organisation was based was that the offices of the academic staff in non-laboratory subjects were to be distributed throughout the Colleges. Initially, the mathematicians – not having the experimental scientists' needs for laboratory facilities – had been thus dispersed in the same way as the staffs of the non-science Faculties. Although they lacked the compelling practical reasons which led to the experimentalists being treated as special cases, they did have a case in terms of their working habits, which in many ways resemble those of their experimental brethren. In due course, with much shaking of heads and muttering about slippery slopes leading back to 'departmentalism', the mathematicians acquired a physically distinct home for themselves – first in 'Rothford', the house in Giles Lane later to accommodate the Medical Centre, and later in successive segments of the Cornwallis Building. This physically distinct base needed a name – hence the 'Mathematical Institute'.

The addition to the Faculty of Natural Sciences of degree courses in Electronics (in 1966) and in Biochemistry and Microbiology (in 1970) put strains on the concept of the Part I course analogous to (although less severe than) those at the Mathematics/Physical Sciences divide. Potential Microbiologists often lack A-level Physics, and potential Electronicists, A-level

* As will be seen later in this chapter, this anomaly has now been tidied up.

The addition of Social Psychology to the range of interests of the Social Sciences Faculty introduced requirements not unlike those of the experimental sciences. The large timber building at Beverley Farm which had served each of the experimental sciences in turn was therefore converted to their use. Closed-circuit television is one of the techniques much in use, and this picture shows a desk from which the operation can be controlled.

Chemistry, and a re-casting of the previously monolithic Part I course became inevitable. In effect (notwithstanding several successive twists and turns) it remained formally a single entity, controlled by a single Board of Studies, with a common Board of Examiners, but the course for any given student was made up of a selection from a range of packages, appropriate to his background on entry and his intentions for Part II. By judicious selection from the available packages, one could keep open more than one Part II choice, but there was undeniably a tendency (in fact, although not of necessity) for many students still to find themselves running in predestinate grooves from their school specialisations to their final degrees. This situation seems unlikely to change unless there is some very radical re-thinking about the nature of the school curriculum.

What the absence of formal departmental boundaries *did* facilitate in Science was the development of courses which cross such divides. These courses were not the more commonly found 'general degrees' in two subjects: they each represent a deliberate attempt to forge a unified course from the parts of two or more traditional subjects which lie close to such boundaries. Although they did not appear to many applicants as lying clearly enough on the tram-lines which radiate from the traditional school subjects, and did not therefore recruit as heavily as the more conventional subjects, when students have made the deliberate decision to branch out in this way they have often done very well indeed. In this connection, one can mention degree courses in Chemical Physics (a subject dear to the hearts of the first Professors of Physics and Chemistry), in Chemistry with Control Engineering,* in Biological Chemistry (a biologically-slanted course for those who would still want to consider themselves Chemists rather than Biochemists), and in Environmental Physical Science (which fell victim to financial retrenchment, and now survives only in the form of 'Chemistry with Environmental Science').

* This course, initially a joint enterprise between members of the chemistry staff and colleagues from the control systems side of Electronics, has suffered a number of changes of title and of content over the years. It is now a joint effort by chemists and physicists, under the title 'Chemistry with Advanced Technology (Computing/Control)'.

The Faculty of Social Sciences had to face a problem which was almost the reverse of that of the Natural Scientists: most of their subjects are not regular school subjects, and students cannot tackle anything worthwhile without a preliminary period in which they learn the 'grammar' of these new subjects. In practice there is a severe limit to the number of new subjects to which they could be introduced simultaneously, and the problem naturally grew more acute as extra subjects – Law and, later still, Social Psychology, for example – were introduced into the Faculty. So the original idea of a monolithic Part I course taken by everyone entering the Faculty has been modified over the years into a scheme not unlike that adopted for the Natural Sciences – although the ground-rules governing the choice of the component courses are obviously different.

The Faculty of Humanities has also had to move somewhat away from the original concepts in response to changing circumstances, especially, as with the other Faculties, the pressures from the increasing range of degree subjects, each bringing its own bundle of technically prerequisite matter for inclusion in the Part I course. The elements of choice thus made available to Humanities students have not, however, been introduced at the expense of the interdisciplinary approach which was a key feature of the original scheme: especially in the Trinity Term, in which most students concentrate on a single 'topic', such an integrated approach is of the essence in bringing the expertise from several traditional disciplines to bear upon the study of a single, broadly-defined, theme.

One of the problems in the Faculty of Humanities in the early years arose from the heavy preponderance of well-qualified applicants for courses in English and American Literature, to an extent which tended to upset the balance of the Faculty. Over the years this imbalance has to some extent rectified itself, through a natural swing of the pendulum, and the problem has has also been mitigated by a broadening of the base of the Faculty by the introduction of new disciplines – Italian, the History and Theory of Art (now,

Photo: Kentish Gazette

One could hardly ask for a better example of our commitment to interdisciplinarity than the Part I course offered to Humanities students, 'Exploring Reality', which involved contributions from all the Faculties. It led to the publication, in 1987, of a collection of essays on this theme, dedicated to Ian Gregor, Professor of English Literature, who is seen here in the centre of the group at the launch of the book. From the left are: Michael Leahy (Senior Lecturer in Philosophy); Krishan Kumar (Professor of Social Thought); Michael Irwin (Professor of English Literature); Ben Brewster (Senior Lecturer in Film Studies); Dan Cohn-Sherbok (Lecturer in Theology); Robert Freedman (now Professor of Biochemistry); Lewis Ryder (Lecturer in Physics);and Stephen Bann (now Professor of Modern Cultural Studies).

sadly, disappearing again as a separate Board of Studies as a consequence of the present financial rigours) and European Studies (where we benefited from a rationalisation of resources which led to this subject being concentrated here and run down at Lancaster, from where staff were transferred to us) – and by developing 'sideways' from English into Film Studies and Drama. Interdisciplinarity has very much a place in the Humanities Part II courses also, as witness the courses in American Studies, in African and Caribbean Studies and in Comparative Literary Studies, for example.

The School of Mathematical Studies, too, broadened its range of interests over the years, with consequential changes to the structure of its courses. The School always had links with all three of the Faculties, and option courses in Physics, Philosophy, and Economics in Part I were available from the beginning, with the possibility of transferring to a Part II course in the relevant Faculty. Again, this traffic was modest in scale, but for a limited number of students, it provided the combination of courses just right for their interests and aptitudes. There is now, of course, a major outlet for mathematically-inclined graduates in areas rendered exploitable by the developments in computing techniques, and the School has branched out in this direction with a degree course cryptically entitled CORS (Computing, Operational Research and Statistics). Yet another innovation was a degree course in Actuarial Science, a comparatively rare degree subject. These developments, of course, existed alongside the more traditional sub-divisions of Mathematics: Pure, Applied and Statistics.

So, after all this time, how has the Academic Plan fared? As we have seen, two of the original elements – the four-term Part I course and the 'long-vac' term – proved in practice not to be worth the complications which they carried with them. The idea of Saturday morning as a normal teaching time also succumbed to the joint subversive efforts of students and staff. But much of the original plan has survived, albeit modified in the light of experience and of changing conditions. The idea of a broad, integrated, first year course has had to be modified as further specialised subjects have been added to the Part II menu, but the general principle has been maintained so far as possible. In the early days there was appreciable switching from one Faculty to another after Part I – always a one-way traffic between Natural Sciences and the other Faculties, because of the more rigidly structured nature of courses in the sciences – and this is still possible, although more constrained in recent years by numerical limits on course enrolments. What has been developed to a high degree is the flexibility which permits students to mix component courses from different degree programmes, yielding a plethora of combined honours degrees: it reached the point some time ago when it was suggested (with some degree of exaggeration) that there were more different degree titles available than there were students to receive them. Again (and for the same reason as already mentioned) this is less evident in science, although there are several deliberately structured interdisciplinary degree programmes there too. Where flexibility is appropriate, it is available.

In two areas – Education and Geography – the relationship between the University and Christ Church College goes far beyond the mere validation (mentioned later in this chapter) of that college's degrees, and has resulted in some distinctive joint degree programmes. Geography is taught partly by staff

at Christ Church, and partly by staff from the relevant disciplines in the Social Sciences Faculty in the University. Similarly, Education at Christ Church can be combined with Social Psychology or with Social Policy and Administration in the University. Schemes of this sort make very efficient use of the resources of the two institutions, located so conveniently close together.

One development which has been pursued with increasing vigour over the past few years concerns links with overseas universities. Originally these centred on two main areas – exchange agreements with American universities, and joint courses with a few French and German universities involving especially Law, in which one year of a four-year course would be spent in the collaborating continental university. The converse arrangement also applied, of course, in which we provided the one-year component of the sandwich. These courses have proved both popular and successful. More recently the European connections have received a powerful boost from the European Community's 'European Action Scheme for the Mobility of University Students' ('ERASMUS'), which now supports a dozen or so specific schemes. The most recent addition to the list involved the selection of Chemistry at Kent (in collaboration with the Thames Polytechnic) as the UK member of a pilot scheme to explore the whole area of 'credit transfer' as between universities in the European Community. In all there are now some twenty exchange agreements involving universities in France, Germany, Holland, Italy, Poland, Spain and Switzerland, and a dozen or so with US institutions. In a shrinking world, this is of enormous significance, not just for the students from each side directly involved, but for the whole student body in each of the institutions.

Although the faculty structure, as originally conceived, has coped well enough with the main demands for organisation on the teaching side, several other units (in addition to Mathematics during the uncomfortable period between its leaving Natural Sciences in 1970 and becoming a part of the new Faculty of Information Technology in 1987) have been judged not to fit sufficiently well into this form of organisation, and various *ad hoc* arrangements have been made for their management – usually through the medium of a Standing Committee of the Senate. Some of these units are of a kind commonly managed in this way: the University Library, the Computing Service, and so on. Others were simply orphaned by the policy of having no formal departmental structure.

Although the University Library would certainly not deny a concern for recreational reading-matter (and here, of course, one man's meat is often another man's poison) its main function is clearly an academic one. The Library of a new university obviously has a major problem over the acquisition of the accumulation of older material – out-of-print books and back-runs of periodicals – which an older-established library will often have on its shelves. The Librarian, as has been mentioned before, was one of the very first appointments to be made, and he was able to make a good start on this problem – drumming up gifts of books from well-wishers and acquiring the core of a collection by purchase. Once academic staff began to be appointed, he and his small band of colleagues were deluged with book-lists and the small shop in Station Road West in which the Library started life was soon bursting at the seams.

This rather anonymous- looking shop in Station Road West was the initial home of the University Library. It provided no space for users at all, and it was soon bursting at the seams as the collection grew, by gift and by purchase.

After the Library had completed its move 'up the hill', this space was used by the Students' Union office and by the Accommodation Office; eventually the tenancy was given up. Most recently, a proper shop-front has been fitted, and the premises have become a motor-cycle emporium. But it is amusing to note that there still remains beside the left-hand door, and just visible in this photograph, a small wooden panel on which, in spite of overpainting, one can make out the words 'University Accommodation Office'. A modest contribution to the local archaeological scene, perhaps!

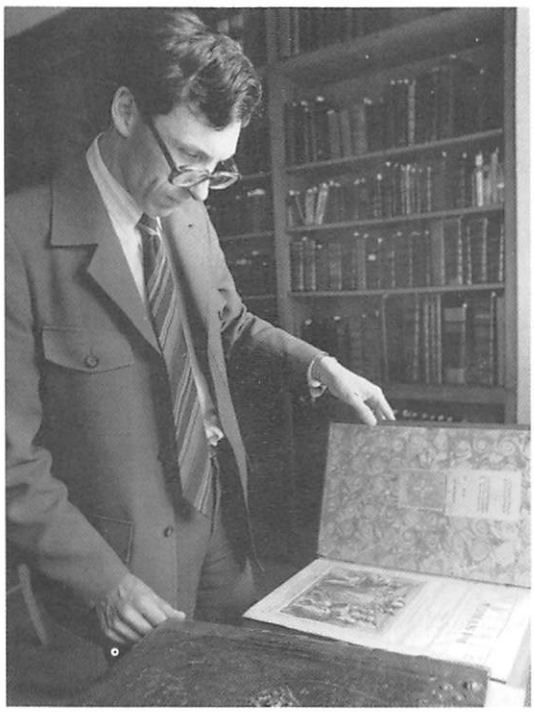
By the end of March 1964, 6,000 books had poured in to the Station Road West site from local well-wishers in response to a public appeal by Geoffrey Templeman, constituting one-third of the acquisitions made thus far. The immense task of cataloguing these volumes was pushed forward under the direction of Stephen Darlow, the Librarian, seen standing at the back of this picture. With him, from left, are the only members of his original staff who are still with us — Dennis Whiting, now in charge of Special Collections, Geoffrey Linnell, Subject Librarian in the Humanities, and Peter Flavell, now in charge of Automation. By the time the first undergraduates came in October 1965, some 20,000 books had been catalogued and moved up to the campus.

The building used as a 'Temporary Library' from 1966 to 1968 still looks as if it is waiting for permanent status. It is now the University's Maintenance Centre.

In the course of these twenty-odd years, the Library has had four major upheavals: moving to a scattered collection of rooms – at Beverley Farm in 1964, in Eliot College and in the Physics Building in 1965; to the 'Temporary Library' (since converted into the Maintenance Centre) in 1966; to the first stage of its permanent home in 1968; and finally to expand into the second stage of the building in 1974. The gaps and shortages of the early years are now very much a matter of past history and, although no academic or student worth his salt would ever admit to being fully satisfied with his library provision, we now have a very good collection. Much of it has been acquired by purchase in the ordinary way, but the collection has been greatly enhanced by the acquisition, by purchase, by gift or by deposition on indefinite loan, of several special collections. Notable amongst these are the Frank Pettingell Collection of nineteenth century plays; the John Crow Collection of English Literature; the Lloyd George Collection; and the collected papers of the late Dr Hewlett Johnson, sometime Dean of Canterbury. Then, in 1985, the Library was enriched by a magnificent collection of some 2500 books bearing upon the History of Science, deposited there by Dr

Photo: Kentish Gazette

Dr R. E. W. Maddison – scholar, bibliophile, historian of science, and sometime Librarian of the Royal Astronomical Society – has greatly enriched our Library by his decision to place on deposit there his notable collection of books bearing on various aspects of the history of science and technology. This picture, taken at the ceremony, in February 1985, at which the Maddison Collection was formally inaugurated, reveals that the University has a strong Maddison family connection. Dr Maddison himself (second from the left) is one of our honorary graduates; his son, Raymond (second from the right) is a long-serving and valued member of the University Council; and the latter's wife (in the centre of this group) is one of our graduates. Also in this photograph are Professor M. P. Crosland (on the extreme left), Director of the Unit for the History, Philosophy and Social Relations of Science; the late Professor G. C. McVittie (eminent astronomer and cosmologist, Honorary Professor – and honorary graduate – of this University); and (extreme right) the Vice-Chancellor.

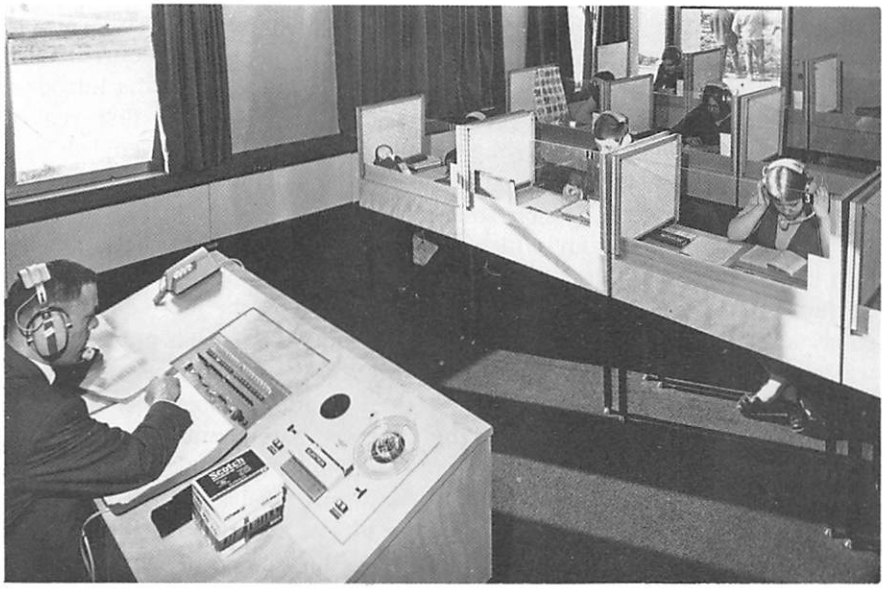


David Shaw, Senior Lecturer in French, joint Director of our Electronic Publishing Research Unit, and Secretary of the Bibliographical Society's Ecclesiastical Libraries Committee, is seen here amongst the treasures of the Canterbury Cathedral Library. The University has taken a hand in the management of that library, and David Shaw's work on the preparation of a catalogue of its collection has made access by scholars very much easier.

R.E.W.Maddison. There is an extensive collection of government publications, and, in 1970, the Library was designated as a European Documentation Centre by the Commission of the European Communities.

A further resource which is being tapped, to the mutual benefit of its owners and of the University, is in the libraries of the Cathedrals of Canterbury and Rochester. Canterbury Cathedral Library, with over 12,000 books printed before 1801, is amongst the three or four largest cathedral libraries in the country. Our Library has recently taken on a major role in the management of these two libraries and, by a happy coincidence, it so happens that David Shaw, Senior Lecturer in French, is Secretary of the Bibliographical Society's Ecclesiastical Libraries Committee, and is directing the final stages of a major project to produce a computerised union catalogue of all the pre-1701 printed books in English and Welsh cathedral libraries. In fact, the Canterbury part of the catalogue now runs up to the year 1800, and thus makes accessible a considerable store of valuable material.

Problems the Library has certainly had: the original manual system for recording loans began to show signs of collapsing under the strain of increasing numbers of users, and was replaced by a computerised system in 1974, the first on-line system in a UK university. This, in turn, has recently been replaced by a much more ambitious installation. An electronic system for detecting illicit removals of books has also been introduced. A major problem arises from the increasing inability of students to buy their own copies of even the standard text-books: sometimes the 'inability' arises from a set of priorities which an earlier generation might find somewhat unworthy, but often it is quite genuine – many book prices have risen very steeply, and student grants have significantly lagged behind the general upward drift of



A class in one of the Language Centre's laboratories in the corner of the Cornwallis Building which later fell victim to the Great Railway Tunnel Collapse (of which more in Chapter 9). At the controls is John Martin, later to be Director of the Centre in succession to Mabel Sculthorp (below) its founding Director.

prices. The Library has responded to this problem by instituting (and progressively expanding) a 'reserve collection' with sharply restricted borrowing periods. But try as one may, this can never cope completely with the problems posed by the larger classes.

An intention, from the beginning, which transcended the Faculty boundaries, was to provide specialist teaching of foreign languages using modern 'language laboratory' and associated techniques, in a way which had been rather little used in universities up to that time. For some students it could be a useful – even an essential – tool: increased fluency for those whose main interest was in the literature of a foreign country; German or Russian for scientists needing to read original literature in those languages; and so on. But, for all, it was hoped that it would be a valuable cultural bonus, and one which might be put to practical use as, in the late 1960s, links between Britain and the rest of Europe became firmer. Miss Mabel Sculthorp, who had considerable experience in the application of these techniques in the field of further education, and as an adviser to Civil Service and commercial interests, was recruited from Ealing Technical College as Director of the Language Centre and organised an extensive provision of 'hardware' and the associated tape recordings.

Over the years the emphasis has changed, although the original intentions have been preserved, albeit in a somewhat attenuated form: in particular, it proved impracticable to retain the obligation upon all students to become proficient in at least one foreign language. Three major developments have, however, taken place in recent years: the development of links with European universities (mentioned earlier) has produced a pressing need for the acquisition of language skills amongst the participating students, and the Institute of Languages and Linguistics (as the old Language Centre had been re-styled) makes a major contribution to the success of these enterprises. Similarly, the European Studies courses in the Faculties of Humanities and of Social Sciences create needs which the Institute is admirably placed to meet.

Then, the Institute had always helped, on a rather *ad hoc* basis, overseas students whose fluency in English left something to be desired. This undoubted problem is now being tackled more positively with the introduction of four-year honours degree programmes in which the first year is preponderantly concerned with the business of the teaching of English as a foreign language in preparation for the normal honours course in one or other of a wide range of possible subjects.

Another area of study which could not be fitted comfortably into the Faculty structure was Computing. Mathematics and the Natural Sciences had obvious interests in this area, but so also did many of the more quantitative subjects in the Social Sciences, and in the Humanities too it has proved a most welcome tool, for textual analysis and for data processing for bibliographical work, for example. The establishment of the Computing Laboratory was, in a sense, a happy accident of the right man being on hand at the crucial moment. Early in 1965, the UGC and the Council for Scientific Policy had set up, under the chairmanship of Professor (now Lord) Flowers, a Joint Working Group on Computers for Research, with the task of assessing the future needs of the universities and the Research Councils for computing facilities, and there was a brief 'open season' for 'bids'. Shortly before this, the University had made its first appointment in Applied Mathematics: Brian Spratt had been appointed to a lectureship, ahead of an appointment to the Chair in the subject, which was not scheduled for establishment until the following year. If the more normal sequence had been followed – of making the more senior appointment first – the University might well have found itself looking for a lecturer in a different branch of Applied Mathematics and the opportunity

Audio-visual aids of one sort or another are an indispensable adjunct to teaching at the university, as at any other, level. From modest beginnings we have built up an impressive service, with excellent facilities for closed-circuit television work, including an extensive cabling network across the campus.

which presented itself might well have been missed. And this would have been a great pity, for Dr. (now Professor) Spratt turned out to have interests in Computing as well as in more traditional aspects of Applied Mathematics, and to possess considerable entrepreneurial skills in that area as well.

The outcome was that the University soon found itself the proud possessor of a second-hand computer, housed in a spare room in the Physics Laboratory, with an operating staff of one. Even by the standards of the 1960s, it was a modest machine – an NCR–Elliott 803 – and viewed from the present time it was almost laughable: a monstrous mass of machinery with a computing 'power' rather less than that of a modern home computer. But it got the show on the road, and the Computing Laboratory has never looked back: three major machine replacements and innumerable lesser enhancements later, Computing is now very firmly established both as a service to a host of academic users (as was its original function) and as an academic discipline in its own right, contributing to courses right across the whole University. In a field where staff are notoriously volatile, the Laboratory has managed to attract and retain a distinguished collection of academic staff, ably supported on the technical side, and has built up over the years an enviable reputation as a 'centre of excellence'.

The position of Computing as an academic discipline outside the faculty structure became increasingly anomalous with the growing numbers of students opting for courses in which that subject was the major – or even the only – component. From October 1987 this anomaly (and the rather meaningless distinction between 'School' and 'Faculty', as applied to Mathematics) was resolved by the re-mustering in a completely new faculty – the Faculty of Information Technology – of staff and students in Computing, in Electronic Engineering (as Electronics had been re-styled) and in Mathematics. Brian Spratt, Professor of Computing, became Dean of this new faculty from that date. Although by no means everyone found the name of the new faculty attractive (or, in respect of some of its parts, particularly apt) no-one, it seems, could think of a better one. And it tidied up a minor administrative muddle which had persisted for too long.

Photo: Kentish Gazette

Staff and postgraduates were encouraged to use the University's first computer, a second-hand Elliott 803, from the very early days. This picture from 1966 shows Brian Spratt (left) discussing a problem with a postgraduate student, while Diana Tozer (the operating staff of one, who doubled as a secretary) works the machine.

This picture of the 'gang of four' dates from 1977, and includes a rare shot of a transiently-bearded Brian Spratt. Although in 1965 he was officially just a Lecturer in Applied Mathematics, he was really responsible for getting computing off the ground and for keeping it well-and-truly off ever since. The other three are Heather Brown (now Reader in Computer Science), Peter Brown (Professor of Computer Science and Head of the Academic Division), and Steve Binns (Head of the Software Division). It is not very clear why these four are looking so pleased with themselves: perhaps they had just acquired yet another machine!

Brian Spratt, Professor of Computing and Founding Director of the Computing Laboratory, was appointed the first Dean of the new Faculty of Information Technology with effect from 1 October 1987. A leading authority in the field of computer networks, he sits on various national and international committees and has been a member of the Computer Board for Universities and Research Councils.

Computing at Kent has come a long way since the purchase of its first machine, which was housed in a spare room in the Physics Laboratory. Here we have the current machine-room with Trevor Potts operating the DEC VAX mainframe cluster, installed in early 1987.

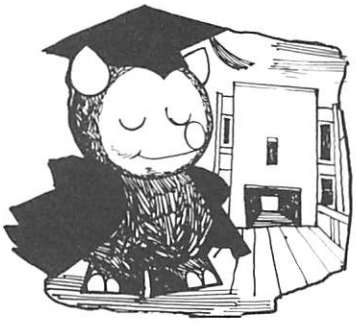
Two other small units outside the main Faculty structure must be mentioned. The Unit for the History, Philosophy and Social Relations of Science was set up in 1974 with the aid of a generous grant from the Nuffield Foundation. This covered a large part of the cost of the Unit for its first five years, including the salaries of its Director, Professor Maurice Crosland, and his two academic colleagues. As it happened, there were already, in all three Faculties, significant interests in this general area, and the Unit has provided a secure focus for them. In addition to a Masters Degree course of its own, the Unit contributes to the degree programmes of all the Faculties.

Prof. M.P.Crosland

Maurice Crosland came to us from Leeds to set up the Unit for the History, Philosophy and Social Relations of Science, with generous funding from the Nuffield Foundation.

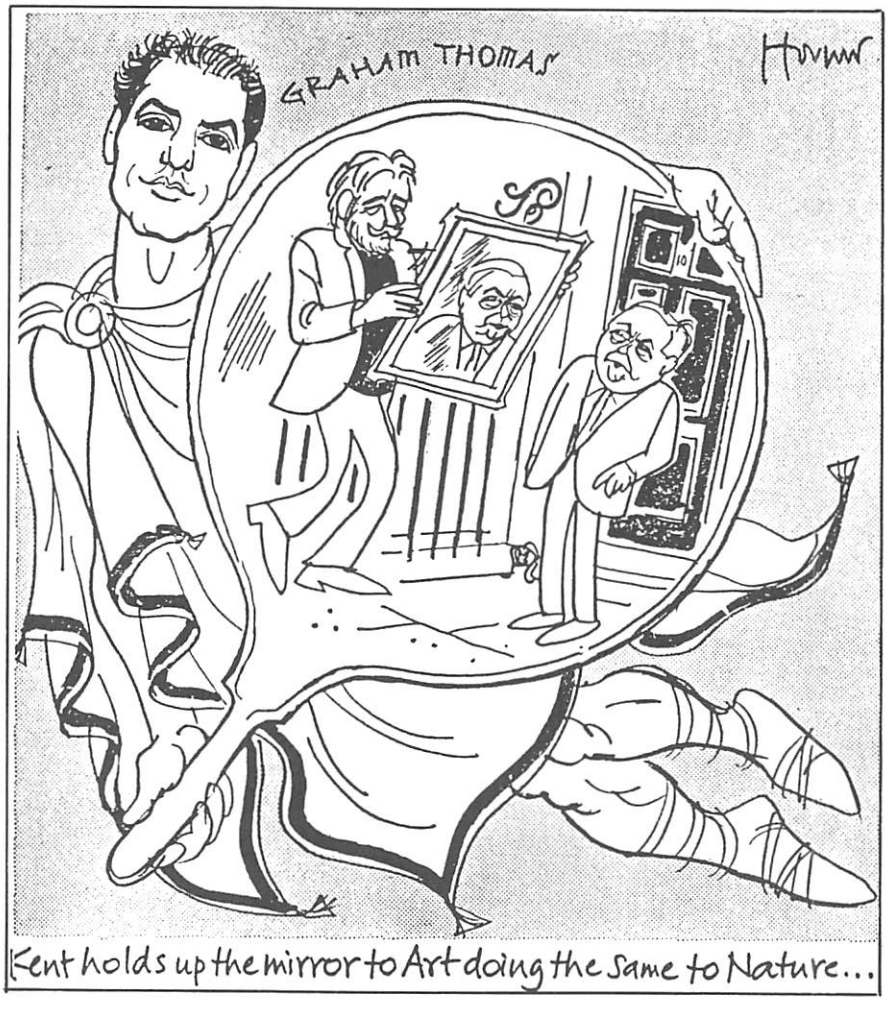
The other unit has a claim to be unique, at least amongst British universities: the Centre for the Study of Cartoons and Caricature. Housed in the Library, it now comprises some 70,000 originals of cartoons by many leading cartoonists, mostly drawn for national newspapers. It would be easy to dismiss the cartoon as too ephemeral an art form to be worthy of serious academic study, but it would be quite wrong: this collection provides a fascinating commentary on social and political matters, and is invaluable to a student of recent social or political history.

The original impetus for the establishment of the Centre came from Graham Thomas, a lecturer in Politics, as a piece of private initiative – almost, one might say, a private obsession. It had come to his notice that Associated Newspapers, the publishers of the Daily Mail and the Evening News, had a problem in finding storage space for the originals of the cartoons they had published over the years. The outcome was the deposition with the University Library of some 20,000 cartoons, to form the nucleus of an archive which has grown to its present size with contributions from a number of other sources. There was a sharp drawing-in of breath as the University realised the enormity of the task it had taken on board – the original consignment was said to weigh some 4 tons – but with help, notably from the Leverhulme Trust and the Nuffield Foundation, the collection has been catalogued and made accessible. In recent years it has provided the material for several exhibitions which have been arranged in various centres around the country, in addition to its prime use for teaching and research.

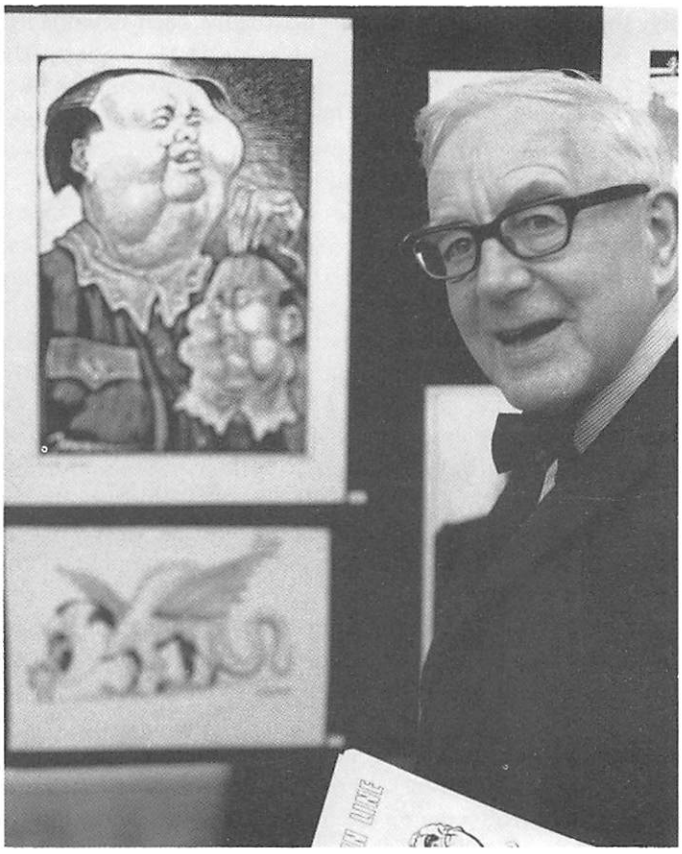


When the first consignment of drawings which formed the basis of the Centre for the Study of Cartoons and Caricature was delivered to us by the publishers of the Daily Mail, *that paper ran a brief news item under the heading 'Flook is giving history lessons', which included this sketch of Flook standing on the Eliot Causeway, by 'Trog' (Wally Fawkes), one of that paper's cartoonists and himself a major contributor to the archive.*

Two other aspects of the University's academic work, both involving extra-mural matters, must be mentioned here. In 1975, the University took over the responsibility for Adult Education in Kent previously exercised by the University of Oxford's Delegacy for Extra-Mural Studies, and set up the School of Continuing Education to develop such work. This was an obvious and natural change-over, and the operation has certainly prospered: in addition to the traditional role of an Extra-Mural department in providing short courses, summer schools and the like, the School has been active in promoting part-time programmes leading to regular degrees – both first degrees and Masters degrees by course-work. Recently, in addition to its home base in the Rutherford College extension, the School has established an out-station in Tonbridge, from which the western end of the County can more efficiently be served: the beginnings of a University of Kent at Tonbridge, perhaps?



The formal opening of the Cartoon Centre by our Chancellor, in October 1975, received generous coverage in the press with, as one might have expected, a good crop of cartoons. Perhaps this one, by Arthur Horner for the Times Higher Education Supplement, *said it all most elegantly.*



A.J.P. Taylor (who was, later in the proceedings, to contribute a sparkling lecture on 'The Left in the Thirties') toured the exhibition of some of the Cartoon Centre's treasures, and was introduced – apparently for the first time – to a cartoon showing himself leaning on the open jaw of Chairman Mao.

Another major transfer of responsibility came in 1978, when the University took over from the University of London the responsibility for 'validating' the degrees awarded to students of Christ Church College, Canterbury, and Nonington College (now, sadly, closed as part of a rationalisation of the provisions for teacher training). Tentative approaches had been made at the very start by the then Principal of Christ Church College, but the whole matter of the University's relationship to the College was put to one side for consideration when the University's own structure had been more thoroughly worked out. The question surfaced at intervals over the intervening years, but always seemed beset by technical problems or by an anticipated negative response by government: perhaps there were just too many bodies involved – the University, the College Governing Body, the UGC, the Department of Education and Science, the Education Committee of the Church of England Synod, and, at the time, the University of London – but no decision was reached until the matter was brought to a head by London's decision to give up responsibility for validating degrees for all the 'external' colleges. The University felt a clear moral obligation to take over this responsibility and set up the 'Collegiate Board' to exercise it. Much of the work of approving course programmes and overseeing the examining process has been carried out by small subject panels, and students from these two Colleges have, for the past few years, been awarded degrees of this University, rather than those of the University of London.

Dr A.T. Barbrook

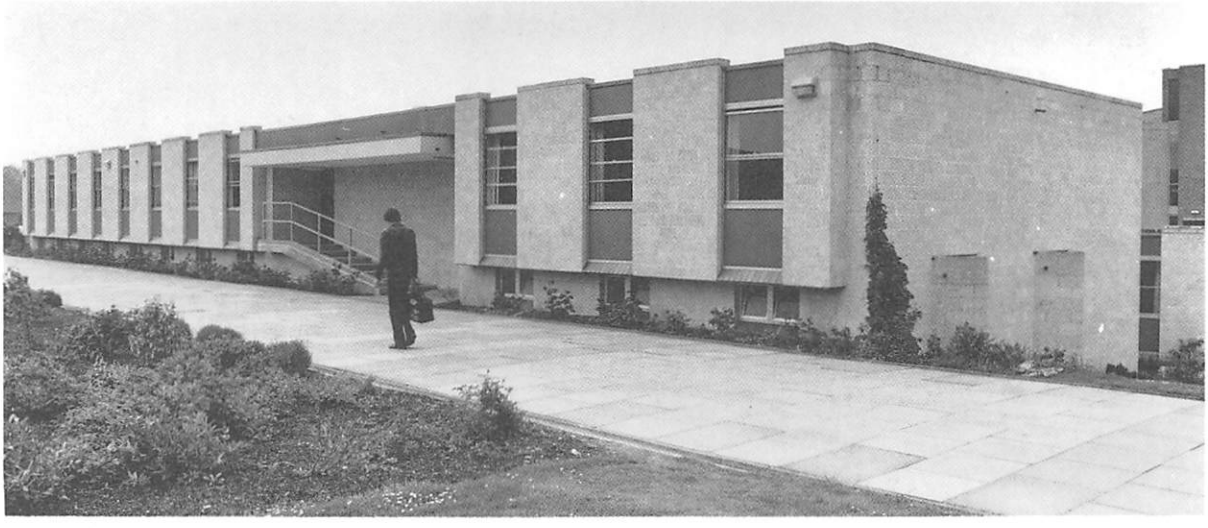
Alec Barbrook, previously a Senior Lecturer in Politics, became Director of our School of Continuing Education when we took over from the University of Oxford the responsibility for such work in this part of the country.

More recently, the scope of the Collegiate Board has been extended to cover the validation of qualifications to be offered by other institutions: the B.A. in Contemporary Dance, by the world-renowned London Contemporary Dance School; the Diploma in the Teaching of English as a Second Language, by Hilderstone College at Broadstairs; and the Certificate in Social Sciences to be taken at the Mid-Kent College of Higher and Further Education.

A very large part of the credit for the successful launching of the Collegiate Board must go to Maurice Vile – now Emeritus Professor of Political Science, Pro-Vice-Chancellor from 1975 and Deputy Vice-Chancellor from 1981 until his retirement in 1984. The range of subjects concerned – especially at Christ Church College – was very wide, and the sorting out of the details of what was required for the validation procedure called for all the skills of a Professor of Political Science. The University, it must be remembered, had no internal sources of expertise in the field of Education as an academic discipline, and it was very fortunate to be able to enlist the help of Vernon Mallinson, who became an Honorary Professor of Education in the University. Professor Mallinson – Emeritus Professor of the University of Reading – had retired to live in Deal, and has been a key member of the Collegiate Board since its inception.

A somewhat analogous question is raised from time to time concerning our other near neighbour: would it not be more sensible for Wye College (effectively the Faculty of Agriculture in the University of London) to transfer its allegiance to us? At first glance, the idea has its attractions on simple geographical considerations, and the idea seems to have appealed to the UGC as a possible cost-saving operation. In fact, in several areas where sharing of facilities is feasible, informal arrangements already exist, without waiting for any institutional link to be developed. To achieve such a reorganisation would

The better to meet its obligations to the inhabitants of the western end of the County, the School of Continuing Education managed to acquire a share of a building being provided for the County's work in further education, in Tonbridge. It was opened in October 1984 by the Honourable Peter Brooke, M.P., Under Secretary of State at the Department of Education and Science. Also in this picture are (left) Bill McNeill, Chairman of the Kent Education Committee and a member of the University's Council, and Lord Grimond as Chancellor of the University.



In the early '70s plans were drawn up for the addition of extensions to both Eliot and Rutherford Colleges. Like their parent Colleges, the extensions would have been more-or-less mirror-images, running parallel to the Barbican which links the two colleges. The Eliot extension went ahead without any difficulty, but the one intended for Rutherford was delayed by the collapse of our infamous railway tunnel, which ran right under the proposed location. Re-siting it would have involved a complete re-design, so it was simply postponed until the process of filling the old tunnel with concrete was completed. By then, a home was needed for the School of Continuing Education, so a sizeable part of the extension was given over to that function.

be a major exercise, with many vested interests wanting a say. Suffice it to remark now that, if such a transfer of allegiance were desired, Wye College would be found to have a great deal in common with us: it already forms a community in the sense of our Colleges, and it could easily become a Faculty of Agriculture alongside our existing Faculties. In both contexts it would be rather smaller than our existing units, but this need not be an insuperable difficulty.

The way in which the academic structure of the University has developed has largely followed its needs as a teaching institution, and the

Every year several students from the School of Continuing Education are awarded diplomas in recognition of their successful completion of a two- or three-year course in such disciplines as Theology or Philosophy, taught at Canterbury and Tonbridge. The diploma enables them to pursue their interest in these subjects at a more advanced level. This picture shows a group from 1987 who received their diplomas from the Vice-Chancellor, Dr David Ingram (fifth from left).

Photo: Kentish Gazette

The Chancellor is seen here in November 1984 with three of our honorary graduates, each of whom had been involved, in different ways, in forging links between the University and educational centres in the County. From the left they were:

Canon Stanley Hoffman, Vice-Chairman of the Governors of Christ Church College. When the time came, in 1978, to negotiate the terms of the relationship between the College and the University, there was a problem (apparent rather than real) of conflict of interest, since the Chairman of their Governors was also our Vice-Chancellor. Geoffrey Templeman thought it proper not to involve himself directly in the discussions, which were therefore conducted between his deputies — Canon Hoffman for the College and Maurice Vile (then a Pro-Vice-Chancellor) for the University. The outcome, as is now apparent, was a friendly, smooth-working, arrangement.

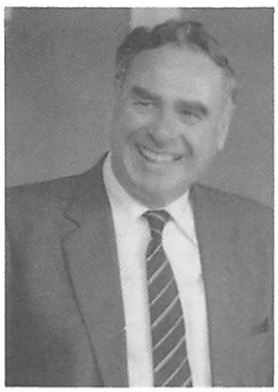
Nicholas Polmear was the Chief Education Officer for the City of Canterbury, in those glorious days now gone beyond recall when the City had the status of a County Borough, independent of the County which completely surrounded it. A city of some 30,000 souls really could not support the whole administrative structure needed by an education service, so the Canterbury Education Office doubled up by serving in addition the St Augustine's Division of the County, covering a good deal of East Kent. He was a sponsor of both Christ Church College and the University, and both bodies stand in his debt for the part he played in the negotiations which preceded their foundation.

Alistair Lawton qualified in several ways to be honoured. He had been for a number of years prominent in educational matters in the County (Chairman of the County Education Committee, in particular) and nationally (as Chairman of the Education Committee of the Association of County Councils). He had served for almost a decade as Chairman of the Governors of Nonington College (whose degrees we 'validated'), and from 1977 on he had served as the University's Deputy Treasurer. It must be rare to find quite so wide a range of devoted public service in one man.

The University validates the honours degree course in Contemporary Dance offered by the London Contemporary Dance School, and 1985 saw the first graduating class from this course. Three members of the associated London Contemporary Dance Theatre, who had taken the course part-time, in combination with a heavy load of performance commitments, were awarded First Class honours degrees. They are seen here leaving the degree ceremony: Charlotte Kirkpatrick, Patrick Harding-Irmer and Anca Frankenhaeuser.

arrangements for pursuing its other main objective – the advancement of knowledge through research – have tended to follow the same pattern. In the Faculty of Natural Sciences, with an obvious requirement for the management of laboratories, workshops, stores, and the like, and of the personnel associated with them, it was found convenient to organise four main units (with the Computing Laboratory, outside the Faculty of Natural Sciences, forming a fifth): the Biological Laboratory; the Chemical Laboratory; the Electronics Laboratory; and the Physics Laboratory. Each has a Director, who performs many of the functions which would elsewhere fall to the Head of a Department. Research – which in Science often has a strongly collaborative element – has been organised around the foci provided by these laboratories, although there is a notable amount of interdisciplinary activity at the research level, as there is for teaching. The Mathematical Institute serves essentially the same purpose for the School of Mathematical Studies, although their needs for laboratory-style facilities are a great deal less in evidence.

In the Humanities, there is rarely any need for ready access to 'hardware' and the research tradition is much more individualistic, so little formal organisation has been needed. The Social Sciences fall, in many respects, somewhere between these two traditions. Many branches need access to data processing facilities, and Social Psychology has needs almost parallel to those of the Natural Sciences. The Social Psychologists have, in fact, inherited (after a good deal of modification) the prefabricated timber laboratories at Beverley Farm through which all the Natural Sciences subjects have passed at one time or another. In 1966, to coordinate the Faculty's research efforts and to provide technical support services, the Centre for Research in the Social Sciences (CRISS) was set up. Within this broad framework, research units have developed, and have been provided with accommodation which serves both to house their equipment and to provide a focus for what is essentially a collaborative activity. Some of the staff of these units are regular academic staff members, but others are appointed explicitly



Prof. M.J.C.Vile

Maurice Vile, Professor of Politics and one of our Pro-Vice-Chancellors, took responsibility for much of our 'external relations'. In particular, he chaired the Senate committee which oversaw the work of the School of Continuing Education, and the Collegiate Board, which set up the relationship with Christ Church and Nonington Colleges, and the other bodies whose degrees we eventually validated.

Prof. V.Mallinson

Vernon Mallinson, Emeritus Professor of Comparative Education in the University of Reading, became an Honorary Professor of Education with us and a founder member of the Collegiate Board. He has made a major contribution to the business of sorting out the arrangements for our validating of degrees of our 'affiliated institutions'.

Prof. M.Warren

Michael Warren, Emeritus Professor of Social Medicine, was the founding Director of the Health Services Research Unit, which was formed in 1971. The Unit was one of a number of research centres funded by the DHSS through a series of medium-term contracts for an agreed programme of research. Under his direction it became established as a centre of excellence with an extensive reputation.

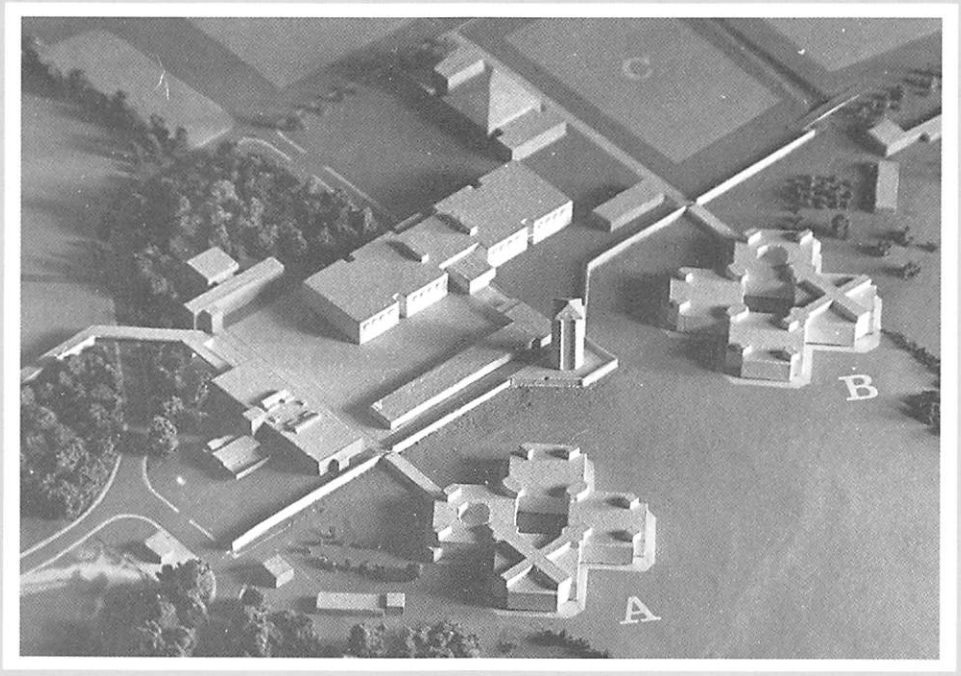
to undertake particular research projects. Thus we find the Health Services Research Unit, the Personal Social Services Research Unit, the Urban and Regional Studies Unit and the Social Psychology Research Unit. It will be noted that there is a strongly interdisciplinary aspect to these enterprises, continuing a tendency apparent at the teaching level too. A great deal of the funding for these Units is from outside sources, but they are, in all essentials, integral parts of the University.

With some 400 or so academic staff members each 'doing his own thing' in the fields of scholarship and research, to attempt any summary of what has been achieved would need a book to itself. Indeed, just such a compilation, as part of the annual report to the Court of the University, is produced each year, and it is not proposed to attempt the impossible by including here a summary of what now amounts in total to some 10000 man-years of scholarly activity.

This picture shows the central part of the usual architectural model of the site, as conceived by Holford in early 1964. Note that a substantial tower is still shown in front of the Library. At one stage it was suggested that this might house the Registry, although the Registrar expressed himself rather trenchantly on the subject, saying that he would be content with some huts in the woods until all the academic requirements had been met. Not all of his staff went along with this idea!

3

The Developing Campus



3

The Developing Campus

THE PLANNING and the physical development of the campus got off to a rather rocky start in two important respects: the relationship between the university and its first Consultant Architect quite rapidly took on a distinctly unhappy aspect; and the legal processes involved in the actual acquisition of the designated site proved to be far more complex and long-drawn-out than had been hoped.

It is not possible to give an account of this period without probing to some extent the first of the problems mentioned, and we must start by looking at the method used to select the architect who was to be offered the commission as Consultant to the University. In November 1961, the Executive Committee of the Sponsors had appointed a sub-committee, charged with the job of recommending someone for appointment. It was a well balanced committee, with the late Lord Bossom, himself an architect of note, as Chairman. There are, broadly, two distinct ways of proceeding: one can hold an open design competition, using eminent professional assessors to judge as between the competitors, or one can 'head-hunt'. The first mode was ruled out, if only on the grounds of the extra time which is involved in reaching a decision. There were, in fact, several other quite compelling reasons against proceeding in this way: by no means all architects want to invest the time and effort in what is, after all, a rather speculative business, and one may thus fail to attract the man who would have been best for the job; it is not unknown for the client to find that he does not admire the entry selected by the assessors as the 'winner' and it may then be necessary to go back to square one with the waste of yet more time; and – perhaps most compelling of all – although one might in this way have succeeded in finding the planner or designer most likely to please the Sponsors, he might for one reason or another have lacked the capacity to get the design executed within the very stringent time and cost limits which they were going to have to impose.

'Head-hunting' has its perils, too, not the least of which is the risk of pandering excessively to the aesthetic prejudices of the most forceful faction on the selection committee. What has commonly therefore been done is to consult the President of the Royal Institute of British Architects, explaining the broad objectives, and asking him to suggest names for a short list. One then eliminates those who would be unwilling or unable to accept such a commission if offered, and gets the agreement of the remaining candidates to an approach to previous clients as referees. The search committee had a fairly clear idea of the sort of background they hoped their architect would have. He obviously needed to have a 'feel' for academic affairs, and should preferably

Photo: Kentish Gazette

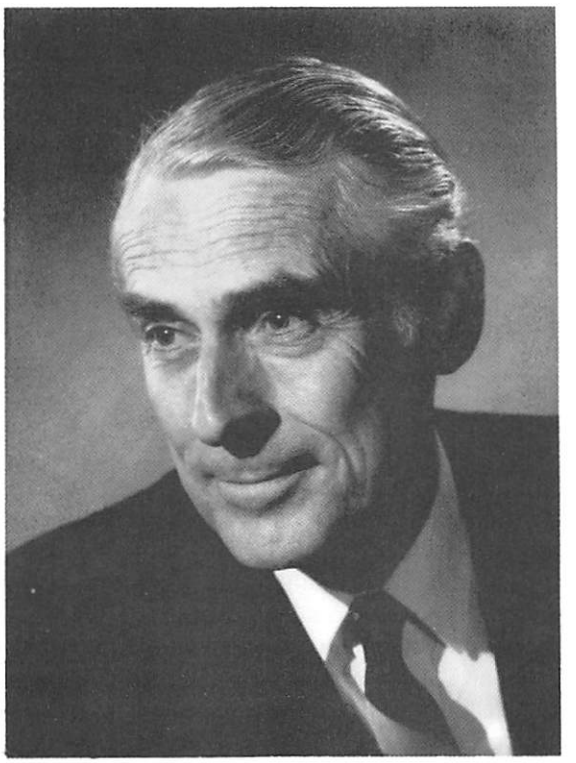
Lord Bossom of Maidstone, himself a well-known architect, was chairman of the committee of the Sponsors charged with finding someone for appointment as our Consulting Architect.

have some major university planning or building projects to his credit already. But there was also an acute awareness of the visually sensitive nature of the site, and therefore of the need to find someone who would strike the right balance between the University's need for an efficient and congenial working environment, and the responsibility to the community at large to maintain the visual amenities of an historic city.

There is also the tricky question of how far the responsibilities of the Consultant Architect should extend. In principle, the functions of the Consultant – essentially those of a town-planner in microcosm – could be separated from those of the architects for specific jobs. Certainly it is true that not all architects would count themselves equally proficient at all types of buildings, and there might well be a case for calling upon a specialist in, say, laboratory design from time to time. Everyone, however, seemed to agree on the necessity for the first few buildings to be designed by the man responsible for the overall plan: only thus could he put a clear enough stamp on the development to ensure that the plan would work as he intended. In addition, this looked to give the best prospect of meeting what was going to be a very tight schedule, and, if a sordid note could be allowed to creep in, there seems to have been a recognition that one quarter of one per cent of the project cost (which is what the UGC then allowed to be paid to the Consultant Architect) was too small an inducement unless there was a prospect of some commissions for individual buildings following in its train.

The President of the RIBA at the time was Sir William Holford (later to be Lord Holford), and with his help a short-list of half-a-dozen or so names was compiled. There then arose an acutely embarrassing situation, for it was clear enough to the committee that Holford himself was at least as obvious a candidate as any of those on the list: he had acted as Consultant Architect to several universities and had undertaken the design and supervision of a number of individual building projects in them; he had had ample opportunity to find out how universities 'tick', being then Professor of Town Planning at University College, London. For nearly a quarter of a century he had been a member of the Royal Fine Art Commission, and as a Town Planner he probably ranked amongst the top few in the world league. He had been involved in town-planning work for the City of London, for Cambridgeshire, for the City of Bath, for Canberra, the Australian Commonwealth Capital, and for Durban in his native South Africa, to mention but a few. Holford was now, of course, in a dilemma, but he had to take the only honourable course open to him. The commission represented a challenge which he would dearly have liked to tackle, but as President he clearly could not put his own name forward for the short-list, and the matter had to be left in abeyance.

The committee (acting through John Haynes, who served as its secretary) then set about the business of making the requisite enquiries, and this, of course, took some little time. In any case, the Executive Committee was very clear about the importance of finding an architect who would work smoothly with the Vice-Chancellor, whose appointment was by then imminent, and they were most anxious to associate him with the final decision. In fact, by the time that Geoffrey Templeman had been appointed as Vice-Chancellor, in August 1962, Holford's term of office as President of the RIBA had come to an end, and the committee had no compunction about



Lord Holford

Sir William Holford (as he was when first appointed) was a town-planner of great eminence, and also a man of great personal charm and sensitivity. To him we owe the essentials of the layout of the campus as it has developed over the years.

adding his name to their list. The list, however, was felt to be too long for convenience, and the committee turned once more to the RIBA for advice on the pruning of it. Holford's successor as President, who would have been the normal person to be consulted, had started his term of office with an extensive overseas tour, and with time pressing ever harder upon them the committee obtained advice instead from one of the RIBA's past-presidents, Sir Basil Spence – himself, of course, a distinguished planner of Universities. In the light of his advice and the confidential reports which the committee had meanwhile obtained from previous clients, the list was reduced to two names, one of which was that of Holford. These two survivors were interviewed at length by the committee (to which Templeman had, of course, been co-opted) and Holford emerged as the unanimous choice. He was duly appointed as Consultant Architect, with the understanding that his partnership would undertake the detailed design of the first stage of the development as well.

All parties were now happy (apart, presumably, from the unsuccessful aspirants!): Holford had obtained a challenging but prestigious commission; the City Fathers could rest content that the planning of the site which so prominently overlooked them was in the hands of someone of acknowledged skill and sensitivity; and, on the academic side, Holford and his partners had very considerable experience of university building, and could be expected to be properly responsive to academic needs. But within a year there were grave signs of discontent on both sides, and by mid-1965 Holford had decided to resign the commission as Consultant Architect and to decline any further

Bernard Cadd was a partner of William Holford and Partners, the consultant architects responsible for the design of the University's early buildings.

projects for individual buildings, although the partnership, of course, completed the work then in progress. There is no doubt that by then both sides felt distinctly ill-used. What had gone wrong?

It might be thought unlikely that anyone would get to be a Vice-Chancellor or a President of the RIBA without having a fairly strongly developed personality, and it would be easy to explain the rift which developed as a simple clash of personalities as between Holford and Templeman. In fact, however, neither man was of the sort to allow personal feelings to stand in the way of the progress of a project to which they were both, in their different capacities, deeply committed. What seems, in retrospect, to have been at the root of the problem was a fundamental difference of view about how a project of this kind should be managed, a difference not just between the principals, but extending, it seems, right across the board: Holford and his partners on the one hand, and the University administration (including the 'lay' officers) on the other. The nature of this difference of approach can perhaps be explained (in what are, no doubt, grossly over-simplified terms) thus: Holfords would have liked to have been given clear briefs, which they would have taken away and developed into designs, consulting with the academic users of the buildings to clarify points as necessary. They would then have returned with the developed designs for approval (or for comments leading to modification, if need be) and would then handle the execution of the final design, dealing with contractors, quantity surveyors, the planning authorities and so on. In more normal circumstances this might well be a satisfactory mode of operation, but circumstances were very far from normal in a number of respects. In particular, the time-scale was almost impossibly tight and one could not risk the delay which would have arisen from having to modify a design at a fully-developed stage. The University had persuaded the UGC to accept some 'corner-cutting' in the running of these early contracts in the interests of being able to accept a student intake in October 1965 and it was acutely aware of the damage to its standing with the UGC (not to mention the consequences for the unfortunate undergraduates) if this target should not be met. In addition, especially with the Colleges, some new planning concepts were involved, and it was thought essential that the process of converting

These two pictures were taken in March 1963 from a point on Giles Lane, roughly half-way between Eliot College and the Physics Laboratory, looking north (above) and south (right) respectively. These two buildings could only be started after Brotherhood Farm was demolished (duck ponds, cow-byres, the lot!).

Beverley Farm served as the nerve-centre of the embryonic University. A fair-sized farmhouse, of part medieval, part Victorian, construction (left), its out-buildings were in a very bad state of repair (above) when the University took it over.

Above: 9 July 1964. In the space of two or three months the out-buildings were torn down and replaced by pre-fabricated timber buildings used for a succession of purposes over the years. Left: Splendidly restored in 1985, the farmhouse has now been converted into accommodation for one senior resident and a number of students.

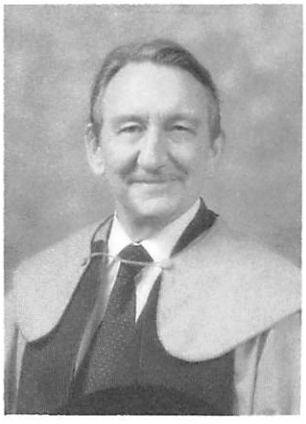
these into a detailed design should involve a continuing dialogue between those responsible for the concepts and those doing the actual design work. This responsibility was thrown back on the University administration because, of course, at the material times for the first few buildings none of the eventual academic users had even been appointed.

A university is, in fact, in a rather difficult position as the client of an architect. The contractual position is clear enough – it is the university (or, initially, in our case, the body of Trustees of the Sponsors of a University in Kent) which commissions the architect, and he then stands in the position of professional advisor to the university. But, in general, the university does not have money of its own with which to pay for the work and the UGC (through whom government grant-aid was channelled) had a rule that if *any* of their funds were involved in a project, then the whole project must be carried out within cost limits set by their norms. There was thus an obligation upon the university to ensure that costs were properly contained, and there is no doubt that Geoffrey Templeman was very anxious indeed not to 'blot his copybook' in this respect with the UGC. Some adjustments could, indeed, be made at the stage when tenders for the construction came in, but unless the over-spend was quite small, the University might have found itself having to accept changes which would either cause an inconvenient delay or radically affect the functioning of the building. Of course, the UGC had certain elements of discretion in fixing cost limits, but a university started with only so much credit with the UGC and if it pushed its luck too hard or too often it was fairly sure to find its good fortune running out, and probably at a time when it might really matter. Only the Vice-Chancellor can properly make the judgement about how this very exiguous notional credit was to be expended, and so for all these various reasons it was felt necessary for the situation to be quite closely monitored.

Sadly, this was misinterpreted by Holfords as a lack of trust on the part of the University; and, conversely, any failure or delay by Holfords in providing information tended to be seen by the University as evidence of back-sliding. The result was a seemingly inexorable and progressive souring of the relationship until, in October 1965, Holford gave notice of his desire to terminate his appointment as Consultant Architect.

In spite of this disappointing outcome, a great deal had, in fact, been achieved in a very short span of time: the essentials of the layout of the site had been established; the facilities needed for the first undergraduate intake in October 1965 were indeed available; and the other buildings to which Holfords were committed (the second College – Rutherford – and stage I of the Library) were well on the way. By the time these were completed, Holford had truly left his mark on the campus, and the sight which greets one from suitable vantage points in the City (even more strikingly, perhaps, from the far side of the Stour valley) is, even today, essentially as Holford had intended it.

A 'post mortem' on this affair would really be rather pointless, but if a moral has to be drawn it is perhaps that both sides should have taken more care at the very beginning to get clear what the working relationship was to be. That having been said, it has to be added that it would have been quite difficult to convey these nuances in words which did not, from the start,



Dr W.A.Henderson

Bill Henderson, Holford's successor as Consulting Architect, gave us splendid service, both as a planner and in relation to individual building design, over many years.

create the impression of lack of trust on one side or the other.

With Holford's resignation there was a disposition in some quarters in the University to question whether a Consultant Architect was needed at all, certainly for some time to come, and although this view did not prevail there was no inclination to rush into a new appointment. It was not long, however, before the need for professional advice about the general plan began to be felt, and in October 1966 the University Council announced the appointment of Mr W. A. Henderson, a senior partner in the firm of Farmer and Dark, as the Consultant Architect. As with Holford, Henderson's appointment was on a personal basis, but there was now an important difference: both sides knew in advance what they were letting themselves in for, since Farmer and Dark, with Henderson as the partner most directly involved, had been working with the University for a year or more on two projects – the third College (Keynes) and the first stage of the Cornwallis Building – and they had had ample opportunity to become familiar with each other's mode of working. Henderson, coincidentally, had been a student of Holford's, many years before, and counted himself an admirer of his old teacher.

Taking over as Consultant Architect at a stage when so much of one's predecessor's plan is yet to be built can never be easy, especially when enough has been immutably cast into concrete and tarmac to render any major amendment an economic near-impossibility. Henderson was thus denied the bold sweeping gestures which had been available to Holford, but in more intimate details he too has managed to make his mark. Appreciated by very many people has been the landscaping work undertaken under his stimulus, in an attempt to civilise what had in the early days been a rather bleak and barren site. The respective contributions of Holford and Henderson were neatly encapsulated by Stephen Bann (Professor of Modern Cultural Studies) in his '*Tour of the Central Campus*':

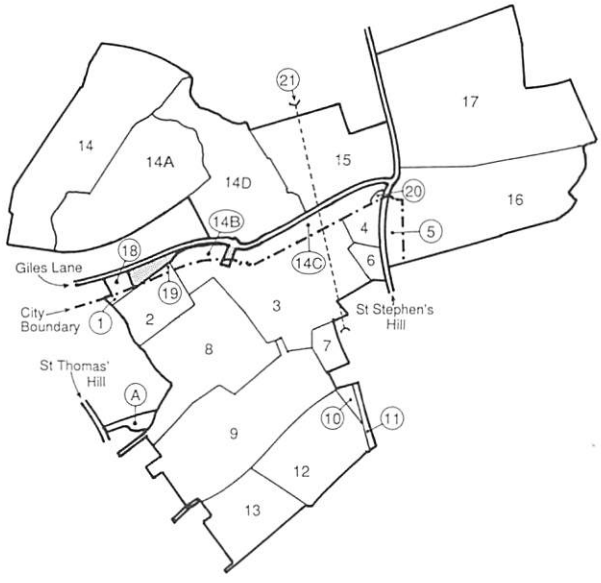
> 'You could say that the Holford scheme was like a series of grandiloquent words displayed in bold capitals across a page, with considerable space between them. Henderson has attempted to make sentences out of the isolated words, by putting in adjectives, adverbs and punctuation.'

One significant change in the situation was quickly noted. Even after his term of office as President of the RIBA, Holford had had many calls on his time for duties concerned with what might loosely be called architectural politics and diplomacy; the town-planning side of his practice frequently took him on visits abroad, too. Henderson did not have these distractions on anything like the same scale, and the University saw correspondingly more of him. He proved himself to be a man with whom one could argue a point concerning one of his designs and, although one usually emerged as the loser in such an argument, this was commonly followed by a recognition – maybe delayed until the design had been converted into the reality – that Henderson had been right all along. He continued as the University's Consultant Architect until his retirement in 1983, and over the years our respect for his professional skill and judgement came to be matched by a warm personal affection for him. These two sides to the relationship were given a joint

recognition in 1981, when, at the July Congregation, the University conferred upon him an honorary doctorate.

What, now, of the site itself, and of the problems which arose in connection with its acquisition? Looked at from a distance, the Sponsors seemed to have a winner: the size was about right (200–300 acres); the two local authorities involved had agreed to put up cash judged sufficient to cover the purchase price; and for the most part the land was agricultural land of no outstanding merit, with few residential developments to pose problems. It also exactly met the UGC's idea of being close enough to be *of* the town without being actually *in* it, with the attendant implications of urban site values. Surprising, perhaps, that there had, over the centuries, not been more development on this side of the Stour valley, but the fact is that the soil is poor and the weather prospect just a trifle bleak. Standing on the roof of the Chemical Laboratory (admittedly the tallest building on the campus) and looking in a direction just north of east, one does not find ground as high above sea-level until about 500 miles beyond Leningrad: in February the wind does tend to take a mean advantage of the run it has had across the Baltic and the Low Countries, and one tries then to avoid having to stand on the roof of the Chemical Laboratory! Geoffrey Templeman (one of whose professional concerns as a historian had been with the development of the medieval city) has indeed been heard on occasion to muse about the apparent preference of earlier generations for huddling in the far-from-flood-proof valley of the Stour when they could have found drier and far more invigorating sites higher up the hill! In fact Hasted, writing a couple of centuries ago in his '*History and Topographical Survey of the County of Kent*', about the parish of Blean (which includes much of the land forming the plateau at the top of our hill) records that 'the soil in general consists of an unfertile stiff clay, and a cold loam, both very wet and miry'. He goes on to note that the parish contained no villages, and adds, for good measure, that 'the inhabitants are in general like the soil, equally poor and rough'!

When it came to the business of acquiring the site which the Sponsors, following the advice of the local authorities concerned, wished to have set aside for the University, it quickly became apparent that the land, although comparatively un-lived-in, was very far from being uncherished. There were, in fact, a sizeable number of separate owners – some private individuals, some limited companies, some charitable trusts – and they either did not want to part with their portion or, if willing to do so, felt obliged to seek the maximum possible recompense. The charitable trusts, of course, had a moral (maybe even a legal) obligation to do this on behalf of the charities for which they were trustees. A further complication has to be borne in mind: at this time (before, that is, the local government reorganisation of 1974) the City of Canterbury had the status of a County Borough, and the city boundary ran right across the middle of the designated site – some individual parcels of land even straddled the boundary to make matters worse. The City was then an 'all-purpose' authority, performing all those functions which, in the County area were divided between the County Council, the Bridge-Blean Rural District Council and *two* parish councils – the north-eastern corner of the site falling in the Parish of Hackington alias St. Stephens, whilst the north-western corner came within the Parish (to give it what would have been its



Sketch-map showing ownership of the plots comprising the designated site. The broken line represents the boundary of the City of Canterbury prior to the 1974 Local Government reorganisation. The eastern end of Giles Lane which originally ran, as shown, between plots 14c and 15, was diverted to run along the southern edge of plot 14a.

proper name, but for an error by a medieval scribe) of St. Cosmas and St. Damian in the Blean. Our unfortunate Surveyor thus had, for various purposes, to deal with no fewer than *five* separate local authorities. There was, let it be said, a great deal of good will towards the proposed university, but legal niceties had to be observed and some care was needed to ensure that approaches were made to the right bodies in the right order.

In addition to the owners of the various parcels of land there were, in many cases, tenants with interests to be considered, and a few of our potential neighbours (whose property was outside the designated area) also felt obliged to give official voice to their disquiet at what was about to arrive on their doorsteps. It thus quickly became clear that there was no question of the site being acquired by simple negotiation – or, at least, not at a price which could have been contemplated by the Sponsors or by the City and the County Councils who were putting up the purchase money. Neither the Sponsors nor, later, the University had any powers of compulsory purchase and it was therefore a matter for the two Councils, acting in concert, to deal with. In both the City's Town Plan and the County Plan the land needed was zoned as 'white land' in the planners' jargon – that is, land for which it had not been expected that planning permission would be granted for any use other than that then current; broadly for agriculture, horticulture or market gardening. It was thus first necessary for the two authorities to make suitable amendments to their respective plans, and then to issue compulsory purchase orders for the land now re-zoned for use for a university. This was duly done in July 1962, but this, it was soon found, was only the start of a long-drawn-out legal process. A few of the owners of the plots involved used, as was their perfect right, perhaps even their duty, every ploy provided by the Town and Country Planning Act to safeguard their positions, starting with an action in the High Court (eventually abandoned at the eleventh hour) to have the

City's original Compulsory Purchase Order declared null and void. There then had to be a public enquiry into the two CPO's, which resulted in their eventual confirmation by the Minister in slightly, but not too catastrophically, modified forms.

It was then up to the two Councils to issue 'Notices to Treat', which represent the points of no return so far as the eventual acquisition of the respective plots are concerned, and then 'Notices of Entry' which gave the University authority to start construction work. The issuing of a Notice to Treat effectively commits the acquiring authority to pay whatever sum may eventually be determined as the proper valuation for the parcel of land in question, and nothing has so far been said, it will be noticed, about the matter of the prices to be paid. Both the University and the Local Authorities were under an obligation to follow the advice of the District Valuer (an officer of the Inland Revenue) about this; he, in turn, had to take into account the market value of the land in relation to its current use and to its possible alternative uses. The 'current use' did not prove too much of a problem, but the only alternative use now envisaged by the City and the County Plans was for the construction of a university. There was, of course, nothing approaching a free market in land for building universities in the neighbourhood of Canterbury, so this left room for seemingly endless argument. The owners could (and did) entertain a hope that if a university were not built on their land, they might eventually see the planning restrictions lifted in some other way, and the District Valuer seems to have tendered his advice on a 'current use plus hope' basis, as it was engagingly expressed. When the quantum of 'hope' fell short (as it did) of the owners' estimation, there remained only a recourse to the Lands Tribunal as a final arbiter.

The designated site fell, very roughly, into three zones: the most southerly, immediately adjacent to the northern edge of the urban development of Canterbury, reasonably flat, and seen as most appropriate for those functions – sporting and recreational – where proximity to the City was of greatest benefit; the most northerly zone, also more-or-less level, which seemed best suited to the main academic purposes of the University; and an intermediate zone, in which the slope of the land would have made development more expensive and which would have been left as 'amenity land' at least until the flatter regions had been fully developed. The owners of some of the land immediately adjacent to the City recognised that it was potentially saleable as residential building land, and accordingly applied to the City for a Certificate of Appropriate Alternative Development in that sense. A similar application had been made some years before and rejected by the City, which proceeded to turn down this new application too. The owners, however, had a right of appeal to the Minister of Housing and Local Government which, of course, they exercised. The appeal was considered by written submission of arguments, rather than by public enquiry, and to the surprise (so it was said) of all parties the Minister issued a Certificate for a residential estate at quite a high density. This, of course, had a catastrophic effect on the value which the District Valuer was obliged to put on the 37 acres involved, so that its price would have exceeded the total which the two authorities had together set aside for the whole site. Several attempts were made to find a way around this impasse, but to no avail, and the University

had, in the end, to abandon any hope of acquiring the land in question: it is now fully developed for housing.

Thus, deprived at a stroke of its intended recreational land, the University managed for a while by making temporary pitches on level ground which was earmarked for later stages in the building plan. This clearly could be no more than a temporary expedient, and the County Council came to the rescue by acquiring, by negotiation, about 67 acres from the Eastbridge Hospital Trustees – part of the land comprising Hothe Court Farm, together with the farm buildings themselves.

Meanwhile, there was nothing for it but to press on with the issuing of the formal notices to owners and occupiers as and when individual plots were needed by the University for construction work. There was good reason to think that the disaster with the most southerly strip of land would not be repeated further up the hill, but in several cases the best efforts at reaching a negotiated price came to naught, and the matter of the proper price for one of the main plots – on which some half-a-dozen of our buildings by then already stood – was referred to the Lands Tribunal. The hearings before that body went on and on – occupying twenty-two days spread over three months in late 1969 – and appear to have involved some fairly arcane legal concepts. A lot seems to have hinged on the precedent set by the Court of Appeal in a hearing to establish the proper compensation to be paid for land acquired by the Governor of Trinidad to enable the United States to construct a naval base there. The City Council, it was argued, had no more authority to establish a university than the Governor of Trinidad had to build a U.S. naval base! At least, the decision, although resulting in a price rather higher than the two Councils had been advised to offer, was not pitched at an impossible level. Thus, some eight years after the original Compulsory Purchase Orders had been made, the land on which so much of the University had already been built did actually belong to us, and sighs of relief were in order all round. In fact, it was to be two more years – in all, ten years almost to the day – before the last of the conveyances of the plots making up the site was signed and sealed!

It is difficult to avoid a feeling of exasperation that so simple a business should drag on for so long, but it is important not to overlook the feelings of the owners and the occupiers of the land. For a farmer to lose part of his holding may make the remainder economically non-viable, and an owner, obliged to give up land which may have been in his family's ownership for many years, might justly feel aggrieved. The trustees of the two medieval ecclesiastical charities – the Hospital of Eastbridge (which owned Park Wood and Hothe Court) and the Hospital of St. John in Northgate (which owned Brotherhood Wood) – must have felt a particular sense of loss. Hothe Court seems to have come into the ownership of the Eastbridge Hospital in the year 1360 as part of the proceeds of acts of piety by two local landowners: Sir John de la Lee and Sir Thomas de Roos. The latter, it seems, had acquired his estate in rather grisly circumstances. His maternal grandfather, Bartholomew de Badlesmere, whose family had earlier acquired the Manor of Blean, had fallen foul of King Edward II and having been captured was brought back to Canterbury to be hanged and quartered at the gallows at Blean 'to make the ignominy of his death the more conspicuous', as Hasted remarks. Normally,

The sketch-plan opposite (from the Holford papers in the Liverpool University Archives — ref. D.147/C75/19) provides a fascinating glimpse of Holford's initial ideas for the development of the campus. It seems, incidentally, never to have been shown to any University officer, and its main interest lies in the marginal jottings which reveal the lines along which Holford was thinking.

The references to the Royal Crescent at Bath and to Siena (no doubt reflecting Holford's life-long love affair with Italian medieval architecture and town-planning) show through clearly enough. Resemblances may also be found to Sir Aston Webb's turn of the century semi-circular 'walled city' layout for the University of Birmingham; Sienese influences were said to have been discernible there too.

Less obvious is any influence of Canterbury Cathedral on the design, unless the 20-storey Science Tower at the south-eastern extremity could be seen as a sort of secular 'Bell Harry'. The imagination can only boggle in contemplation of the scientists' reaction to a building of that form; the City's Planning Committee might well have had some thoughts on the matter, too.

Fusing of
- Individual specialization + corporate identity
- Standard + tailor made components
- UGC minimum + identifiable endowments.
- Formal + picturesque.
- Curvilinear & rectangular
- Modular

micipal
ice-chancellor
Pannus inter pares.

see: - Siena
Royal Crescent - Bath
Canterbury Cath

Science extension

MOTORISED | large covered Theatre | MOTORISED

SCIENCE GROUP,

garage under

COMPLETELY PEDESTRIAN

Small rooms in Science Tower 40 x 36 x 20 floors
Labs on lower floors

N
W E
S

added prefab story

3-5% slope.

2% slope

garage & parking spaces

grass
paving & colonnade

in these circumstances, his estate would presumably have been forfeit to the Crown, but it seems that he was, so to speak, posthumously tried and acquitted, so that his estate did, after all, pass to his descendants. The St. John's Hospital land had been even longer in their ownership, having apparently come to them in the year 1090 as part of their original endowment by Archbishop Lanfranc.

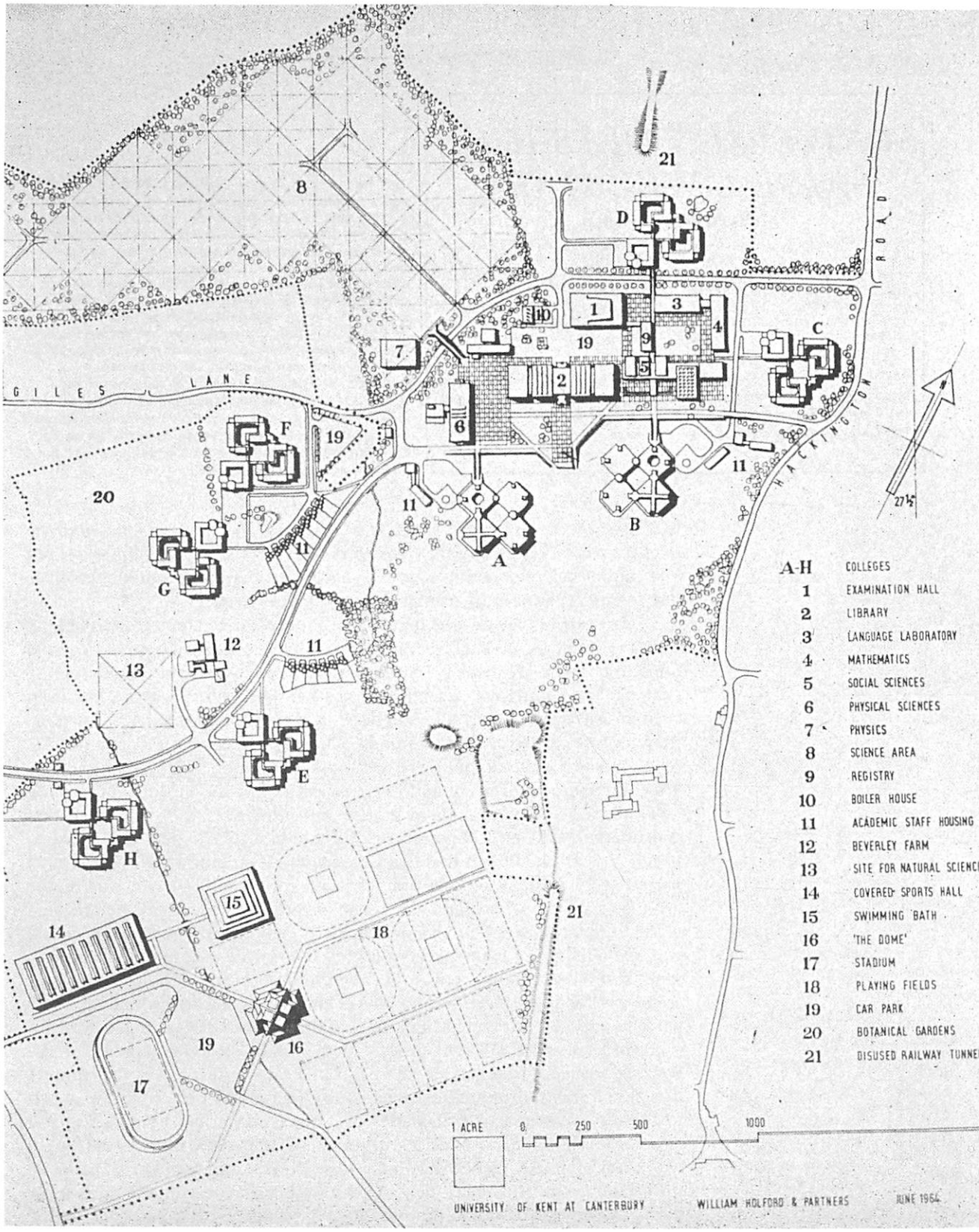
It is not surprising that, when the last conveyance of a parcel of land occurred 880 years before, no title deeds existed, and the Hospital's title to the land had to be deduced from a statutory declaration made on the basis of the Trustees' records. This would have been entirely adequate except that the records appear to have been defective in one particular: between the site of the third College (Keynes) and Giles Lane there runs a narrow belt of woodland, which forms a pleasant screen on that side of the College. The St. John's Hospital Trustees and the County Council both seemed convinced that this land formed part of the parcel of arable land abutting it on the south side, and which certainly did belong to the Hospital. The University had no reason to doubt that it had duly passed to them along with the land on which Keynes was already being built. We had every intention of retaining this belt of trees, and the question of its ownership might well have lain undisturbed to this day but for the necessity to dig a trench across it to carry the heating mains to Keynes College. This was to provoke a frantic exchange between the lawyers acting for each of the parties concerned, including those for the actual holder of the registered title who had, so to speak, leapt out of the wood on realising that the University was on the point of entering, unbidden, his private grove of trees. All was fairly quickly settled, although not, one imagines, without a trace of redness on the faces of some of those involved.

One of the consequences of acquiring a site in this piecemeal fashion from a number of separate owners is that each title deed comes with its own accretion of restrictive covenants. Thus there is one part of the site on which we may not erect a house valued at less than £300 (sadly, not likely now to pose any problems!); another where a house may only be used as a private or professional dwelling; yet others where we may not keep pigs (though sheep, it seems, are in order, and for several years the cost of grass-cutting was kept down by letting out some land for sheep-grazing). Many of these covenants are now, of course, unenforceable and others have lost any relevance they may once have had – like the right of the 'owners and occupiers of certain cottages and hereditaments on the opposite side of Giles Lane . . . to use the well and pump situate on the hereditament hereby conveyed . . . for the purpose of taking water therefrom': no doubt the said hereditaments now have their own piped water supplies! But all these things need to be looked at: there are rights of way over what is now our territory which have to be respected, and the gas and electricity authorities had wayleaves entitling them to run pipes and cables across the site. Generally these latter covenants involved the payment of rent to the land-owner: the Electricity Board, for example, paid one shilling per annum for each hundred yards of underground electric line, and a similar sum for each pole-leg, strut or stay for an overhead line. The Surveyor's files contain a faintly ludicrous letter from the solicitors acting for the former owners of one part of the site, enclosing a postal order for 10p. It seems that the Electricity Board had failed to notice that the poles

Holford's plan of June 1964 (opposite) corresponds broadly to what we have today, although many detailed variations have been made in the light of changing circumstances. Notional sites are shown for eight colleges, of which A (Eliot) was by then under construction and B (Rutherford) was well on in the planning stages. Colleges C - H are shown as purely symbolic shapes; F became Keynes (opened in 1968) and C Darwin (in 1970). At present, the other four are still some way beyond the horizon.

The ground on which items 16 – 19 are shown represents the 37 acres which the University had to abandon hope of acquiring, as the result of decisions on appeal concerning its value. To quite a large extent this loss was made up by the acquisition of more land to the north-west, on which quite impressive sporting facilities have been laid out.

Unrealistic details in this plan are the foot-bridges over Giles Lane and what is now the Rutherford access road, and (scarcely visible on this scale) some sort of obelisk in front of the Library. Holford seems to have been very keen to work in some kind of vertical feature, and this is a vestigial reminder of what had been much more substantial towers in earlier plans.


GILES LANE
HACKINGTON ROAD
A-H COLLEGES
1 EXAMINATION HALL
2 LIBRARY
3 LANGUAGE LABORATORY
4 MATHEMATICS
5 SOCIAL SCIENCES
6 PHYSICAL SCIENCES
7 PHYSICS
8 SCIENCE AREA
9 REGISTRY
10 BOILER HOUSE
11 ACADEMIC STAFF HOUSING
12 BEVERLEY FARM
13 SITE FOR NATURAL SCIENCE
14 COVERED SPORTS HALL
15 SWIMMING BATH
16 'THE DOME'
17 STADIUM
18 PLAYING FIELDS
19 CAR PARK
20 BOTANICAL GARDENS
21 DISUSED RAILWAY TUNNEL
1 ACRE
0 250 500 1000
UNIVERSITY OF KENT AT CANTERBURY
WILLIAM HOLFORD & PARTNERS
JUNE 1964

UNIVERSITY GETS 16in. FALSE-LEVEL START

By Daily Mail Reporter

AN ordnance survey error in measuring the height of a hill has been discovered just in time to save thousands of pounds being wasted in construction work on a new university building.

The error, confirmed yesterday, would have caused roads, foundations and drainage for the University of Kent at Canterbury being laid at a difference of levels of 1ft. 4in.

Mr Richard Haryott, resident engineer on the 300 acre St. Thomas Hill site, said yesterday: "Had this error not been detected at this time the cost would have been considerable.

"As it is everything started up to now is being built at the incorrect level, so we shall keep this for the entire project."

This sort of 'storm in a tea-cup' was publicity we felt we could well do without. The story was true to the extent that the specialist firm who had produced the detailed site-plan had omitted to adjust one of the benchmark levels from the Ordnance Survey map to the 'Newlyn' datum to which all the other levels related. The difference is a matter of some 17 inches, and it would certainly have been tiresome to have found that Giles Lane had a step of such a magnitude somewhere along its length. The contractors, however, had set out the new Giles Lane correctly, and there were, in fact, no problems and no hidden costs involved. The Ordnance Surveyor felt it necessary to write to the newspaper pointing out tartly that any competent civil engineer knew about the existence of the old Liverpool datum, as well as the later Newlyn one. Presumably the surveying firm suffered a mild reddening of the collective face, but no other effects need be noted.

in question were on ground which was now ours, and we were entitled to the relevant rent! Presumably the books had to be kept straight in this way, but one cannot help wondering why the solicitors decided to send out the office boy to buy a postal order, rather than writing a cheque!

One part of the site which gave a disproportionate amount of trouble at the time (and, as we shall see, even more later) was the tunnel of the old Canterbury and Whitstable Railway, which ran under the middle of the campus. The tunnel was a feature of some historic interest: there had even been an earlier bid to have it recognised as a National Monument. However, the University's interest went beyond a natural instinct for preserving historic relics. It was rumoured that there was a risk of the tunnel being acquired by a firm of mushroom-growers and the prospect of having outsiders burrowing away beneath the campus was not an attractive one. So, after due consultation with civil engineering experts, the City Council was asked to negotiate with the British Rail Board to acquire it on our behalf. Both tunnel portals were actually outside our territory – the southern one was in the grounds of a local school, and access had already been blocked off and the end of the tunnel converted into a store for sports equipment. The northern portal was just outside our boundary, but it proved possible to acquire the necessary tongue of land to gain access to it. There then occurred a bizarre hiatus: it seems easy enough, given willing buyers and sellers, to convey land from one party to another, but conveying a hole in the ground appears to have been a problem of a quite different order. There is a hilarious ambiguity in the correspondence of that period, where it is unclear whether it was the running of *trains* or *drains* through the tunnel which the railway was entitled to assign to the City on our behalf. It mattered little, since we had no desire to run either trains *or* drains through it, but the acquisition of the tunnel itself had to wait until we finally owned the land under which it ran. During this period of uncertainty, the University did, of course, have access to the tunnel for purposes of inspection, and for assessing its implications for buildings on the land above, and regular checks on its condition were carried out. In spite of

all the attention lavished upon it, the tunnel was to be the cause of a rather spectacular disaster, as we shall see in Chapter 9.

What were the consequences of this tortuous site-acquisition process? It certainly generated a great deal of work for the Town Clerk of Canterbury (John Boyle) and for his County opposite number (Geoffrey Heckels), not to mention the University's Surveyor. Quite a few firms of lawyers must also have expended a deal of thought and ingenuity in inventing (or in trying to demolish) tortuous legal ploys for the benefit of their various clients. And during those first eight years, someone ought to have been worrying about where any extra money would come from if the total cost of acquisition were in the end to exceed the £200,000 to which the two authorities were committed. This awkward question was raised by one party or the other from time to time although there is no firm evidence of anyone losing too much sleep over the prospect. In fact, the limit *was* exceeded (by some £28,000) but the two councils rallied round and made up the deficit.

What *was* unfortunate was the effect of the uncertainty about the southernmost part of the site on the planning process. For some time there was no reason not to work on the assumption that this land would eventually be acquired, and thus make possible the original intention of stimulating the links between 'town' and 'gown', which all parties were anxious to see, by siting the University's recreational facilities on this land, as near to the town as was possible.

Holford's plans therefore pre-supposed that the 'centre of gravity' of the campus would be well to the south of the brow of the hill, and there would

Photo: Kentish Gazette

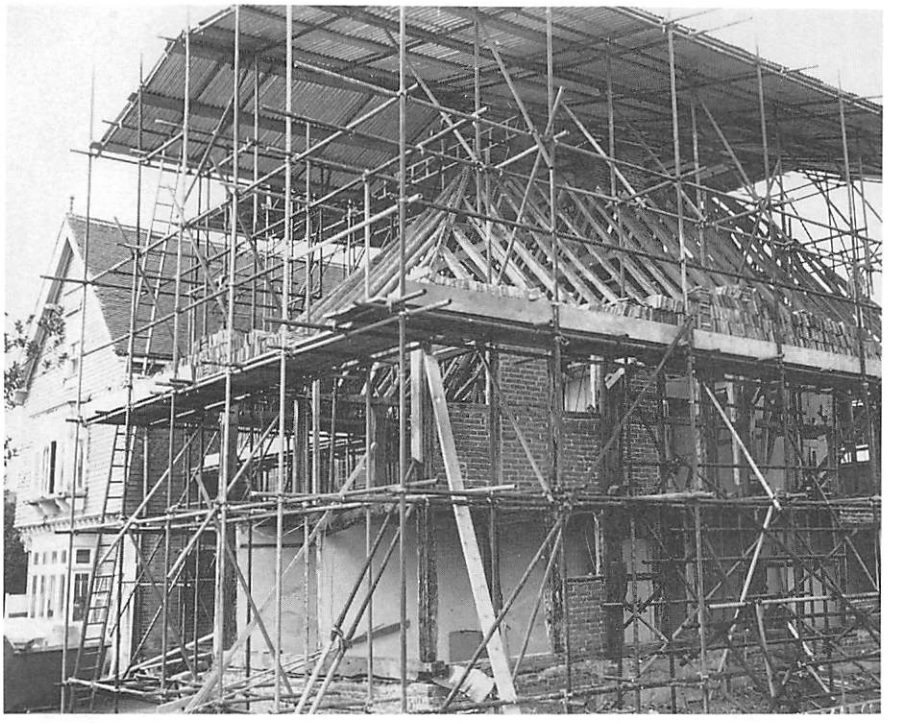
The splendid old tradition of 'topping-out' a new building seems to have gone into decline. So far as can be traced only one of our buildings has been greeted in this way – Eliot College. Here the Vice-Chancellor can be seen doing the honours, and demonstrating that he was no mean hand at bricklaying. In the background, Stan Hughes, the Bursar, can be seen with a cine-camera. By the time the first students arrived, bursarial duties seem to have supervened, and the fascinating record which he had started to build up petered out.

An aerial view of the Beverley Farm complex in 1966. The house itself was by then mostly occupied by the staff of the Registry, although in the year 1964–65 it had provided all the office space there was for academics. Of the pre-fabricated timber buildings, anti-clockwise from the top, we had an equipment store; a temporary library reading room; a laboratory building originally for Physics and Chemistry, but later adapted for a succession of new arrivals; and space for the Language Centre. The first three of these units were erected in the summer of 1964, the last one a year later.

then have been little disadvantage in the 'new' Giles Lane being where it, in fact, now is, to the north of the Library and the neighbouring buildings*. In the event, the southernmost land was lost, and much more use has had to be made of the territory to the north of the new Giles Lane, so that this public road now runs more-or-less through the middle of the campus. Had this loss of the lower land been known in time it might have been possible to find a more southerly route for the diverted road, keeping the whole of the development on the north side of it. This would have implied a more difficult junction with St. Stephen's Hill, but it would have removed what has long been a frustrating problem for the University. Try as we may (and all the relevant local authorities have lent their support) it has not proved possible to have a speed limit imposed on the new road, which was constructed to much higher standards than the old country lane which it replaced, and which thus offers a constant temptation to motorists. The cynics have remarked that nothing can be done until a few people have been killed at the points where the main pedestrian routes cross the new road†. Holford's plan, it may be noted, showed a footbridge at one of the most-used crossing points, but – quite apart from the problem of meeting the cost – there is a well-known reluctance on the part of pedestrians to climb the fifteen or twenty feet which

* Those unfamiliar with the layout of the campus may find the map reproduced inside the back cover a useful guide. Alternatively, inside the front cover there is an isometric sketch of the campus, with a key to the principal features.

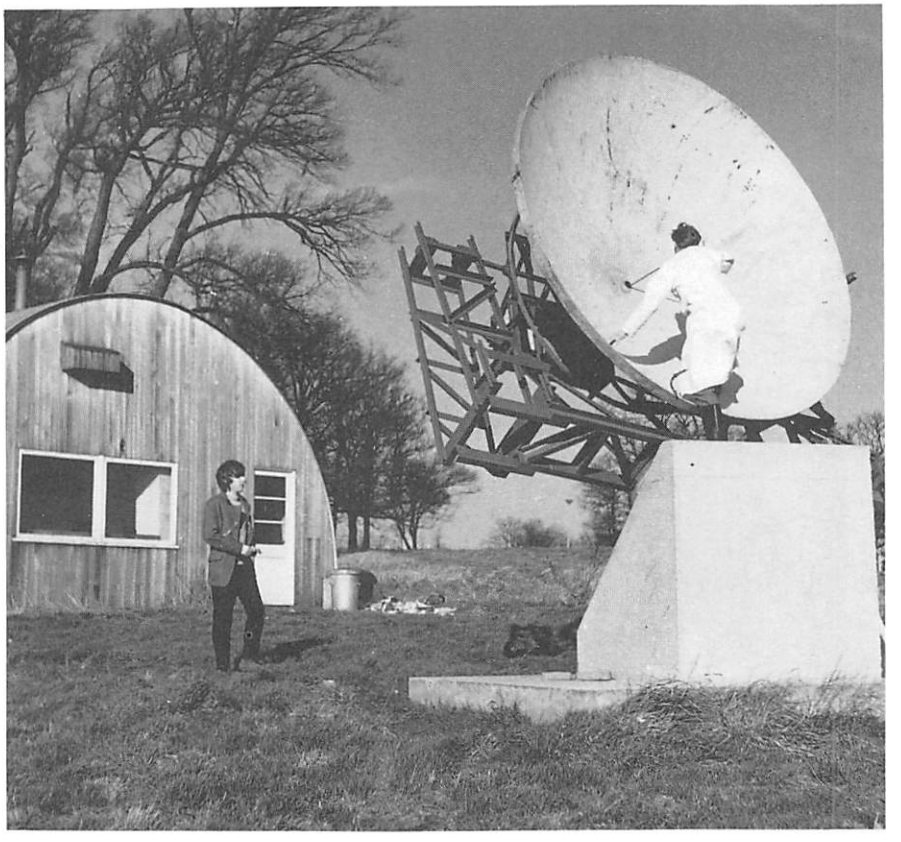
† This cynical prediction has, tragically, now come true: a recent fatal accident at this spot (not involving University personnel, as it happens) has triggered the setting of a speed limit and the provision of a proper pedestrian crossing there.



The administrative staff moved out of Beverley Farm in 1970 to the newly-built Registry, leaving the bats, owls and rodents to take over. The roof to the mediaeval part of this Grade II listed building deteriorated rapidly over the years and the north-east wall began to move ominously more and more out of plumb. It gradually became clear that if the University did not take some action quickly the whole building would collapse. Consequently, very careful restoration work was undertaken in 1985 under the direction of local architect Andrew Clague, of John Clague and Partners. This picture, taken on 15 October 1985, shows the temporary cover erected as work took place on the mediaeval sections.

would have been needed to give the necessary head-room for the carriage-way, when there was an alternative in a quick dash across the road on the level. And, in any case, as more development has occurred on the northern side of Giles Lane, more than one crossing point has become a practical necessity.

Both Templeman and Holford knew from past experience that it would be pointless to try to draw up too rigid a plan for developments extending more than a very few years into the future: the plans of governments change, the academic and social preferences of students change, and, of course, the needs of teaching and research change as techniques alter – shall we need more large lecture theatres or more small seminar rooms; shall we need a cyclotron or a radio-telescope; shall we need more library books or more connections to remote data-bases? And so on. Both were thus content to see a plan as little more than a first approximation, to be modified in the light of future changes in academic needs. Of course, the fundamental lay-out does not lend itself to easy modification: the infra-structure of roads and services is too expensive for that. And the local authorities – especially the City Council, ever conscious of what might appear on their sky-line – did seem to expect a degree of finality about the early outline plans which they simply could not have. There was, inevitably, the occasional grumble from one or other of the planning committees when the detailed plans for individual buildings differed from what they had seen (or, more usually, simply visualised) at the initial outline planning stage. This was an unavoidable consequence of a combination of factors: the extreme urgency to get the initial phase of construction under way, the effect of having an increasing number of academic staff actually in post, each providing an input of ideas and needs,

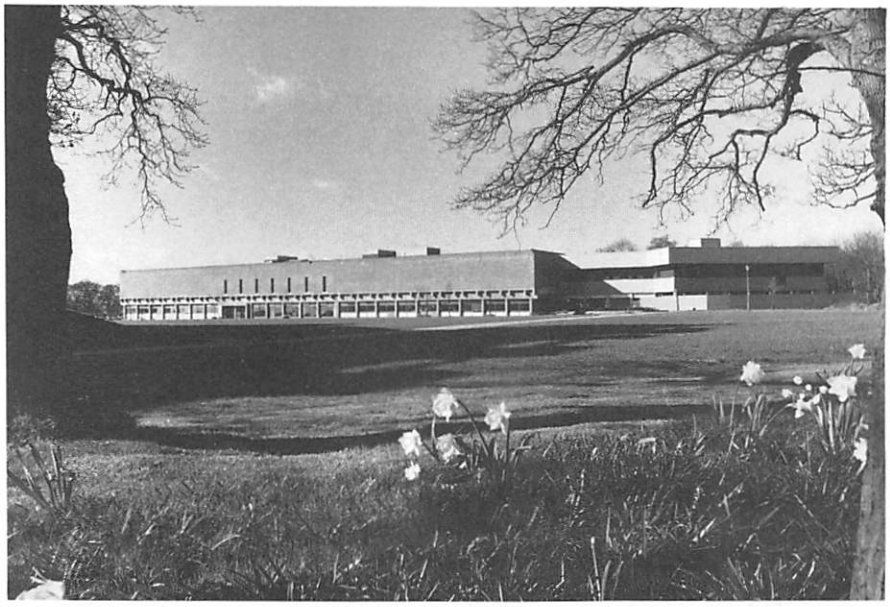


This Nissen hut, an object of monumental ugliness on the hillside above Beverley Farm, was built as an isolated facility for handling radioactive materials and for housing a neutron generator, pending the provision of more permanent facilities in the Chemical Laboratory. When these were available, in 1967, the hut was turned over to the use of the radio experts in Electronics, who had, in the meantime, moved into the laboratory hut at Beverley Farm. The Nissen hut had only a limited planning permission, and it had to be removed – few people shed tears over its disappearance.

which had not necessarily been foreseen, and the periodic shift in the stance of government, particularly as regards the pace of development.

It is a common misconception to regard the new English universities of our generation as a product of the 'Robbins' Committee on Higher Education. The UGC had, in fact, reached conclusions about the locations of six of the seven new institutions even before the Robbins Committee was set up, and the seventh was to follow soon after. It would be more accurate to see the setting up of the Robbins Committee and of the seven new universities as being distinct responses to a common question: what to do about the mounting demand for places in higher education? What the Robbins report did do, when it was submitted in September 1963, was considerably to sharpen the government's perceptions of the problems which were to face higher education in the coming few years, and give a considerably enhanced sense of urgency to each of the separate new projects: each was expected to make a substantial contribution to the solving of the 'numbers' problem, and quickly. The result was an accelerated pace of approval for building 'starts', only to be followed by a long period of 'stop/go' as periods of economic euphoria were interspersed with periods of economic stringency; this inevitably played havoc with the systematic planning of the building programme.

From the dialogue between Holford and the University there had emerged three successive outline plans for the development of the site: those of May and October 1963 and one dated June 1964. The last is, in its

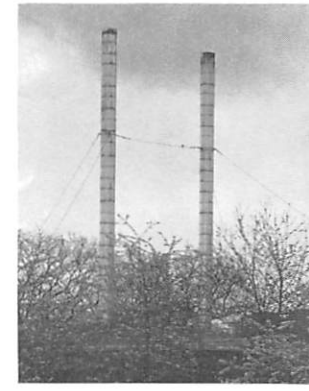


The extension to the Physics Laboratory (to the right) could not be faced in the same brick, which was no longer in production when the job came to be done (the result of metrication and changes of fashion, no doubt). The original building, which started off as 'Physical Sciences', housing Chemistry as well as Physics, is arguably one of the most attractive buildings on campus. What is more, it has worn very well, both inside and out.

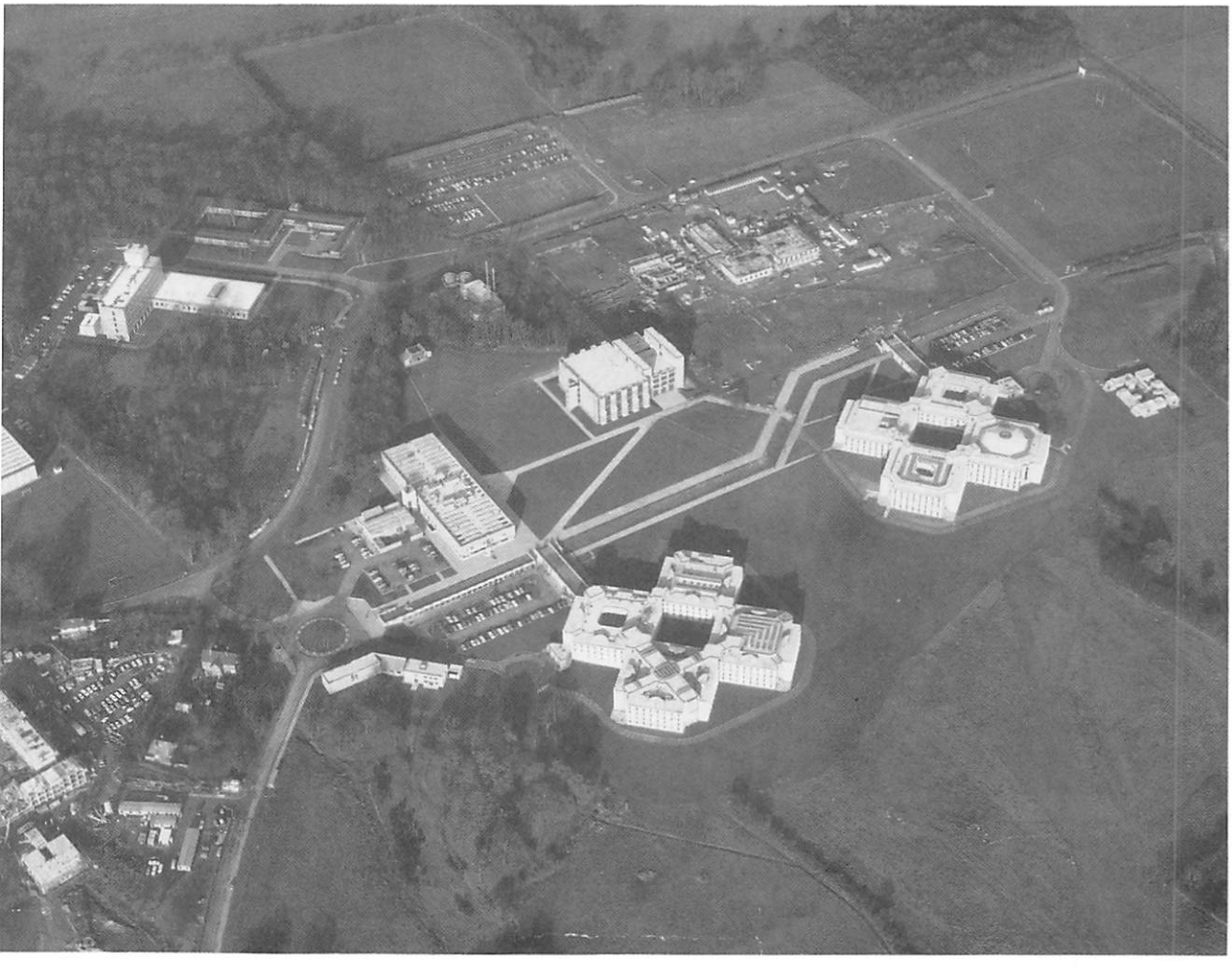
essentials, the map of what we have today. In particular, the second of these plans fixed the route of University Road, and more or less determined the diversion of the eastern half of Giles Lane. There was a degree of urgency about these operations, for without University Road the only access to the site was via Giles Lane, a narrow country road with no footpaths, which certainly could not have coped safely with the heavy traffic of the contractors. And Beverley Farm (providing effectively the only usable buildings on the site at the start) was only accessible along a very rough farm track. Steps were therefore taken in late 1963 to obtain possession of the land over which University Road was to be constructed, leaving in abeyance the question of the price eventually to be paid for it, and the contractors arrived in December of that year. Shortly after, a start was made on Eliot College and then on the first of the science buildings – then called 'Physical Sciences', now the Physics Laboratory. The first professors of Physics and of Chemistry have all-too-vivid recollections of receiving, along with the letters from the Registrar offering them their appointments, a bulky package of plans from the Surveyor with a covering note saying, in effect, 'Speak now, or forever . . .': the contractors for the piling for the foundations of the first laboratory were on the point of starting work!

A blow-by-blow account of the building work on the campus which has gone on during the past quarter of a century would take up too much space, and make very tedious reading, so we shall confine ourselves to a rather anecdotal treatment, reserving for the next chapter an account of the planning of the Colleges.

Most of our contemporaries as new universities took over a site which included an existing baronial hall or other sizeable building, and this provided a means of making a quick, if modest, start by adapting it for academic purposes. We, by contrast, had a couple of old farm-workers' cottages and two groups of rather decrepit farm buildings. One of these was so placed that



A boiler house is almost inevitably a rather starkly functional building, but the chimneys of this one, making an uneasy compromise between the Clean Air Act and purely aesthetic considerations, do not find many friends. The boiler operators are probably the least visible of all the University's staff, but for six months of the year they are probably the most important: without them, the whole place would grind to a halt!



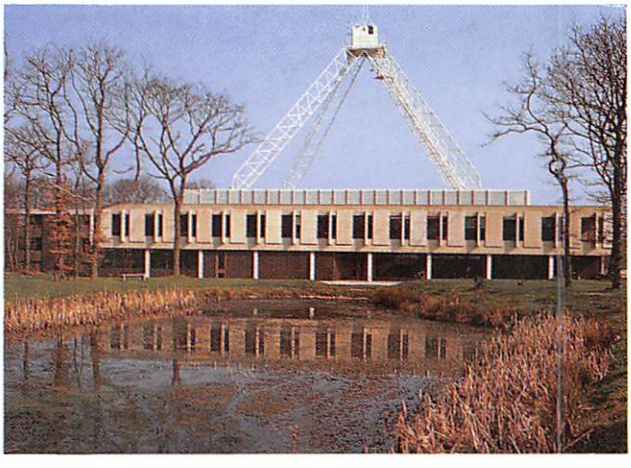
This picture, from November 1967, gives a good account of the state of play at that time. In the foreground can be seen Eliot and Rutherford Colleges, then already in use for two years and one year, respectively. Behind them is the Physics Laboratory, from which the Chemists have already been ejected, and the first stage of the permanent Library building (the central core, plus one segment of stacks and reading rooms). On the extreme right is a small group of houses, for the Master of Rutherford and two or three key domestic staff; the corresponding provision for Eliot is immediately adjacent to the round-about, linked with a block of squash courts. In the bottom left-hand corner is the skeleton of Keynes College; above it is the newly-completed Sports and Examinations Hall, with a temporary hockey pitch where tennis courts have since been made. Then, moving clockwise from there, one finds stage I of the Chemical Laboratory; then the 'Temporary Library', later to house parts of the Registry and eventually the University's maintenance organisation. Next a substantial car-park (by then the ambition to keep the motor car at bay had been abandoned), with four tennis courts attached. Further round again the Cornwallis Building and the Gulbenkian Theatre are well on the way. Finally, at the extreme top right-hand corner, where Darwin would soon be rising, are temporary pitches for soccer and rugby. The making of temporary pitches in this way was unavoidable: we had lost the flat ground at the bottom of the hill, and had not then acquired the replacement land to the north-west. But if they are to be suitable for serious playing of these games, quite a lot of work has to be invested to get them level and free from hazards in the way of sharp objects.

This aerial view of the campus, taken in February 1990, shows just how much the University has developed from these early plans.

The University Library was the centre-piece of the architect Lord Holford's grand design. Planned for construction in four stages, only the first two have reached fruition.

The unique archive of the Centre for the Study of Cartoons and Caricature, housed in the Library, contains some 70,000 originals of social and political cartoons from national newspapers. Special exhibitions are held frequently, some of which travel elsewhere. Here Liz Ottaway (left), the Centre's Research Fellow, is seen with Elizabeth Weisz, sister of the cartoonist Vicky, and Russell Davies, the author and broadcaster, at an exhibition of Vicky cartoons at the National Portrait Gallery in 1987, which also saw the launch of Liz and Russell's book on Vicky.

Below: The Electronics Laboratory (later renamed as the Electronic Engineering Laboratory) was designed by Farmer and Dark, with the structure made capable of carrying the steel tower which makes a 'poor-man's radiotelescope'. With the lake in front, it makes a most elegant impression.



In 1986 the first phase of a Science Research and Development Centre was opened to the north of the Electronic Engineering Laboratory. The Centre, built with the support of the Kent County Council and the Canterbury City Council, provides accommodation to enable firms, large and small, to locate their R & D operations alongside University research groups.

little could be done about the permanent buildings until it was demolished; the other – Beverley Farm – comprised a fair-sized farmhouse, of part medieval, part Victorian, construction, with out-buildings which were in a very bad state of repair. In the space of two or three months in the summer of 1964 the out-buildings were torn down and replaced by pre-fabricated timber buildings which formed a temporary library reading room and laboratory space for the Chemistry and Physics graduate students who arrived in the October. The farmhouse itself was, for the year 1964/65, the academic centre of the University, housing staff who increased in number from a dozen or so in October 1964 to two or three times that number by the following summer. During that year, the University had, in addition, Westgate House in St. Dunstan's Street, from which the whole of the administration functioned, and a smallish shop, No. 4 Station Road West, which had already contained the University Library for the previous year or so. The house at Beverley Farm had been designed for medieval living, not as a twentieth century office building, and although the ground floor seemed mostly solid enough there were distinct inhibitions about filing cabinets in some parts of the first floor. And in one room – that occupied by the philosophical Professor Nowell-Smith – one felt well-advised to stay fairly close to the walls!

Tom Eaton, one of Bill Henderson's senior partners in the firm of Farmer and Dark, was closely involved in the oversight of all the contracts they undertook for us. He had the prime responsibility for the second stage of the Library building.

Beverley Farm was an interesting, but by no means unique, example of Kentish yeoman housing, but over the centuries successive occupants had made modifications which had not improved its structural integrity. By the early 1970s there were clear signs of trouble, and its use was confined to the storage of relatively unimportant records, with access restricted to those wearing 'hard hats'. For a decade or more it stood as a glaring example of the old adage about the best being the enemy of the good. The University would gladly have put money into its reconstruction, provided the resulting space could be used effectively for university purposes. The building, however, is a 'listed' building of architectural or historic merit, and the cost of meeting the stipulations of the purists in the conservation business was for some years an insuperable problem. Recently, however, these problems have been overcome and the very extensive stripping and rebuilding of the house has been carried out. The result is accommodation for one senior resident and a number of students. Many of the early members of the University feel a slightly perverse affection for Beverley Farm, and are very glad to see it thus brought back into use.

One incidental advantage of the form of organisation adopted for the Colleges was that the first unit – to become Eliot College – already provided the appropriate proportion of space of all sorts – staff rooms, common rooms, lecture rooms, catering facilities, and so on, as well as student residence. All that was lacking was the specialised accommodation for the sciences, apart, that is, from the permanent homes for the Library and the Registry which were temporarily housed in the town and at Beverley Farm. Thus, the first major contracts were for the first science building and for one College, and these were to be placed on the site of the old Brotherhood Farm. The main contract for this stage of the development was awarded to the firm of Gilbert Ash, Ltd. The needs of Physics and of Chemistry (then our only experimental sciences) are, of course, really rather different, but it was soon settled that the pairing up was to be only a temporary arrangement, with the chemists

Howard Wrighton, from the firm Easton, Robertson, Preston and Partners who designed the first stage of the Chemical Laboratory, continued his association through a sequence of laboratory buildings: the second stage of the Chemical Laboratory; the Biological Laboratory; and the second stage of the Physics Laboratory.

moving out as soon as a building could be completed for them. Thus a fairly modest amount of installation which would later have been inappropriate for Physics sufficed for that short period.

Buildings, of course, need heat – even before they are occupied – and the economics of the business dictated that it should be supplied from a centralised heating plant; the intention was to locate one behind the site reserved for the Library, to serve all buildings to the south of Giles Lane. Although the major plant had to be ordered in good time, and the runs of heating mains planned, the building itself was a simple one and its detailed design was put to one side whilst the more complex buildings were got under way. It was thus rather late on that it emerged that there was a direct conflict between the requirements of the local public health authority, which wanted tall chimneys in order to comply with the requirements of the Clean Air Act, and the planning authorities, who wanted short chimneys (or, better, no chimneys at all) on aesthetic grounds. Eventually, the County Council's Planning Committee approved an uneasy compromise on the matter of chimney height, doing so only on account of the fact that without the boiler house the University could not have opened that October as planned. They underlined their reluctance by swearing that they would not again approve a heating plant on the campus which had visible chimneys, come what may. At

Photo: Kentish Gazette

Until very recently, with this one exception, the University has been rather shy about formal opening ceremonies for its buildings. This exception was the Chemical Laboratory, and one suspects that pressure was exerted by Dr Leslie Preston, the responsible partner in the firm who did the design, Messrs Easton, Robertson, Preston and Partners. He had a keen sense of what was proper, and even provided us with a most elegant commemorative plaque to mark this occasion.

The Chancellor seems, to judge from the expressions on her face and Dr Preston's, to be having difficulty in getting the scissors to cut the tape. Perhaps the scissors were designed for elegance of appearance in the silk-lined presentation case, rather than for real work!

Photo: Kentish Gazette

The practical skills of the Chemical Laboratory's glassblower can be guaranteed to excite the interest of any visitor. Princess Marina, who performed the formal opening ceremony in October 1967, was no exception. Vic Bush (now more-or-less retired) is here introducing the Princess to the art.

any rate, we now have what looks for all the world like the funnels of an old Mississippi stern-wheeler, stranded in the trees behind the Library!

The Chemical Laboratory was strictly needed by January 1967, when the first intake of students should have been embarking upon their more specialised Part II courses, but the achieving of this target was prevented by one of the government's periodic 'moratoriums' on building starts. The design had been undertaken by a different firm – Messrs Easton, Robertson, Preston and Partners – with a long record of university laboratory design behind them. Their first plan was for a two-storey square format with a large central open space, but there were several disadvantages to set against the considerable benefit of having but few stairs. It did not lend itself very readily to the addition of a second stage; it would have needed a rather extensive piled foundation; and it did not lend itself to being completed in stages if the timetable for the construction proved (as was by then becoming likely) to be too tight. The architects therefore did some rapid re-thinking and came back with a radically different plan – a single-storey wing, which could 'float' on the clay sub-soil without piled foundations, and could be completed and handed over ahead of the rest of the building; and a five-storey block which would make economical use of the piling which would have been needed for anything more than a single storey. And, hey presto! – it provided an instant solution for the chimney problem, for the flues from a boiler house attached to the building could be carried up inside the five-storey structure to a height sufficient to satisfy the Clean Air Act without being visible externally at all. This design was quickly approved by all parties, including the planning and public health authorities, who were probably quite glad to find that we had managed to detach ourselves from the hook on which earlier they had rather

The Biological Laboratory, another product of Howard Wrighton of Messrs Easton, Robertson, Preston and Partners, is linked to the Chemical Laboratory by a bridge which crosses the main pedestrian avenue across the campus. The single-storey part of the building, nearest the camera, provides special facilities for handling dangerous organisms. Biology badly needs extra space, and as a temporary expedient the 'snake pit' in the foreground has been filled with 'Portakabins'.

intemperately impaled us. The building was constructed on the basis of a negotiated contract with the same firm which had been responsible for the previous buildings, and very successful it has proved.

As a postscript to the chimney saga, it should be recorded that the plant in the Chemistry boiler house has recently been removed and replaced by heat-exchangers fed from the original Brotherhood boiler house. The decision to do this rested upon a shift in the balance of economic advantages, and on the expectation that the full potential capacity of the latter installation was unlikely now to be needed on the south side of Giles Lane.

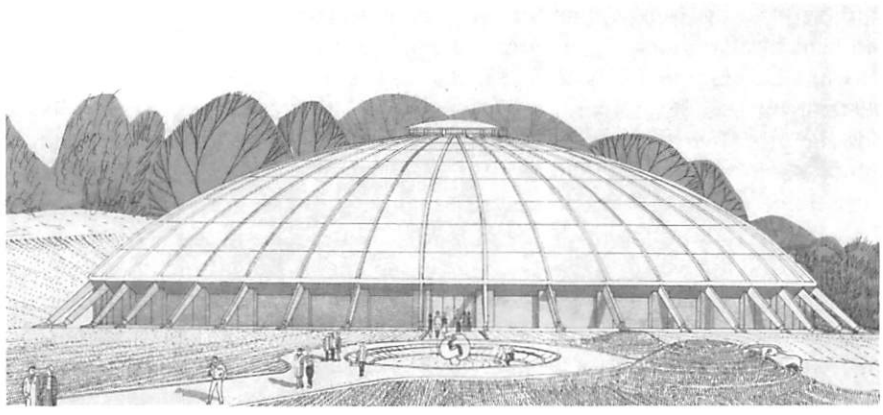
Although the UGC had been able eventually to extricate the Chemical Laboratory from the Treasury's moratorium, they were less successful with the permanent Library, and the delay in starting on this project posed grave problems which had to be solved by the erection of a 'temporary' timber building. In fact, this has proved a rather successful enterprise: after the Library eventually moved into the first stage of its permanent home, the 'Temporary Library', as many old hands still call it, twenty years on, provided space for the Finance Division of the Registry until their building was completed, and has since served very effectively as a central facility for the maintenance staff.

The Library was, of course, the centre-piece of Holford's grand design, and it was planned for construction in four stages, as needs grew. The first – the central administrative area plus one quarter of the eventual book-stack and reading space – was all too soon on the verge of being filled, and the UGC was persuaded (not, it may be said, without some difficulty) that the second stage – a balancing segment of stacks and reading rooms – should be added. The internal design needed to be fairly radically different, but the exterior (although different in detail) effectively mirrors the style of the first stage. Holfords, who had, of course, produced the outline design for the whole

project, had by then withdrawn from their connection with the University, and re-affirmed that they did not wish to undertake this further commission. It was thus entrusted to Messrs. Farmer and Dark, although it was one of Bill Henderson's senior partners, Tom Eaton, who carried the prime responsibility for the job. Two features of this project may be mentioned: provision was made on a realistic scale for the University Bookshop, now run by Dillons, who have extensive experience (in London and elsewhere) of this sort of operation. And, although the permitted cost-limit did not allow for its being finished and furnished, a whole extra (basement) floor was incorporated. For many years, the University had been desperately short of storage space, and the cry now became 'it will have to go into the Library basement!'. The second stage of the Library proper is now well on the way to being filled, and the basement is the only foreseeable expansion space. Just recently, there has had to be a hardening of hearts, many of the accumulated relics have had to be found new homes (or consigned to the rubbish heap), and much of that space has been fitted out with a system of rolling shelving as closed-access stack space for the Library's less frequently used material. What now seems unlikely is the building of the third and fourth stages of the original conception. Some years ago, the report of a committee appointed by the UGC to look into the needs of Universities for library accommodation floated the idea of the 'self-renewing library', and it seems likely that the space we now have is as much as is likely to attract funding by the UGC unless there is a substantial increase in student numbers. 'Self-renewing' is, of course, a term of art, and the idea seems to be that, broadly speaking, for every new book coming into a Library, an old one has to go out – to some cheaper form of storage, to a central repository, perhaps even (perish the thought!) to be burnt. Looking at the statistics of publishing, one can see their point, but the idea does not immediately commend itself to the academic community.

The introduction of new subjects into the Faculty of Natural Sciences – each of which had to be 'decanted' in turn through the prefabricated laboratories at Beverley Farm – necessitated a further two major laboratory buildings; one of these, and both the earlier laboratories, have also had further stages added on. Electronics has an elegant two-storey building (by Farmer and Dark, again) crowned by a pyramidal steel structure which supports the aerial of a 'poor man's radio-telescope'. Although scarcely visible from ground level, the roof of the building supports a paraboloidal reflector of wire mesh, and the aerial, at its focus, points down into it. As the earth rotates, the system thus sweeps out a swathe across the sky, and the signals received are fed into the building below for recording and analysis. Less flexible and more restrictive than Jodrell Bank, of course, but a *very* great deal cheaper! In front of the building, an existing stream has been encouraged to expand to form a small lake. Mythology has it that this too forms part of the reflecting system – an obviously cheap way to get a reasonably flat and level surface – but there are those who think that its real function is entirely ornamental. Whatever the real reason, it certainly makes an attractive setting.

Biology, too, was provided with a building on the north side of Giles Lane, adjacent to the second stage of the Chemical Laboratory, and connected to it by a bridge. By the time that the turn of Biology came, the expansive



This is the one which, sadly, got away. The Buckminster-Fuller type of geodesic dome having been judged too expensive, attention was turned to a form of construction based on laminated timber ribs, and Williamson, Faulkner-Brown and Partners, of Newcastle, who had already built one on Tyneside, got as far as this outline design. Although we were convinced that it would have been an entirely satisfactory and cost-effective way of meeting our needs for a large, uncluttered, indoor space, the UGC remained unpersuaded, and the idea had to be abandoned.

Harry Faulkner-Brown (below), the partner responsible for this commission, then went on to produce an alternative, and radically different design. Although the result was, perhaps, visually a less exciting building, it has proved immensely successful in a wide variety of uses.

years of the 1960s were over, and the UGC was suffering from a much more restricted budget. Biology, which has prospered considerably since its introduction in 1970, has thus never had as much space as it really needed, and its problems have had to be eased by the provision of 'Portakabins' and by some re-allocation of space originally intended for Chemistry. The bridge, which was originally conceived as a means of promoting the common use of some facilities – not to mention the encouragement of intellectual interchange – has become something of a bone of contention. The chemists, one has to say, now see it in much the same light as the English saw the idea of a Channel tunnel in Napoleonic times! This building, and the second stage of the Physics Laboratory, were designed by the same team as the two stages of the Chemical Laboratory – Easton, Robertson, Preston and Partners, with Howard Wrighton as the architect most immediately involved.

The other main academic building is the Cornwallis Building (named, of course, for the University's first Pro-Chancellor). This was built in stages, and provides academic accommodation for the Computing Laboratory, for the Mathematical Institute, for the Institute of Languages and Linguistics, and for several of the Social Science Faculty's Research Units. The second stage of this building provided our one example of a building not completed on schedule. This tiresome outcome resulted from the main contractor going into liquidation part way through the job: the sorting out of the contractual consequences proved a very time-consuming business.

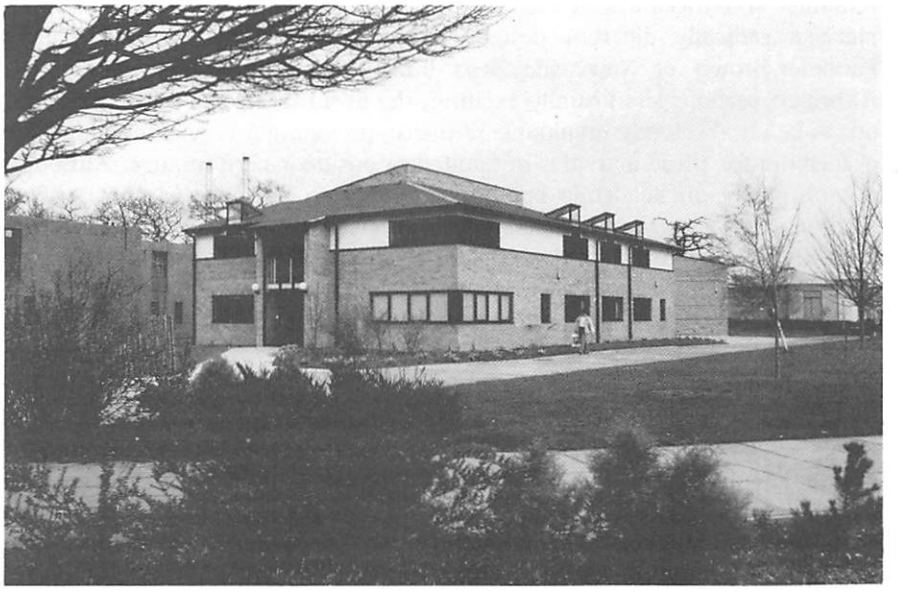
The Cornwallis Building also contains a large lecture theatre, which carries, on its western elevation, a cartouche of the arms of George III*, lovingly rescued from an about-to-be-demolished local barrack building by Professor Keith-Lucas. This lecture theatre is fully equipped for cinema performances, and finds ready use in the evenings by the Regional Film Theatre, Cinema 3†. It shares entrance hall and other facilities with the

* The arms of George III might be thought to sit a little uncomfortably on the side of the Cornwallis Building. It was one of our late Pro-Chancellor's ancestors – an eighteenth century Lord Cornwallis – who finally settled the fate of George III's American colonies by his surrender at Yorktown in 1781.

† Cinema 3 is now apparently the only Regional Film Theatre functioning on an English university campus.

Gulbenkian Theatre, named in honour of its benefactor. Reg Foakes, our founding Professor of English Literature, was largely responsible for persuading the Gulbenkian Foundation to provide the funds for the construction of the theatre and, by a stroke of good fortune, negotiations with the Foundation had just come to fruition at the time when the Cornwallis lecture theatre was being planned. It was possible therefore to get far better value from the generous grant from the Foundation than would have been possible with a separate, free-standing, building. The Cornwallis lecture theatre is heavily used by the large Part I classes, and with large numbers of dramatically-inclined students attracted to the University by its reputation in fields related to the performing arts, the Gulbenkian Theatre is much in demand both for amateur productions and for use by touring companies. In fact these two theatres add enormously to the general cultural amenities of the campus – indeed, of Canterbury and of East Kent more widely.

Very early in the plan, provision was to be made on the flat ground at the southern end of the campus (the land which, it will be recalled, was eventually 'lost' to the University) for a large sports and recreation hall. An attractive possibility would have taken the form of a 'geodesic dome' of the type developed in the U.S. by Buckminster Fuller, and this is what Holford originally had in mind for the site; it was shown on his plan as a strange, almost pyramidal, structure. He came, however, to the conclusion that this would not be feasible within UGC cost-limits, and the availability of the site began to look more and more problematical. An alternative, which would have been sited further up the hill towards Keynes College, was also a dome-shaped building of a type of which only one specimen had been constructed in this country; an expedition was therefore mounted to inspect it. The structure was on Tyneside, and a canny comparison of the relative costs showed that it would be more economical to charter a small aeroplane so that the trip could be undertaken in a single day. A party of eight or so thus started very early

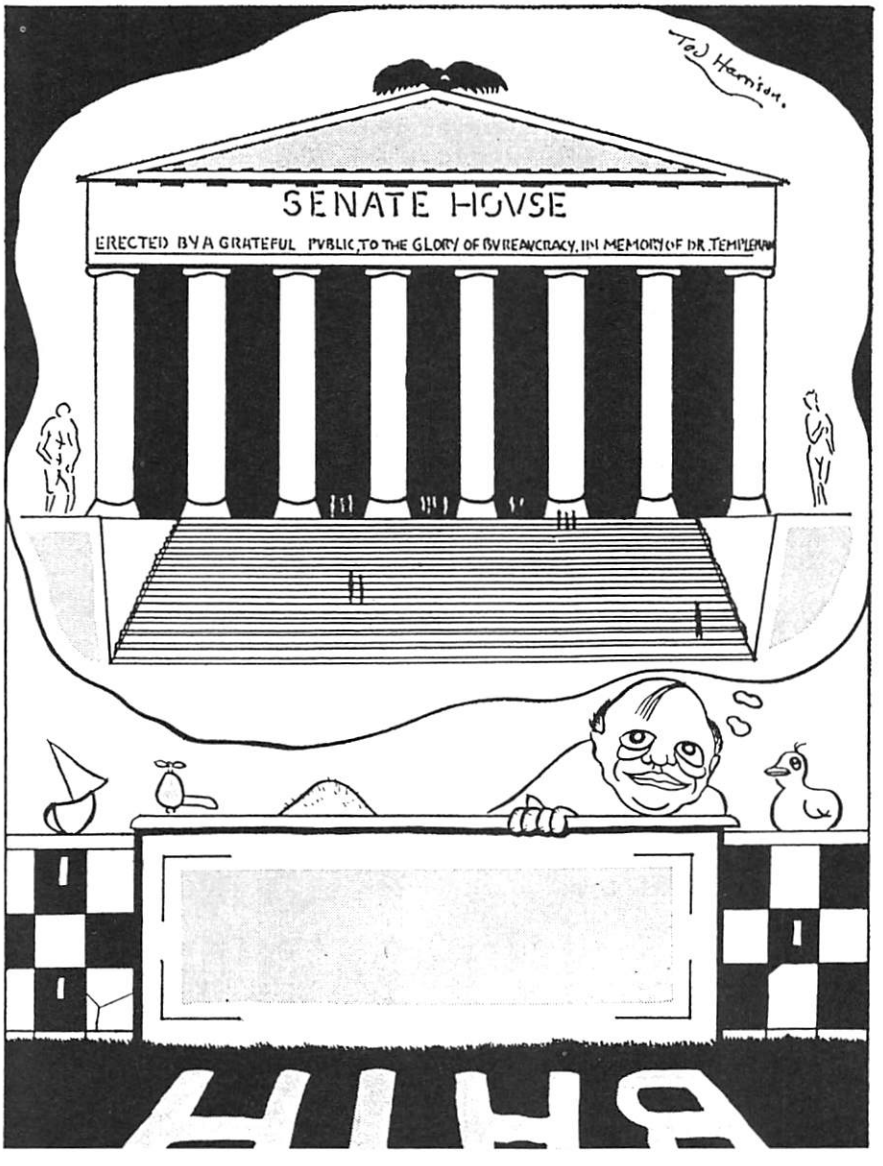


The Grimond Building (or the General Teaching Building, as it was designated when first proposed nearly 20 years ago) has very recently been completed and brought into full use, after its formal opening by our Chancellor, Lord Grimond.

View from the roof of the Library, looking over the Senate Building towards Rutherford College.

one snowy morning in December 1965 and were driven by the intrepid Registrar in a minibus to Gatwick. Unfortunately, by the time the party reached Newcastle, the airport there was closed, and it was diverted to an alternative landing site nearer to Carlisle, from which the journey had to be completed in another minibus. The sports centre was certainly an impressive structure, and functionally very suitable; it would also have made an impressive addition to the view of Canterbury from the air – the Tyneside version looked, in the dusk, for all the world like an enormous illuminated poached egg. In the event, it proved impossible to persuade the UGC that the project was a workable solution to our requirements (although the University remained convinced that it *was*) and the scheme had to be abandoned. In its place a radically different design, albeit by the same architect, Harry Faulkner-Brown of Newcastle, was built, in a quite different location. Although perhaps less visually exciting, the eventual Sports Hall has turned out to be an absolutely invaluable resource, providing a very extensive range of facilities for those activities not suited to out-door performance. Although not obviously an academic building, it ought to be recorded that it is in strictness a Sports *and Examinations* Hall, without which the conduct of normal university examinations would be very difficult indeed.

Another building which gave rise to some controversy at the time was the Senate Building. The very name conjures up images of the monumental pile which houses the administration of the University of London, and there was resistance even to the idea that resources should be devoted to the building of a block of committee rooms. The UGC has some fairly firm ideas about what a university should and should not require and, given the amount of student 'common-room' type accommodation that we already had, distributed amongst the colleges, there was no possibility of their giving us grant-aid for a Students' Union building – which is what the Students' Union would have liked to have seen. Committee rooms, on the other hand, the UGC



My best ideas always seem to come to me in the bath

There was undoubtedly a lack of enthusiasm about the erection of a Senate Building, by no means confined to the student body. Ted Harrison's cartoon for Incant in November 1968 picked up this reaction, but he was wrong to pin the blame on Geoffrey Templeman who, given a free hand, would not have put this building at the top of his list of priorities. But realism has to break through, and this was the most useful item likely to attract UGC funding.

understood, and we were indeed very short of such accommodation. So, a Senate Building it had to be! It was sited in front of the Library, roughly in the position occupied in Holford's plan by a sort of campanile. This deviation from the plan was not a very serious matter, for it was scarcely conceivable that we could have found the funds to erect such an edifice – and if we had received some unexpected benefaction, there were very many projects higher on the list of priorities. The Library as the symbolic centre-piece of the campus plan makes a great deal of sense; a clock-tower rather less, perhaps. It is best not to think of the symbolism underlying a block of *committee rooms* as the focal point of a university. That wry comment having been recorded, it has to be

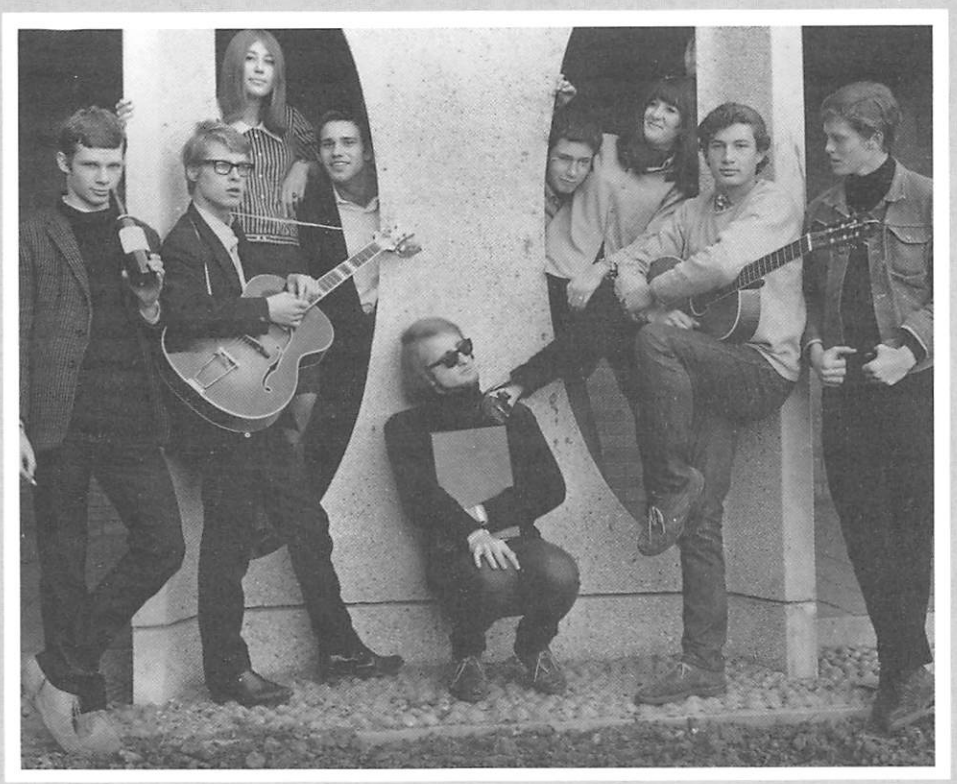
said that the small octagonal pagoda-like building has proved both useful and aesthetically pleasing.

With student numbers more-or-less static for the past several years, and with funds for capital expenditure very much constricted, it might be expected that the building programme would have ground to a halt. But not, in fact, so: a further wing (the George Allen Wing, named for Sir George Allen, who worked tirelessly for us in the early days) has been added to the Cornwallis Building – largely, it is true, funded from the proceeds of the insurance cover for the piece of building which was undermined by the great railway tunnel collapse, of which more later; some 160 houses have been built as shared self-catering accommodation for students, financed by mortgage arrangements; a 'Secondary Sports Hall' and a further small extension have been added, financed by a mixture of help from the 'Friends of the Sports Hall', fees, and loans; a Science Research and Development Centre has been constructed to the north of the Electronic Engineering Laboratory, with the intention of attracting commercial users who would find the proximity to the resources of the Natural Sciences Faculty of value; and a substantial permanent extension to the old 'Temporary Library' (which long ago had become the Maintenance Centre) now houses in one unit the whole of the Estates and Buildings organisation, thus freeing badly needed office space in the Registry Building. In addition, two substantial buildings for purely academic purposes may be mentioned: a large extension to the Computing Laboratory, funded by the UGC, was formally opened by Her Majesty the Queen in March 1987, and a block of teaching rooms of various sizes is nearing completion between the Library and the Physics Laboratory – to be known, incidentally, as the Grimond Building, in honour of our Chancellor. So even in the present hard times, matters on the real estate front are very far from stagnant.

Within an astonishingly short span of time after the College opened in October 1965, the social life of Eliot had reached a pitch which would not have disgraced a long-established institution. Some of the more prominent members of the College at that time can be seen in this picture: from the left there are – Steve Godfrey, Richard Denton, Iona Davidson, John Hines, Julian Worthington, Simon Morris, Ruth Bundey, Sebastian Graham-Jones and Nick Hooper. One must, of course, remember that the 'class of '65' had not only been subjected to the normal academic selection process, but had in large measure selected themselves. Coming to the campus during the previous autumn and winter for interview. the more faint-hearted must have been strongly inclined to turn tail and flee: it required quite an effort of imagination to visualize a university risen from the sea of mud by the following October.

4

The Colleges



4

The Colleges

FROM THE very start, the Founding Fathers were seized of the importance of providing student accommodation on campus. Their reasons were, in part, purely practical – that students would otherwise be forced to seek lodgings undesirably far from the centre of activity – but also sociological: that the higher the proportion of students who were campus-based, the better the prospects for the development of a true community spirit in the place.

The form which the residential accommodation was to take was not thought through in any detail until Geoffrey Templeman's appointment as Vice-Chancellor, but it was one of the first matters to which he gave his attention. His experience, as a student, as an academic and as an administrator, had been, it will be noted, entirely in universities organised in the common style, in which living and working accommodations are sharply separated – often, indeed, by some considerable distance – and it is, at first sight, surprising to find him producing our collegiate plan quite as resolutely as he did. He was, of course, well aware of the collegiate style of organisation which obtains at Oxbridge, but that was demonstrably an unreal model to try to copy – one thing which was sure was that we could not look to the scale of income from endowments which sustains those establishments. He had, however, shortly before his appointment here, made a tour of a number of Australian universities, and had been impressed by the success of the way in which some of them had adapted the collegiate principle.

In the very first of the ten 'position papers' with which he bombarded the Interim Committee in the course of the first few months, he sketched out the concept, and developed it in greater detail in subsequent papers. His avowed aim was to break down the organisation into units small enough – sufficiently human in scale – for their individual members to be able readily to identify themselves with them. Each was to be a 'microcosm of the whole University', and was to comprise both senior and junior members: each was to form a true 'community of masters and scholars' as the old phraseology puts it. The size of such a community had to be a matter of compromise: it was really a sort of artificial family, and eating together is of the essence of family life; the economics of communal catering suggest that a minimum size of group which will sustain, without subsidy, an adequate range of domestic staff is around six hundred. This was already a rather large 'family', and its head would be hard put to to recognise all its members. Nevertheless, it was accepted as a reasonable size of unit for planning purposes, and Holford's sketch of October 1963 provided – in an entirely notional fashion – for sites for ten such units, on the assumption that 6000 students was the ultimate total for which the university should plan, even though it might not reach

such numbers for several decades. It might be noted that 600 is rather more than the complement of all but one or two of the Oxbridge Colleges, and that circumstances in the past twenty years have pushed the total in each of our Colleges up to the 1000 mark. This has undoubtedly produced strains, but the structure has held up remarkably well.

It is obviously tempting to depict our Colleges as, on the one hand, unsuccessful attempts to ape the Oxbridge institutions, or, on the other hand, rather pretentiously styled but otherwise conventional halls of residence on the provincial university pattern. Both analyses would be wide of the mark.

A sort of 'Oxbridge in exile' never was envisaged, and would have been foredoomed to failure. Our Colleges do not have the legal and financial independence of their Oxford and Cambridge counterparts, nor could they hope to have the income from endowments which would have made such independence worth having. But more importantly, the Colleges in both Oxford and Cambridge, rather than the Universities themselves, are responsible for the admission of students, and for organising and overseeing their teaching.* With us, these functions – admission and teaching – are the responsibility of the Faculties and their Boards of Studies, rather than of the Colleges. In fact, one of the recommendations which emerged from the reports of the 'General Committee Working Parties', set up in 1975 to examine the organisational structure of the University, would have given the Colleges a direct function in the selection of students, but even this seemed to be at best a cosmetic change, at worst simply impracticable, and it was not proceeded with.

An essential difference between our Colleges and the more traditional Halls of Residence lies in the fact that every student and every member of the academic and related staff becomes a member of one or other of them. And although there is still the occasional transfer from one to another, the attachment is intended to be lasting. The senior members were expected collectively to exercise a tutorial responsibility for the junior (i.e. student) members; tutors, incidentally, in the sense of 'moral tutors' rather than academic tutors, and 'moral', of course, in the broadest sense. Tutors are joint appointments by their College and their Faculty, and students have been assigned to them in such a way that a Faculty (even, when possible, a subject) link is maintained as well as the College connection. The senior members were to be members not only in a social and a tutorial sense, but would also have their private rooms in their Colleges, and most of their teaching was to be done within the Colleges, too.

It was recognised, of course, that the experimental sciences could not be fitted into this pattern in a literal way, and that laboratories would need to be built on a quite separate basis. The idea that the scientists amongst the seniority would nevertheless have their offices in the Colleges died hard, and in the early days there was evidence of some unrealistic thinking on the matter: perhaps they could have rooms in their Colleges *and* in their laboratories; perhaps some in the one, some in the other; and so on. Fairly

* Even there, however, it is true that to an increasing extent the resources for those forms of teaching which lend themselves to the making of economies of scale – lectures and laboratory classes – are provided at a university level.

quickly, however, it was accepted that any solution which did not give the scientists bases in their laboratories simply would not work, and there were not likely to be enough rooms to give them all two each. As a compromise, one teaching room was set aside in each of the first two Colleges, in which science staff could function in a collegiate context – could entertain their tutees, for example (or could simply 'hide' if they needed some peace and quiet for thinking or writing!). But even this arrangement was short-lived: the rooms thus set aside were little used in practice, and pressure on space soon became such that they had to be re-allocated. The relationship of the scientists to the Colleges has developed much as one might have expected: some are 'good College men' and take a full part in College life, some less so.

In setting up the college system, the University had the great advantage of having on hand senior staff who had been closely involved in the running of similar operations in the older collegiate universities – Alec Whitehouse as Principal of St Cuthbert's Society in Durham, Walter Hagenbuch at Queens' College, Cambridge, Guy Chilver at The Queen's College, Oxford, and Bryan Keith-Lucas at Nuffield College, Oxford. In fact, and through force of circumstances rather than conscious design, the best analogy to our Colleges can probably be found in those of the University of Durham: they are subject to much the same financial constraints, and although they are involved in the admission of students, in collaboration with the departments, they are not in control of the teaching. And, as with us, it is the Colleges there which have the primary responsibility for 'pastoral care'. Perhaps it was a happy coincidence that the Chairman of our Academic Planning Board (although an Oxford man, with Cambridge connections) was at the time the Vice-Chancellor at Durham, and that the Master of our first College came from that same University.

In passing, one might note that the University of Durham was rather well represented among our early appointments. To the first Master of Eliot one might add the foundation Professors of English and of Chemistry, the Librarian, and one or two others. There is no reason to read anything sinister into this appearance of a 'Durham mafia': the similarities between the two institutions simply made a move from one to the other attractive for staff who had found Durham a congenial place to be, and it was useful for the University to be able to tap this reservoir of experience. The similarities, incidentally, extended beyond the universities: both towns were small cathedral cities, and there had been a large migration from the mining communities of the Durham coalfield to that which had been opened up, earlier in this century, between Canterbury and the coast. Alec Whitehouse once remarked that if he sat in a train between Canterbury and Dover and closed his eyes, he could easily imagine himself, from the accents of his fellow-passengers, to be on the little train which once chuffed its way from Durham City down the Wear Valley to Sunderland.

Each of the Colleges was planned with study-bedroom accommodation for about one-half of the intended 600 student members, but the other half were expected to be full members in every other sense: in particular, communal study space was to be available for them there. The hope clearly was that, with the bulk of the University's formal teaching activities going on in the Colleges, and with study space of one sort or another available to all

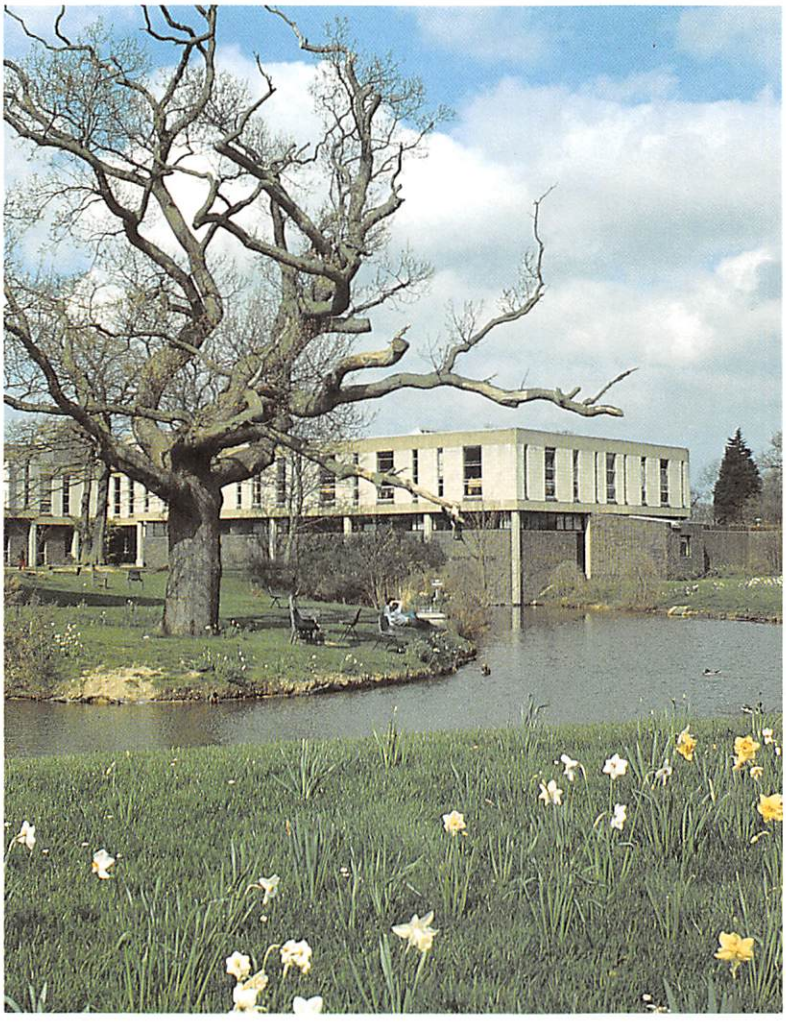
students, resident or not, devotion to study would become the most natural thing in the world – in one way or another, it would be going on all around, and it might prove contagious!

Much of the 'style' of the college system was going to be set by the personal influence of the first Master of the first College – which was still, at the time of his appointment, known as 'College A'. For this post, the University was able to attract a man who had already proved himself in a not-dissimilar role elsewhere. Alec Whitehouse, Reader in Divinity in the University of Durham (and an honorary Doctor of Divinity of the University of Edinburgh) had served for some years as Principal of St. Cuthbert's Society in Durham. 'Cuthberts' was, to be strict, the organisation for *non*-collegiate men in that generally collegiate university, but, apart from its lack of sleeping accommodation, it provided all the other collegiate amenities – catering, common rooms, tutorial oversight, and so on. Thus it was that Alec Whitehouse found himself taking up Geoffrey Templeman's 'broad brush' concept of the Kent Colleges (and the already half-completed first building!) and putting the detailed finishing touches to it.

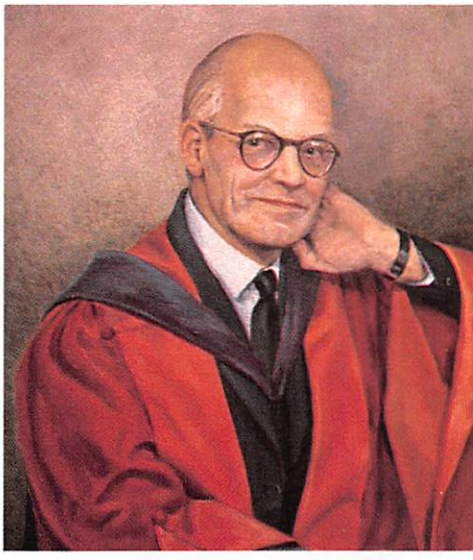
No family can function in a civilised manner without a set of conventions governing the behaviour of its members, and a 'family' of six hundred or so members – almost all of them new to it on the first day of the first term – could hardly manage without the rules having been committed to paper. The drafting of the first booklet of 'Information and Regulations' was one of Whitehouse's early tasks, and one which needed some delicacy of touch: how to steer the development of behaviour patterns firmly enough in the right direction without the booklet reading like the rule book for a Victorian Workhouse. What, indeed, *was* the right direction?

Looking back to the mid-sixties, one has sharply to remind oneself of the changes in attitudes in society at large which have occurred since then. At that time, the age of majority was still 21 and not only were students '*in statu pupillari*' but the University (which, for this purpose, meant the Colleges) clearly stood '*in loco parentis*'. Both Templeman and Whitehouse took very seriously the obligations which thus fell to the University concerning the welfare of students, and they were also well aware that in the world outside there were bodies, antipathetic to the new universities and all that they stood for, who would be only too glad to find a stick to beat us with. And although the eighteen-year-olds who arrived in that first October were really no different from those who would arrive as fully-fledged adults a few years later, their parents, for the most part, expected the University to take full responsibility for the welfare of their offspring, and were ready to complain bitterly if anything went wrong. In that first year, the University naturally lacked the stabilising influence of second and third year students, whose very existence normally provides living proof to the faint-hearted fresher that it *is* possible to survive the rigours of the whole process, and it was all the more important to get the social structure of the College on to a sound basis.

Our Colleges were innovative, in fact, in a sense to which one would hardly any longer give more than a moment's thought. Geoffrey Templeman had originally postulated five college units to take the University to a first 'plateau' with about 3000 students, and had assumed that this would probably mean three men's colleges and two for women. But what to do in



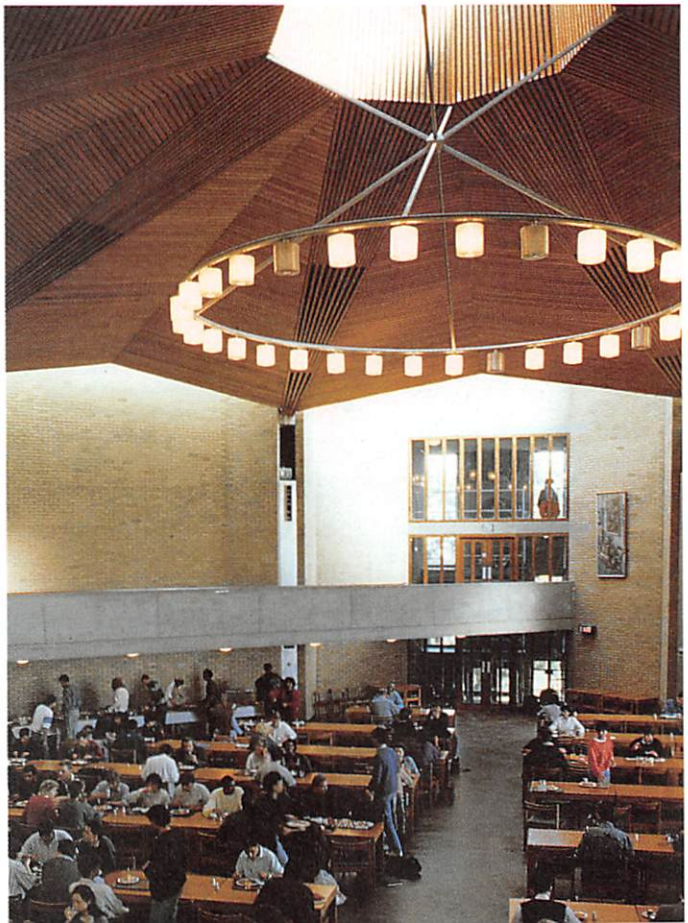
Keynes, the third college to open, departed from the style of Eliot and Rutherford by being lighter and more open, with courtyards of different sizes, a less spacious dining hall, and a curving pond, whose ducks have become something of an institution.



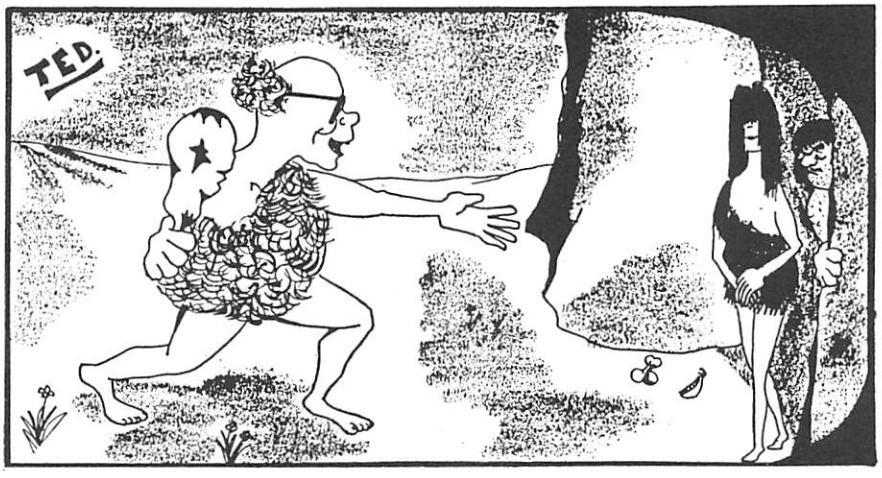
Prof. Alec Whitehouse, Master of Eliot 1965-69, and 1973-76, as portrayed at the end of his first term by Prof. Roger Jennison, President of the Canterbury Art Society.

Darwin, the last of the Colleges to be built, different yet again from the other three.

Eliot's Cloister Garden boasts a rose arch, introduced by the College's Master from 1976 to 1985, Dan Taylor, who was responsible for much of its landscaping.



The treatment of the ceiling of the Dining Hall in Rutherford, seen here, was rather more elegant than that in Eliot: the result is very attractive.



"I shall get very savage with anyone I catch breaking the privacy rule."—Prof. Cameron.

TED, the cartoonist for inCant in the first three years, was rather good at picking up remarks by those in authority and converting them into witty cartoons. The sentiments here attributed to James Cameron were soundly based and entirely reasonable. Perhaps the cartoon got the point across better than the words themselves would have done, although that was probably not TED's objective.

the first year, with only one College? After toying with various solutions to this conundrum, he came to the conclusion that this nettle might as well be grasped and the obviously changing social climate accepted: why should not the Colleges be mixed, and stay so? To separate the students according to sex would almost certainly have created difficulties over the distribution of senior members as between the Colleges in any case, simply because the proportion of women amongst academic staffs is substantially lower than in the student body. In 1964 this seemed a revolutionary proposal: it was said that this would be the first college or hall of residence in an English university to be so organised.* Whilst the traditional Oxbridge Colleges had, by that time, abandoned the requirement for women students to be chaperoned when visiting men's colleges, they still went to considerable lengths (high walls, not uncommonly topped with broken glass, for example) to maintain a seemly segregation of the sexes outside what were coyly known as 'permitted hours'. Arguably, the erection of such formidable barriers merely served to add extra spice to the eternal challenge, but what would be the effect if we removed the physical barriers completely?

In the first two Colleges, study-bedrooms were arranged in groups of six or eight on short corridors, functionally equivalent to an Oxbridge 'staircase', sharing shower, bathroom, pantry and so on, and each group was allocated to the one sex or the other. Alec Whitehouse's 'Information and Regulations' (it was never made very clear which bits were which) simply contained a three-line section headed 'Privacy' which read 'A member of the College or a visitor must not be in areas privately occupied by those of the opposite sex between the hours of 11 p.m. (12 midnight on Saturdays) and 9 a.m.'. This 'Privacy Rule', as one might have expected, was the target of student agitation from time to time, but even when the *loco parentis* aspect disappeared with the lowering of the age of majority to 18, the principle

* A number of Colleges of Education had, however, been using this format for some time, with no reason to regret it.

remained sound: however individuals might want to behave, they ought to accept an obligation not to inflict upon their neighbours unreasonable noise or other conduct likely to give offence. Noise can, without any doubt, be a serious problem in buildings such as these, but students were, of course, quick to point out that single-sex parties were liable to be at least as noisy as mixed ones, and there was, in any event, a separate regulation governing the making of unreasonable noise. By 1968, the 'must not' of the original rule had been softened to 'should not normally' and only if disregard of what was then described as a 'convention' would cause offence was it regarded as a breach of College regulations. Alec Whitehouse's original pamphlet was suffused with his own wry brand of humour, and much of it has stood the test of time. Some bits, however, seem to have been found too whimsical to survive, such as the injunction that 'to discourage small animals who cannot read these Regulations, all food in residents' rooms should be kept in mouse-proof containers.'!

In a long-established university there is a state (more or less) of equilibrium between those who make the rules, those who have the job of enforcing them, and those who are expected to obey them, and there will have grown up a set of conventions, understood by all parties, governing their application. Starting from cold, without this accretion of folk-lore, it is much more difficult to reach this happy state of equilibrium, from which it is comparatively easy then to make, in good order, such adjustments as are needed from time to time. In fact, our University and College regulations were a good deal less draconian than those technically in force at that time in, for example, the University of Cambridge,* but they nevertheless attracted the fire of the 'barrack-room lawyers' amongst our new recruits. Alec Whitehouse tried, in a friendly covering letter to incoming students, to set the scene for the regulations in terms of the need to 'cultivate a style of life which is both competent and pleasant, and not unduly pretentious'. His gloss on the ban on gambling on campus (the only vice explicitly mentioned in the regulations) – 'from this unique prohibition you should not deduce that assault, theft, slander, fornication or the illicit use of drugs will be tolerated' – certainly generated some absurd and unwelcome newspaper headlines, if nothing else.

A common complaint about universities (and of this one certainly no less than the general run) is that the attitude of the institution and its senior members towards the student body is too 'paternalistic'. In that very first year, a good deal of what must have looked like paternalism was probably

* Cambridge, of course, had a requirement (which we never tried to copy) for academic gowns to be worn on official university and college occasions – including attendances at lectures and visits to the University Library. So far, fair enough – a fairly harmless tradition, one would think. But the interpretation provided in the 1965 Undergraduate Guide to Cambridge goes on to explain that the gown must not just be worn, it 'must be worn in decent order and proper manner. It is not so worn if worn over a sweater or a shirt, or by ladies in trousers. (This last stipulation is sometimes revoked in extremely cold weather).' Amongst the prohibitions there was one (as with us) on gambling, and also one on smoking whilst wearing a gown! The lighting of bonfires was also prohibited. The mind can only boggle at the prospect of trying, *ab initio*, to sell such ideas to our troops!

inescapable, given the size of the initial student intake (said to have been the largest ever accepted in the first year of a British university's operation) for 'father' probably did usually know best. But as Guy Chilver once pointed out, paternalism is a slippery concept, best illustrated by reference to a verb which is conjugated somewhat like this:

I take a good deal of trouble over my students;
You are paternalistic;
They (tutors in general) are a lot of fussy old women.

In these matters it is very hard to strike the right balance. James Cameron, the first Master of Rutherford College, quoted in an article on Paternalism contributed (anonymously) by Alec Whitehouse for the student newspaper, *inCant*, claimed that an even worse social evil than paternalism was 'avuncularism' – the exercise by benevolent 'uncles' of power *without* responsibility for the consequences. He was probably right!

The tutorial system was seen at the start as one of the University's distinguishing features. Latterly, of course, it has become much more common in universities, although often organised at the departmental level. The role of the Tutor, as a sort of 'guide, philosopher and friend' to his group of tutees, has never been an easy one. Tutors are usually older and generally more experienced in the ways of the world, and often (though not always, perhaps) wiser than their tutees. Somehow they have to make themselves available as a source of advice without appearing to force it upon the members of their flocks. They also have to perform a tricky juggling act with the two 'hats' they have to wear: the tutorial hat, worn when trying to react with sympathy and understanding to the personal problems of students, and the academic hat, worn in the sometimes sterner capacity of teacher or examiner of the same students. There is obviously potential here for conflict of interest and it might be argued that it would have been preferable to have had a clear separation of these two functions, having them performed by different people. In fact, this conflict rarely seems to have arisen, and the potential disadvantages were judged to be outweighed by the advantages of bringing all the information about a student to a focus with a single person, who would then be best placed to look at his problems in the round. All too often one finds that the student who is in difficulties on the academic side has personal problems too: he is behind with the hire-purchase payments for his motor-cycle (which has broken down, anyway); the Police are chasing him over some traffic offence; his girl-friend is pregnant; and he has fallen out with his parents. A minority of students (happily, a small minority) seem to collect problems as other people have mice, and tutors provide the first port of call for them. Surprisingly often they can resolve the difficulties directly, but if not, at least they know where to point the student for more authoritative advice.

In retrospect, one aspect of life must have seemed excessively irksome – the system of

These forms, produced in triplicate sets, formed the basis of the rather cumbersome procedure for ensuring compliance with the regulations governing residence. The whole system was widely disliked by all involved, and it was eventually dropped.

EXEAT **RUTHERFORD COLLEGE**

To .....
(Tutor's name)

I expect to be away from College/Lodgings for the night(s) of

.....

My address will be .....

.....

.....

If absence involves missing obligatory classes the consent of the teacher concerned must be obtained before this form is filled in. The undergraduate's signature below will be taken to imply that this has been done.

From ....
(Signature) (Room No.)

This form must be handed in, together with any College keys, at the Porter's Lodge before leaving.

'exeats' to authorise absences from the University. It was a system adapted from the long-standing arrangement used by the older collegiate universities, in which terms were 'kept' by sleeping in one's college or licensed lodgings for the requisite number of nights, and the process of getting written authority to be away provided the mechanism for keeping the necessary tally. The University does, indeed, have an obligation to local authorities and others who provide student grants, quite apart from any direct academic considerations, to ensure that students are actually in attendance, and this was the prime justification for adopting the system. There was, however, a subsidiary objective in it. The ambition was to avoid, not only the 9-to-5 syndrome, but also the Monday-to-Friday attitude, and one needed to break the initial vicious circle: if too many students departed at week-ends, it would not be worth while to organise social activities; and if there was little social life then who could blame students who preferred to slip away to London or home for the week-end? Whatever the justification, the exeat system, with chits to be signed by tutors and checked in by the College Porter (or landlady, if resident out of College) on return, simply seemed too ponderous, and quickly came to be resented by tutors and tutees alike; it was not long before the formalities were greatly simplified.

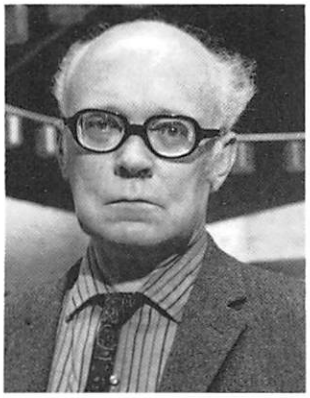
In addition to the exeat system there was an obligation placed upon students to visit their tutor at the beginning and end of each term. This had a two-fold purpose: it provided the basis for the University's certificate of attendance required by grant-giving bodies, but it also was intended to give an opportunity for a brief and informal review of academic progress (or lack thereof!). This was regarded by some students as an unwarranted interference with their freedom of movement. And it is by no means unknown for a tutor, with many other demands on his time, simply to leave the signing book on a chair outside his office door, with the gruff comment (implicit or explicit) that 'they know where to find me if they need me'. There is no gainsaying the fact that some academic staff are better fitted than others, by temperament and experience, to serve as tutors. Nevertheless, the system has proved its usefulness, and many a student, over the years, has been glad to know that there was someone to whom he could turn to discuss a problem – academic or personal – and get a sympathetic hearing.

Initially, the aim was to have tutorial groups of 20 or 25, and this implied that, at any given time, only rather fewer than half of the academic staff would be expected to take on this duty. In recompense, they received a small honorarium and, since it was hoped that tutors would play a catalytic social role for their groups, a modest entertainment allowance was paid as well. For some years this arrangement worked well: not all academic staff (selected primarily, after all, for their scholarly aptitudes, rather than for the sympathetic personality which makes a good tutor) were anxious to shoulder this sort of responsibility, and for those who did do so, the allowances, modest though they were, gave some recognition. In time, however, increasing financial stringency and the effects of inflation have combined to force a re-assessment, and latterly the University has moved to a situation in which tutorial duties are shared more-or-less equally amongst all staff, with the exception of the few who already hold major administrative offices. With the burden equitably shared, there is no longer any justification for an

honorarium as an inducement.

It should not be thought that the provision of help for students on non-academic matters begins and ends with the Masters of the Colleges and the Tutors, and from modest beginnings there have grown up five groups with major roles to play in this area: the Medical Service, the Chaplaincy, the Student Counselling Service, the Appointments Service, and the Accommodation Office. We shall return to them later in this chapter.

The idea that students and staff should regard their College affiliations as long-term ones has been mentioned earlier, but as successive Colleges came into use exceptions to this convention had to be made in order to get a sensible mix of members for the new additions. In 1966, about half of the members of Eliot were thus invited to move over to Rutherford, and in 1968 a third of the continuing members of each were invited to join Keynes. Darwin was similarly 'primed' in 1970. Possibly as a consequence of this repeated 'decanting' there was, in the early years, an impression that the newer Colleges acquired an increasing proportion of the disaffected and the rebellious, whilst Eliot tended to remain the home of those who had found its atmosphere congenial, and did not expect a move to lead them to a 'better 'ole'. There is a good deal of mythology about the differences of style as between the Colleges, but so many incoming students can see no rational basis for preferring one to another, leaving their allocation to be settled by the University, that these early differences must surely by now have been smoothed out.

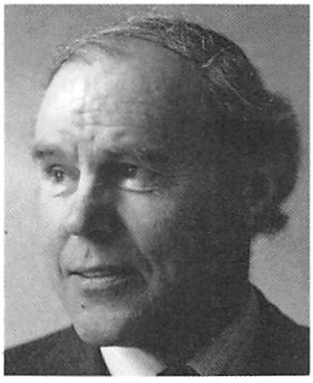


Prof. J.Cameron

James Cameron came from Leeds to be Professor of Philosophy and the first Master of Rutherford. He retired in 1971 and moved to Toronto.

For the first Masters of each College, Electoral Boards were set up in the same form as for a senior academic appointment, although their successors have been brought forward by a process of consultation and election within the College concerned.

We have already noted the appointment of Alec Whitehouse as the first Master of Eliot. For the second College, Rutherford, James Cameron came from the chair of Philosophy at Leeds to be Master, and to occupy a similar chair here. Cameron, in addition to his academic role as a philosopher, had had a long connection with adult education through the Workers' Educational Association, and he was far from unfamiliar with the problems of the real world. The College was due to open in October 1966, but Cameron was unable to move permanently quite so soon, and the fort was nobly held for him by two of the senior members of the College, Bob Gibson, Professor of French, and Chris Collard, Lecturer in Classics. Both, incidentally, have since served in their own rights as Masters of Rutherford.



Prof. R.Spence

Bob Spence, previously Director of the Atomic Energy Research Establishment at Harwell, joined us in 1968 as Professor of Applied Chemistry and the founding Master of Keynes.

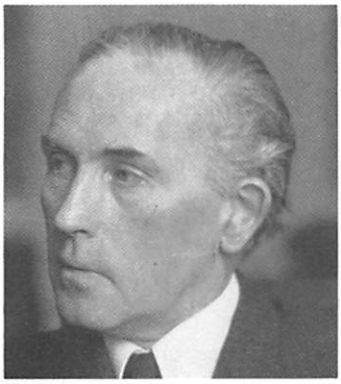
For Keynes, the third College, a happy accident of the right birth-date and a 'natural break' in his career, enabled the University to persuade Robert Spence, then Director of the Atomic Energy Research Establishment at Harwell to come to us as Master. Although one or two of us had known Bob Spence on a professional plane for twenty years or more, his appointment was something of a gamble. He had left academic life at the beginning of the second world war and, after a period with the RAF, had joined the government scientific service as Head of the Chemistry Division at Harwell, eventually becoming Director of the whole establishment there. How would he translate from the Directorship of one of the largest scientific research institutes in the country to the very different milieu of one of our Colleges? In

In 1985 a reunion dinner of the staff from twenty years before was held in the Hall of Eliot College, which attracted, amongst others, seven holders of the office of Master. They were duly lined up (with their wives, if available) and this photograph was the outcome. From the left, they are: Mrs. Helen Langhorne (née Donaldson, lecturer in English, 1965-74), Richard Langhorne (Master of Rutherford, 1971-74), Mrs. Mavis Todd, Professor Robert Gibson (Master of Rutherford, 1985 to date), Dr John Todd (Senior Lecturer in Chemistry, Master of Rutherford 1975-85), Emeritus Professor Bryan Keith-Lucas (Master of Darwin, 1970-74), Mrs. Jennifer Lyons (widow of Professor Leland Lyons, who had been Master of Eliot, 1969-72), Dan Taylor (Master of Eliot, 1976-85), Mrs. Matilda Taylor, Dr Shirley Barlow (Master of Eliot 1985 to date), and, finally, Emeritus Professor Alec Whitehouse (the first and the third Master of Eliot, 1965-69 and 1973-76).

Prof. Claire Palley, Master of Darwin 1974-82, now Principal of St. Anne's College, Oxford.

These four have the distinction of being the first, the last, indeed the only, holders of the office of Bursar of the four Colleges. Each had the job of getting the domestic organisation up and running (and each achieved what was needed in some style), but the post implied a degree of independence for the Colleges which fell victim to the economic realities of the mid-seventies. So, instead of having an across-the-board responsibility within a College, they were re-mustered as part of the central management, with responsibilities for particular aspects of the overall job. From the left, they are Leslie Harris (Darwin), Ray Charlton (Keynes), Barbara Harris (Bursar of Eliot) and Stanley Rogers (Rutherford). All four have now taken a well-earned retirement.

It is unusual to get the Masters of the four Colleges together in one place, and looking so cheerful! The occasion was a visit by The Times, *which ran a special report on the University as a supplement to its issue of 31 March 1986, giving particular attention to our collegiate structure. From the left, the Masters at that time were Bob Gibson (Professor of French and Master of Rutherford); Shirley Barlow (Senior Lecturer in Classics and Master of Eliot); John Butler (Lecturer in Politics and Government and Master of Darwin), and Derek Crabtree (Senior Lecturer in Politics and Government and Master of Keynes). The last-named is now by quite a margin the longest-serving of the Masters, being now into his fourth five-year term. He looks to be thriving on it!*



Prof. Leland Lyons, Master of Eliot 1969-72, moved to Trinity College Dublin in 1974 as Provost. He retired in 1981 and died in 1983.

Chris Collard reigned as Master of Rutherford for less than a year (1974-75), moving on to the Chair of Classics at the University of Swansea, where he has been ever since.

Peter Brown (Senior Lecturer in English) was elected Master of Darwin with effect from October 1987. One suspects that he does not incline towards taking himself excessively seriously (there is evidence from his theatrical activities to encourage this view) and this picture shows him with two of the 'props' without whom a College Master would have difficulty in coping: the Head Porter (left), 'Tommy' Barr, and the Chef (right), Jack Weisz.

the event, the appointment proved triumphantly successful, and there was a widely felt sense of loss when he reached the statutory retiring age on 30 September 1973, on the eve of his sixty-eighth birthday. Sadly, he was to survive to enjoy a mere two years of retirement. He had combined his Mastership with a chair of Applied Chemistry, and he brought to the College, to the Chemical Laboratory and to the councils of the University generally a useful breath of the air from the world outside our 'ivory tower'. Valuable though that was, what really set the seal on Bob Spence's tenure of the Mastership was the way in which he managed to combine a firm hold on the highest principles with warmth, generosity and gentleness in his dealings with people at all levels. Geoffrey Templeman, in reporting Bob Spence's death in his 1976 Annual Report to the University Court, echoed in a few heart-felt words a very generally-held sentiment:

> To us he was a friend and colleague who made a new college community in circumstances which would often have daunted a lesser man. I remember him with gratitude as one of the kindest men with whom it has ever been my privilege to work.

It had always been the intention that the Masterships of the Colleges should be held on fixed, and not over-long, terms, with the expectation that senior academics would be willing to devote a few years to such an office before returning full-time to their academic discipline. In the early years, it was scarcely possible to recruit such people from amongst the existing senior academic staff, who had only just been appointed with the essential task of getting their subjects established. Thus all the first three Masters were appointed, from outside the University, for that specific role, and all, being of self-evidently appropriate academic standing, were given the title of professor in their respective subjects. It was obvious that the process of creating a supernumerary chair in some subject or other at the rate of more-or-less one a year, could not, on purely financial grounds, go on for long, and by the time that Darwin, the fourth College, was due to come into use, in 1970, the Electoral Board was given to understand that a nomination of someone from outside the ranks of the existing staff would be rather ill-received by the University Council. Fortunately, however, it proved possible to persuade Bryan Keith-Lucas, Professor of Politics and Government, to take on the job. 'K.-L.', as he was commonly known, had been the first Deputy Master of Eliot College and had worked closely with Alec Whitehouse in setting it up; he was thus already very well familiar with the problems and their solutions. From this point forward, successive appointments have all been internal ones, and although the formal procedure has remained unchanged – appointment by the Council on the nomination of the Senate – a convention has grown up that the Senate would normally accept the advice of the Governing Body of the College (that is, the whole body of senior members) and the Governing Bodies have adopted procedures which, although differing in detail, all involve a process of very wide consultation with staff and students.

The business of choosing a name for each College in turn proved to be a quite extraordinarily difficult – even contentious – affair. When, as with so many Oxbridge Colleges, the foundation stems from some munificent gift, the answer is simple enough: one grits one's teeth (if necessary)* and

* It is said that, on occasion, even this has not sufficed: the prospect of being saddled with an unattractive name may have been sufficient to tip the balance against a generous proposed benefaction. Such a situation is far less likely to develop in the present financial climate.

Bryan Keith-Lucas, the first Master of Darwin, decided on medical advice to retire a little before his due time from that office, although he continued as a Professor of Politics and Government. This shows the affectionate farewell and presentation at that time, with the Vice-Master (and Acting Master during Bryan's illness), David Hutton, doing the honours.

During his master's Mastership, 'Bonkers', the Keith-Lucas family dog, had been a regular visitor to the College. So at this time he could not be forgotten, either, and a good juicy bone was provided for him. Here we have 'Tommy' Barr (Head Porter) and Dave Cornish (Chairman of the Junior College Committee) making the presentation.

commemorates the benefactor by adopting his name, or that of his patron saint, or his grandmother, or whatever would have pleased him. Where there is no clearly identifiable benefactor, and the name has to be chosen in cold blood, so to speak, it is far less easy. The Senate tried first of all to come up with a theme – Kentish towns, or distinguished men of Kentish origins or connections, let us say – from which a succession of names could be drawn as needed, but none of those proposed seemed to meet with much enthusiasm. It was, indeed, pointed out that the members of Colleges of later foundation might well look with some despondency on the residue of the list from which all the most exciting names had already been pre-empted.

Of course, it was almost inevitable that someone would find an argument against any name put forward, and the prejudices of individual members of the Senate were given free rein. For example, several earlier Archbishops of Canterbury had been scholars of note, and one could hardly look for a more clear-cut local connection; but by the time the anti-clerical faction, the pre-reformation supporters and those wanting a modern image for the College had had their say, there was really no sign of a consensus. Professor Powles suggested William Caxton – born in Kent, something of a technologist of his time, and an incomparable benefactor to scholarship and learning in every field – but it was Professor Chilver who suggested the eventual winner. T.S. Eliot had died in January 1965, just before a decision on a name for the first College simply had to be taken, and it would have been hard to think of a man of this century more worthy to be commemorated in this way. He had been amongst the outstanding defenders of humanity against the encroaching barbarism, as the Master of Eliot College was later to remark, in the course of introducing W.H.Auden as the first of a long and distinguished series of Eliot Lecturers. Mrs Eliot had gladly agreed to the University adopting the name of her late husband in this way, and the Senate duly recommended to the Council that the first two Colleges be named 'Eliot' and 'Caxton'. The Council accepted the first, but deferred a decision on the second.

A year later, Caxton seems to have been forgotten, and the committee charged with recommending a name for the second College (as well as finding a Master for it) found itself dead-locked between the medievalists and the modernists. Once again Jack Powles came up with a suggestion which, this time, was accepted and acted upon, that the late Lord Rutherford, the eminent physicist, should be honoured. Presumably as a sop to the losing factions, the committee recommended at the same time that College 'C' should be named 'Richborough' or 'Anselm', but two years later, when the issue became a live one once more, the Senate started again from first principles, and invited suggestions. The Committee of Deans reported that it did not like any of the half-dozen or so proposals it had received, and suggested 'Anselm'. The Senate split exactly equally when the proposal was put to a vote, and the matter was remitted to the General Committee. The preference there was for 'Keynes', and this was endorsed by the Senate and accepted by the Council, but only after Walter Hagenbuch, the Dean of Social Sciences, had assured the assembled members that it would be quite wrong to hold Lord Keynes responsible for any posthumous mis-applications of his theories!

Darwin

Eliot

Keynes

Rutherford

Sketches by the cartoonist, John Jensen, of the four distinguished men after whom our Colleges have been named.

For College 'D', the process was started by the University's 'house magazine' FUSS – Forum for University Staff and Students – which ran a competition for a name. Needless to say none of the entries was actually adopted (although a few were perfectly serious) but we might note one or two of the more apt. A. E. Barnacle, a Natural Sciences undergraduate, suggested *Princess Annexe* ('just to show there are no hard feelings') – there had been a persistent (but apparently quite unfounded) story in the press to the effect that Princess Anne was applying for admission as a student. Ken Poole, Senior Lecturer in Local Government, submitted two particularly appropriate suggestions: *Tyler* ('obvious geographical associations, tribute to an early rebel and a permanent reminder of the sticky end awaiting peasants who revolt') and *Dalton* ('after the Labour Chancellor of the Exchequer who followed, but failed to learn the lessons of, Keynes: an eminent pedestrian*').

When the matter was taken up in earnest, there was again a vigorous debate. By this time, Bryan Keith-Lucas was already Master-elect, and he chaired an interim College committee, which had a majority of student members, and which proposed the name 'Becket'. The Senate, in February 1970, asked the committee to think again: was not 'Anselm' a better choice than 'Becket'; and what about 'Russell' – Bertrand Russell had, coincidentally, died on the day before the Senate meeting. The committee reported back to the effect that they still preferred 'Becket', but when the Senate voted on the matter, 'Russell' won by a 2-to-1 majority. Poor Anselm, surely the most notable scholar amongst the pre-reformation Archbishops, began to look a born loser! Bertrand Russell, without question, was a scholar of great distinction, but his *public* image was that of a political activist, rather than that of a scholar. It cannot be denied that his political activities did not endear him to a substantial faction amongst the members of both the Senate and the Council, including, indeed, the Master-elect of the College which would have borne his name. In addition, his rather colourful early life was felt to leave something to be desired when it came to the setting of an example to be followed. The Council, at any rate, emphatically did not like the name 'Russell', and referred the matter back to the Senate. Lord Cornwallis, the Chairman of the Council, was heard to remark that he was quite glad not to

* The original plan for College 'D' made no provision for a car park, although one was added to it later.

have to make a choice between a 'turbulent priest' and a 'turbulent professor'! Perhaps by now the Senate was becoming bored with this too-long-running saga, and in any event they had very much on their minds the disruption of the University's work then being caused by student unrest. It was thus agreed that the contentious names 'Becket' and 'Russell' should not be considered further, and that the whole matter should be settled by a postal ballot of the Senate. There were seven names on the ballot paper, including that of the eventual choice, 'Darwin', suggested by the Master-Elect.* Charles Darwin was a man with a long association with the County and his was a name obviously worthy of commemoration, especially in the year in which undergraduate studies in the biological sciences were to be introduced into the University. And so we have Darwin College.

Was all this argumentation worth the expenditure of academic time and mental effort? One could say, with Alec Whitehouse, that one does not have to fuss too much about any deeply symbolic significance in names: what is important is to have a euphonious label – suitable for shouting encouragement to College teams! On the other hand, each of the connections has, in its own way, brought benefits to the Colleges and to the University. Particularly has this been the case with Eliot: Faber and Faber, the firm which published Eliot's works, and which he served for many years as an editor and as a director, have very generously funded an annual series of short courses of lectures, on themes related to the very wide spread of Eliot's intellectual interests. These have brought a succession of distinguished scholars to spend a week or so in the University. Many of the lectures have been broadcast, and generally they have been published by Fabers as collections of essays. Mrs Eliot remains to this day a good friend of the College and a very welcome visitor to it, as do Eliot's old colleagues at Fabers. Keynes College has maintained connections with Keynes's family, and they, with Macmillans, the publishers, have supported a series of biennial 'Keynes Seminars' on themes related to his work. Darwin and Rutherford have, perhaps, now been dead too long for their one-time publishers still to feel an obligation to provide the sort of support which Fabers have for the Eliot Lectures.

With the exception of Darwin, who had spent much of his life in the county, none of the eminent men whose names have been appropriated in this way had a very strong local connection: Eliot, of course, wrote 'Murder in the Cathedral', Rutherford (if one could stretch a point) studied at Canterbury College – but it was, of course, the New Zealand Canterbury. But Eliot and Rutherford, in particular, epitomised the desire of our Founding Fathers to see bridges built between the traditional academic disciplines. Rutherford's early work was not only important for Physics but also laid the foundations on which so much of the modern edifice of Chemistry has been built. It tends to be conveniently forgotten by both chemists and physicists that Rutherford's 1908 Nobel Prize was the Chemistry prize, not that for Physics, and in the interests of inter-disciplinary harmony we ought to forgive him for the aberration which, later in his life, led him to rate chemistry roughly on a par with stamp-collecting!

* The other six names suggested were Attlee, Conrad, Elgar, Maitland, Marlowe and Tyler.

With the University having reached a student enrolment of around 4000, one might expect, on the original assumptions, that there would now be six or seven colleges. That we should have stopped short with only four has arisen from a combination of circumstances. Shortage of capital was undoubtedly one; a steady drift in the economics of the domestic side of the business, favouring larger units, has also helped. But what also became evident over the years was an increased desire amongst many students for a more independent style of living. Year by year, the Accommodation Office has managed, in spite of gloomy prognostications, to drum up a sufficient supply of lodgings, but bed-sitters and flats have never been available on the open market on a scale to meet the demand. In 1979, therefore, the University, having explored various possible ways of funding additional Colleges, decided to embark upon a sizeable programme of building of self-catering units. These too need capital, of course, but provided they were so constructed that they could, *in extremis*, be sold off to the general public, it was possible to raise mortgages on the commercial market to cover much of the cost. This is just the sort of occasion on which the help of the lay members of the Council is invaluable, and the University owes a particular debt to Mr (now Dr) Jack Aisher who did sterling work in 'oiling the wheels'. Although the risk of not being able to let the houses thus built at Park Wood is miniscule, one can understand the lenders' desire not to have their funds tied up in such a form that they could not recover them if the impossible were to happen. A College which could not be filled would be a very different proposition: it would hardly be saleable for any other purpose. But the Park Wood houses are fairly standard small houses, arranged to take five students each, with sharing of the domestic facilities, and they provide in all almost as much 'study bedroom' accommodation as three further colleges would have done. Students resident at Park Wood remain members of one or other of the Colleges, in the same way as those in lodgings; they have the added advantage of being within easy walking distance of the centre of the campus.

Dr J.E. Aisher

Jack Aisher, a long-serving member of the University Council, was especially useful to us in helping along the negotiations for the funding of the self-catering student accommodation at Park Wood.

Little has been said so far about the college buildings. Holford's original campus plan, as has been noted, provided sites for ten colleges, but these were entirely notional circles of the appropriate area, merely to show that so much accommodation could be put on to the site. His first sketch for the first college did not find much favour, for two reasons: it was so large that it could not have been built in a single stage, given the constraints on capital expenditure. Perhaps more seriously, it had a disproportionately large allocation of teaching space, and this would have permanently distorted the distribution of senior members between the Colleges. A hasty re-design was then undertaken, largely by one of Holford's younger associates, Anthony Wade, who was later to become Head of the School of Architecture in Canterbury, but was to die, tragically young, some twelve years ago. Effectively, this design was the one followed for both Eliot and Rutherford: the planning for the latter had, of course, to be 'frozen' and work started on the construction some time before Eliot was handed over by the contractors, so there was little opportunity to have experience of the operation of the first College built significantly into the design of the second. There are differences in detail, of course, partly determined by the contours of the site, and Rutherford is, in any case, more-or-less a mirror-image of Eliot. They are highly compact

Mr A.A.G.Wade

Holford's associate, the late Anthony Wade, was largely responsible for the design of the first two colleges – Eliot and Rutherford.

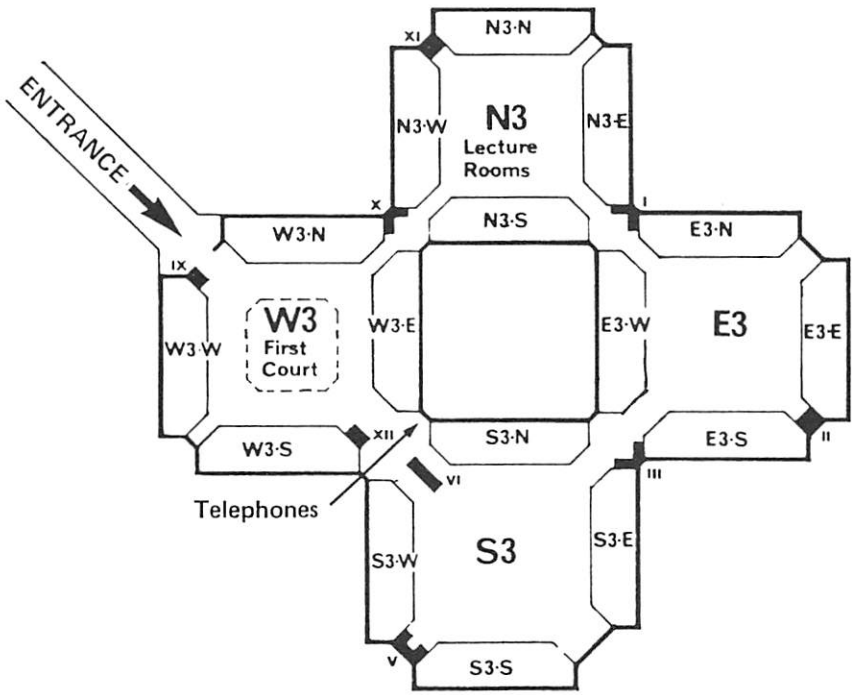
buildings (which is economical of heat, but extravagant on artificial ventilation) and perhaps rather claustrophobic. From the town – even better from across the Stour valley – they do very effectively punctuate the sky-line, and amply fulfil Holford's instructions to have regard to the impact of the University on the local visual amenities. In each College, the Dining Halls are especially impressive features, with vast windows in the South elevation, each lined up on the Cathedral's Bell Harry tower.

For Keynes College, a different firm of architects was engaged – Messrs Farmer and Dark, with W.A. Henderson, later to be the University's Consulting Architect, as the responsible partner. A very different style of design emerged, much lighter and more open. By this time, the UGC's expenditure norms were being drawn appreciably tighter, and economies had perforce to be found. In particular, individual wash-basins in study bedrooms were omitted and replaced by communal 'ablutions' for groups of ten rooms or so. Against that, each such group had a small common room, a facility lacking in the first two colleges. For Darwin, two years later still, the design which emerged was different again, this time by H. Faulkner-Brown of Newcastle, who had just designed the Sports Hall. Once more, economies had to be found, although this time the wash-basins survived. What is pleasing is the way that each of the Colleges has ended up as a thoroughly attractive and habitable building, in spite of the far from negligible progressive turning of the financial screw. All of them manage, by skilful siting and orientation, to make the best use of the magnificent view over the old city.

The reader may be mildly surprised by this harping on the style of provision of ablutionary facilities, but this has become a vital matter for reasons which have nothing to do with the educational purposes of the University but a very great deal to do with the economics of running the colleges: during vacations, it has become imperative that the maximum possible income be raised by 'taking in lodgers' – conferences which may or may not have some relevance to the University's academic interests, summer schools, or simply groups of holiday-makers. Such people care about this sort of amenity, whereas students were presumed (no doubt incorrectly) not to. As Bursars of Cambridge Colleges used to say, term only lasts eight weeks (or, with us, eleven)! One result of the need to maximise income in this way has been that students who for one reason or another need to stay in residence during vacations – graduate students and some overseas students, for

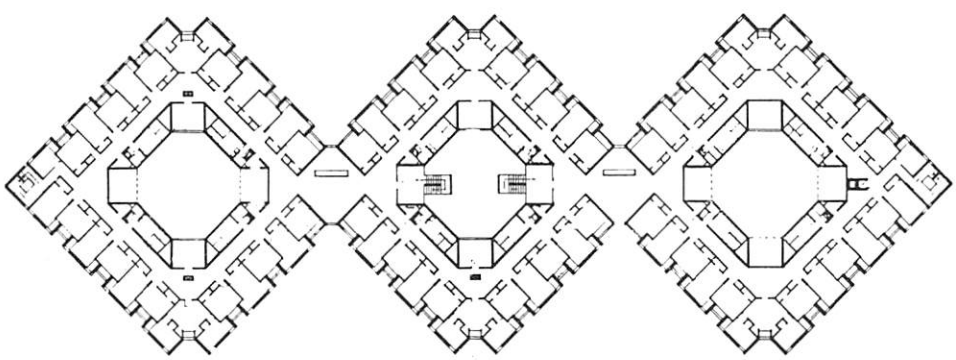
It has proved difficult even to get anyone to admit to the existence of the original main gate of Eliot, but the camera cannot lie: this photograph, taken 'contra jour' and lacking detail in parts, shows very clearly the welded steel contraption which was closed every night. It was ugly, noisy, heavy and left the Porters' Lodge a very draughty place. And for every late-returning member of the College it had to be unlocked, opened and closed again. It would have done justice to the high-security wing of a prison!

It did, however, give the impression to fond parents when they deposited their daughters at the College at the beginning of term that they would at least be safe at night. No-one drew their attention to the fact that the 150 or so damsels would be locked in with a similar number of lusty young men!



This cruciform layout of Eliot College (and equally, of Rutherford) was not, as some commentators were inclined to suggest, intended as a symbol of some supposed connection between the University and the Church. Rather was it the solution proposed by Anthony Wade (Holford's associate responsible for the design) to reconcile the need for some 300 small study-bedrooms with the requirement, within the same building, for four large, distinct, types of common spaces — dining hall, the associated kitchens, common rooms, and teaching rooms.

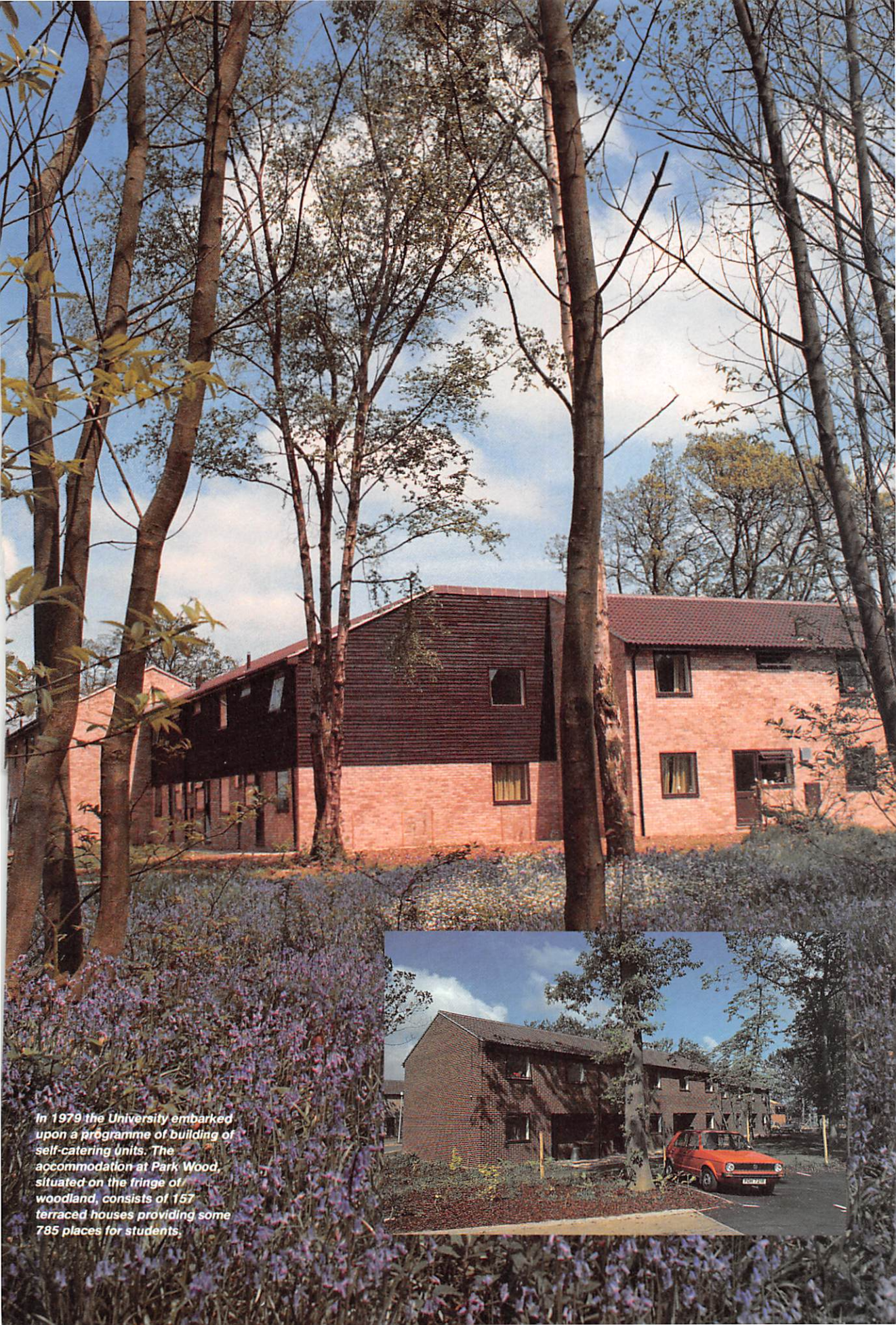
Before joining Holford's team, Wade had studied at the University of Pennsylvania under Louis Kahn, the distinguished American architect, and he can hardly have failed to notice the form of Kahn's highly acclaimed design for a residential block for the near-by Bryn Mawr College (see sketch below), reckoned by some to have been one of Kahn's most significant works. The detailing and finishes of the Bryn Mawr building were quite a lot more lavish than could be achieved under UGC norms, but the underlying principle was a good one. However, simply to extend this arrangement by adding one or more blocks in similar fashion would have created inconveniently long internal corridors, and Wade's ingenious and elegant solution was to join four square blocks by adjacent, rather than diagonally opposite, corners, so that the fourth block joined up again with the first. The resulting building minimised corridor lengths whilst maximising the access of study-bedrooms to light and air. The 'cores' of the four blocks provide for the four distinct functions mentioned above. The dining hall, rising through three floors of the building, is notable for the large window in the southern aspect, giving impressive views over the city below.



This aerial photograph, taken just before the arrival of the first undergraduates in October 1965, shows the limit to the extent that the campus had by then been civilised. It shows clearly, in the structure of the partly-built Rutherford College, the way that the study-bedroom and office 'cells' were wrapped around the cores of the four square blocks which made up the first two Colleges.

example – have often had to be moved from their own colleges into Keynes, so as to free the maximum number of the more readily lettable rooms in the other colleges.

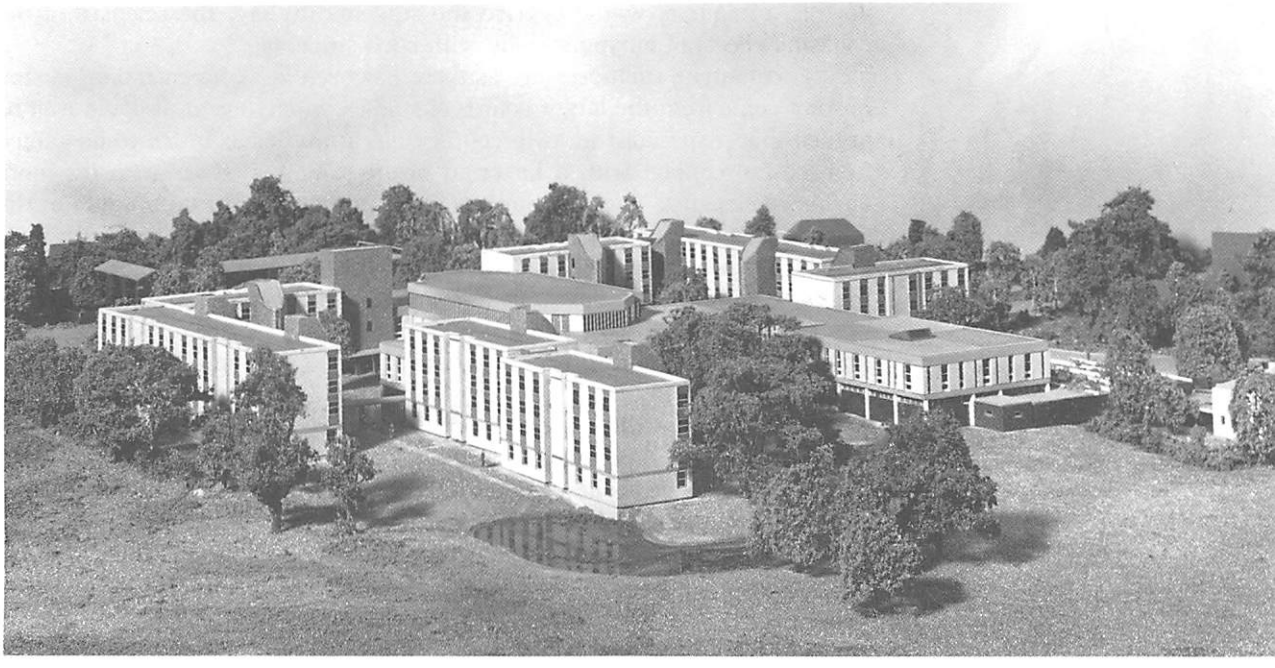
The idea that each College should be, in Geoffrey Templeman's phrase, 'a microcosm of the whole University' has, on the whole, held up remarkably well. There have, of course, been attempts to subvert the principle, but provided they were small in scale (and they were) the system has proved resilient enough to cope. The idea, of course, was not a new one, stemming from the arguments spelt out by Cardinal Newman, a century earlier, in his *The Idea of a University:* a good mix of students at the social level will go a long way towards ensuring a fair measure of self-education, of 'enlargement of the mind'. And this has to imply a similar mixing for the senior members too, for otherwise the idea of a tutor being able to span the academic and the social aspects of a student's life would inevitably break down. If, for example, all the teaching staff in a subject like English were to concentrate in, say, Eliot College, then there would have to be a parallel concentration of their students unless the tutorial system were to be subjected to very severe strains. And to



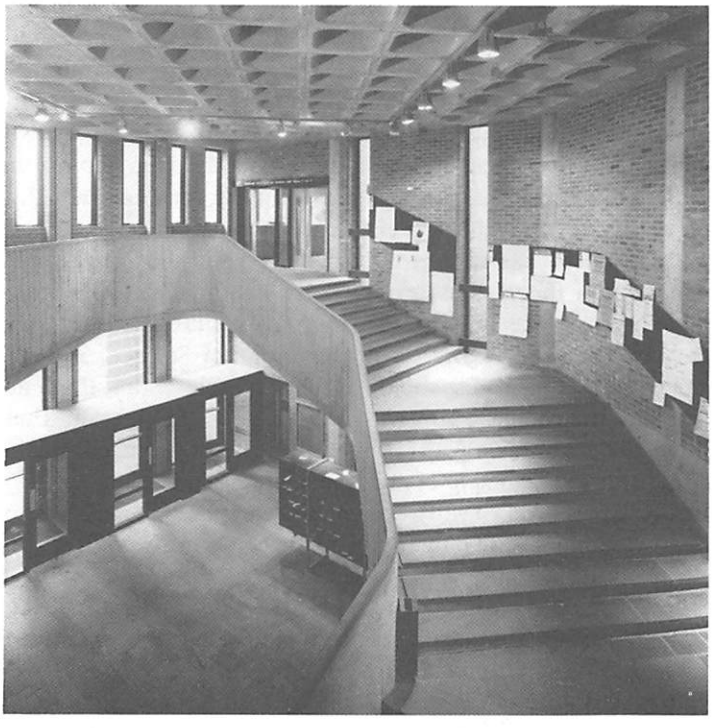
In 1979 the University embarked upon a programme of building of self-catering units. The accommodation at Park Wood, situated on the fringe of woodland, consists of 157 terraced houses providing some 785 places for students.

Darwin, the last of the Colleges to be built, began a programme expanding its accommodation in 1988.

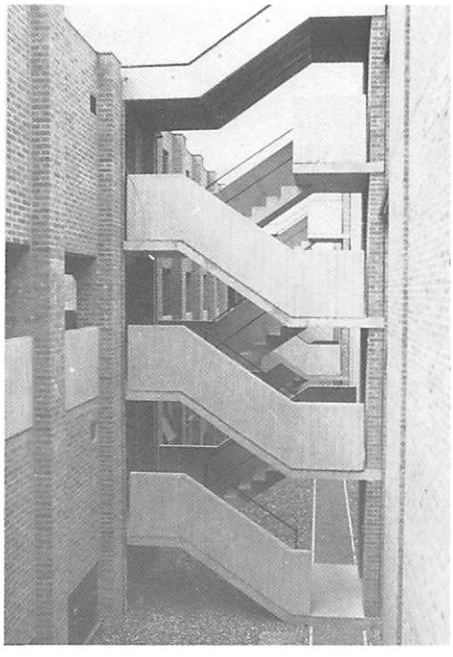
Hothe Court Farm was purchased by the University in 1969. The farmhouse, which was in a bad state of repair, was subsequently converted into accommodation for postgraduate students.



This overhead view of a model of Keynes will emphasize how different was the approach of Farmer and Dark's team under Bill Henderson to that of Holford's colleagues.



The main staircase leading up from the entrance hall of Darwin is a particularly notable feature, which caught the eye of John Jensen.



Different yet again was Harry Faulkner-Brown's design for Darwin. The layout of the study-bedroom wings here follows much more nearly the Oxbridge 'staircase' pattern, although the linking cloisters are one-and-a-half floors up, which minimises the amount of stair-climbing which has to be done. The 'stem' of the Y- shaped building houses the communal functions – dining hall, common rooms, lecture rooms, and so on.

do this, of course, would deprive the students in, say, the sciences of the civilising effects of mixing socially with such students.

Fortunately, such pressure as there has been for 'concentration' of staff has not come from the larger boards of studies. In any event, it could well be argued that a specialist in 18th century literature has as much to be gained from casual contact with a historian of the same period, as with his more obvious colleagues. Such encounters have indeed proved fruitful. Staff in the sciences have the best of both worlds: they are able to commune with their immediate colleagues in the laboratory buildings, where their offices are, and their College memberships provide a valuable diversity of contacts at other times.

The real problems arise in two areas: in the very small subjects and in those where the traditional working habits are akin to those of experimental scientists, relying on frequent informal contact with colleagues. In a subject with very small numbers of staff one could well find that the literal pursuit of the 'microcosm' principle denied them any casual contact at all with their fellows. The numbers of both staff and students in such a subject will be so small that the disadvantages of 'concentration' will be negligible. Subjects with 'quasi-scientific' working habits – mathematics and some of the social science areas especially – pose more difficulty. The matter came to a head already in 1966, with the need to divide the seniority of Eliot to provide for the seeding of Rutherford. The Mathematicians made a case for their contingent to be split into the pure and the applied – one half to stay, the other to move. It fell to the present writer, as Dean of the Faculty which then included Mathematics, to negotiate this arrangement. It had seemed to him quite unexceptionable – there was no problem of tutor–student mismatch, since the undergraduates were not so differentiated, and it could hardly matter if a Lecturer in English had his casual common-room contacts with mathematicians restricted to the pure or the applied, as the case might be. No: the whole concept was simply seen in some quarters as the first step on the slippery slope leading down to 'departmentalism', and the acrimony which it aroused remains to this day indelibly burnt into his memory.

Latterly, this problem has largely solved itself with the provision of dedicated accommodation for various groups – the Mathematical Institute, the Computing Laboratory, the Institute of Languages and Linguistics, the Unit for the History, Philosophy, and Social Relations of Science, and the Institute of Applied and Social Psychology, for example. Staff thus accommodated give up their offices in the Colleges, but they retain their membership, of course. In this way, the perceived professional needs of the staff are reconciled with the principle of our Collegiate organisation.

At the start there was a very firmly entrenched view that the business of eating together was essential to the building of a true community spirit within each of the Colleges, and students were expected to dine in each evening, whether or not they were resident in College. This expectation was reflected in an inclusive fee, with very limited provision for rebates for meals not taken. With hindsight it has to be said that this was an unrealistic scheme: even for students in lodgings in Canterbury, and yet more so for those out on the coast, the burden of unnecessary travelling was perceived to be unreasonable. There was, of course, study space in each College for its non-resident

Photo: Kentish Gazette

In the early days, meals were a fairly elaborate affair: self-service from a servery attached to the kitchens for breakfast and lunch, with waitress service for dinner, in two formal sittings. This picture is of the servery in Eliot at the start of operations in October 1965.

members, but to expect students regularly to work there until dinner time implied a degree of regimentation which could not be achieved. In fact, this ditch proved a singularly inappropriate place in which to make a last stand, and what might otherwise have been, on the part of the College authorities, an orderly retreat to prepared positions has proved instead to be more in the nature of a rout. 'Commensality', in the sense of the whole of a College 'Family' regularly eating together, has all but been abandoned progressively over the years. More liberal provision for signing out from dinners was followed by 'pay as you eat' arrangements and various modifications of a widely disliked 'Catering Scheme' which rewarded regular eaters with reduced prices.

A major part of the problem arose from two aspects of the economics of catering. The value of the standard student grant notably failed to keep pace with the effects of inflation on the Colleges' domestic costs, and this imposed strains on the system which eventually proved insupportable. And it has to be said that there was a powerful reluctance on the part of the student body to accept the existence of a trade-off between price and freedom of choice – to eat in or not on a particular occasion, and to have a wider choice of menu.

The outcome is that staff and students alike now eat in whichever of the four dining halls happens to take their fancy (and also happens to be functioning – at week-ends and in vacations some are taken out of service in the interests of economy or for the use of conference visitors, etc.). Nevertheless, a good deal of the hoped-for spirit of community does remain, in spite of the erosions brought about by the facts of economic life which have, incidentally, been widely regretted by students, academic staff, and the College domestic staff, who develop remarkably fierce loyalties. That having been said, there remain good College men (and women) and others not so good. Clubbability cannot be imposed by edict.

It was accepted from the beginning that eating together as a means of

As time went on, the preferences of the customers changed and variations in the style of provision of food began to emerge. Keynes perhaps led the way by instituting a 'salad bar', and later a 'fast food' outlet. Whatever next?

generating a community spirit would only work if attractive meals were available, and a brave attempt was made to ease the well-known problems of 'institutional catering' by providing each of the Colleges with kitchens which were really rather well equipped and staffed. This, of course, impinges directly on the financing of the Colleges, and on this topic a word would be in order. The UGC's rule is that the domestic (i.e. catering and residence) side of the University's accounts must be self-balancing, and not subsidised from the funds provided by the UGC for academic purposes. In recent years, this requirement has been pressed with increasing firmness, and compliance with it has been a subject of inspection by the officers of the Comptroller and Auditor-General, Parliament's watch-dog on the spending of public money, who, since 1968, has had the right of access to universities' books. In the traditional format the separation of functions is clear enough, and there is not much room for argument about the proper apportionment of income and expenditure as between Halls of Residence and departmental buildings. But, for our Colleges, with the two functions so intimately intertwined, how does one apportion the costs of maintenance, heating, lighting, cleaning, portering, and so on? There is clearly an area of genuine uncertainty here, and the Finance Division of the Registry have had some fascinating debates over the years with the C&AG's officers. At the beginning, though, the C&AG was not involved and there was a strong desire to get the Colleges launched in good style; as a result the uncertainties were pushed as far as was thought possible in favour of the domestic side of the accounts. Whether it was wise to do this is a matter of some argument: it undoubtedly gave the Colleges a good start in life, but it made the later descent to reality (already getting harsher by the year) a more painful process than it might otherwise have been. And, as has been said, the resulting problems have been compounded by the failure of the standard student maintenance grant to keep pace with inflation over this period.

The running of the domestic side of the colleges came initially under the supervision of the respective College Bursars, and each College jealously guarded its independence in these matters. A Bursar who was more successful than another in attracting vacation business was able to apply the profits to the easing of the lot of his or her term-time 'customers'. This, of course, was hard on those Colleges which, for reasons quite beyond their control, were less attractive for vacation letting. In any case, a simplistic, free-market, view of this scene is deceptive: it ignores the absence of a constraint which would apply to four restaurants or hotels in the High Street – where redundancy or bankruptcy awaits the unsuccessful. With us it would be the University as a whole which would be ruined, and the highly-prized independence of the Colleges simply could not for long go unfettered. In addition, the business of vacation letting for conferences was becoming, nationally, rather a cut-throat affair, and needed more central direction, with a professional organiser to run it on behalf of all four Colleges.

It was against this background that the need was seen to appoint a second deputy for the Vice-Chancellor, to have special responsibility for College and welfare matters, a topic to which we shall return in the next chapter. The re-organisation which was thus master-minded by Mark Kinkead-Weekes included the appointment of a 'College Services Manager' with the task of pulling the organisation together and, in particular, of stimulating vacation business. This Stephen Ware did with great vigour and

Mr S.C.Ware

Stephen Ware came to us in 1975 from the University of Keele to fill the post of College Services Manager. He had the difficult task of implementing the radical reorganisation of the domestic side of the college organisation. It was not a job to guarantee instant popularity, but by the time he left us, in 1980, the new arrangements had settled down, the College finances were on a much sounder footing, and there was general agreement that he had successfully achieved a necessary, if painful, re-structuring.

'Union slams catering scheme' the* Incant *headline says. Well, they would do that, wouldn't they!

enthusiasm, but the increasing centralisation of control of the domestic side of the college operations was a source of great grief to many senior members and to not a few students as well. There is no doubt that this re-organisation made the Colleges distinctly less cosy, self-contained communities, but, in retrospect, it is clear that in the circumstances of the time it was inescapable. Over several years the process has continued until now there is a very high degree of centralised control, which has made possible a substantially more economical style of operation, although with some loss of amenity, undoubtedly; the Colleges, however, seem to have adapted surprisingly well to their more straitened circumstances.

From the start, a need was seen for a mechanism to coordinate the policies of the separate Colleges, and a University Ordinance provides for there to be a Committee of Heads of Colleges, with the Vice-Chancellor or one of his deputies as chairman. The terms of reference of the committee were very widely drawn, but one specific function was to determine, in consultation with the Deans, the distribution of junior members between the several Colleges. In fact, this particular matter and the parallel question of the distribution of senior members, has hardly exercised the committee at all, having usually been settled at an administrative level. But that is not to say that the committee found itself with little to do: there are many points where a smart student body could play off one College against another, especially in the matter of getting relaxations in the College rules, which had been drawn up separately for each one. One Chairman of this committee was heard to warn his successor, on handing over, that on almost any topic he could guarantee that the four Masters would divide two-and-two. But never, he added, the *same* pairing! Leaving aside any strict mathematical analysis of this statement (there are, after all, only three different ways of dividing four people into two pairs!) one has to register a sympathetic understanding of the underlying point. One had four highly articulate people, each trying to represent the views of a hundred or so senior members and more-or-less a thousand students, and it was not surprising that there were sharp differences of view, especially when it came to questions concerning the centralisation of the domestic services, which touched on points which really mattered – the provision of meals!

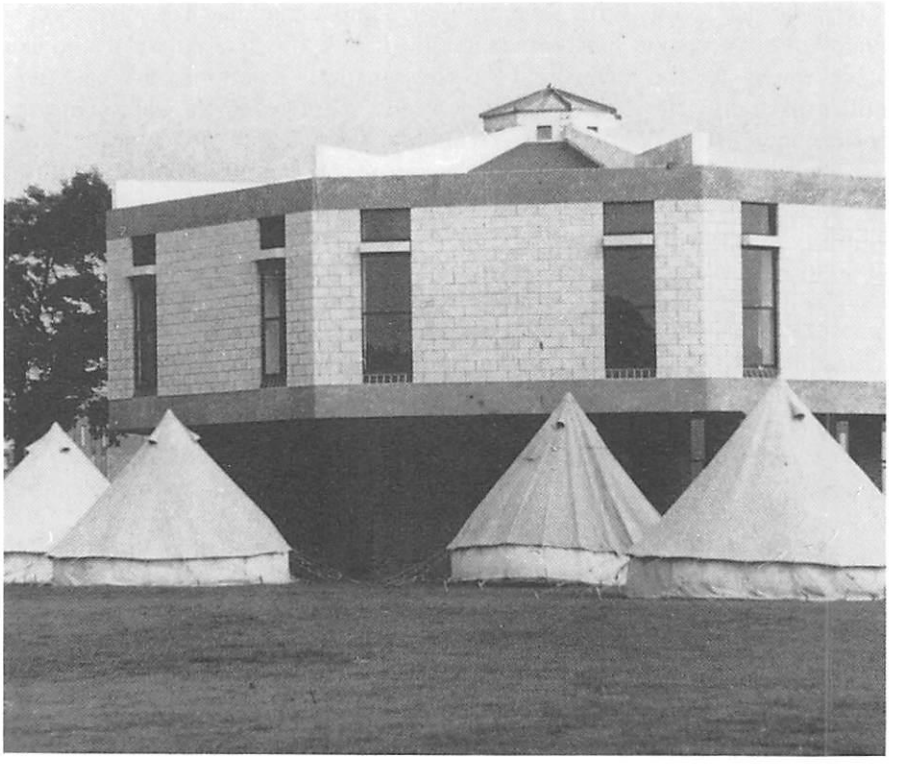
As mentioned before, the early years saw little in the way of serious attempts to coordinate matters on the domestic side in any detail – each College went very much its own way. Later, as it became clear that this was an unaffordable luxury, a Bursars' Committee was set up, under the Chairmanship of Richard Langhorne, then Master of Rutherford. This was succeeded, as part of the reorganisation following the appointment of Mark Kinkead-Weekes as Pro-Vice-Chancellor, by a College Services Management Committee, initially chaired by him, later by John Todd, who had by then become Master of Rutherford. This was a brave (and by no means unsuccessful) attempt to bring some democracy into the management of the domestic services of the Colleges. The committee, having to represent several constituencies in each of the four Colleges – seniority, students, and non-academic staff, especially the domestic workers directly involved – was rather large and unwieldy, and it required some tact and persuasion each year to get agreement on a pricing policy. But this seems to have been managed – often,

it must be said, only at the eleventh hour – and something like solvency for the domestic accounts has been maintained. This has really been a notable achievement, for the interests of the constituencies mentioned are basically rather different. The student members tend to arrive with a mandate to ensure that prices do not rise (preferably, even fall!); the domestic staff representatives have a very reasonable concern for questions of job security; the senior members have to wrestle with their consciences, and choose between short term advantages – cheaper food, jobs maintained, and peace and quiet on all fronts – and long-term solvency for the system. One has in the end to resist attempts to square the circle using slogans like 'Not a penny more! Not a worker less!'. And popular though it is in the short term, any use of accumulated balances to postpone price increases simply builds in the most terrible difficulties when reality catches up and the books have to be balanced on the current account alone.

Mention was made earlier of several groups concerned in one way or another with student welfare and, although they are not formally part of the College system, a few more words about them would be in order here.

The Medical Service really combines two distinct functions: it has what might loosely be termed a 'public health' responsibility, which cannot be evaded when there are, in each College, several hundred people living in such close proximity, and it serves generally as a source of advice for the University on health matters, including occupational health questions relating to employees. But it also offers a General Practitioner service to the university community generally, and students are encouraged to register themselves with it on arrival. There is no compulsion to do this – nor could there be – but there are clearly gains in efficiency if these two aspects of the service can be run together. It is obviously convenient for student patients to have the Medical Centre on the campus, too. Occasionally, this combination of functions has raised in some peoples' minds the problem of potential conflict of interest: can a student's G.P. maintain the proper confidentiality of his relationship to his patient, and at the same time act as adviser to the University? The answer appears to be 'yes' and it is surely the only possible answer in these circumstances. From time to time this had the effect that College or Faculty officers have been given less information about a student's state of health than they had thought they ought to have, to their occasionally ill-concealed fury. But in calmer moments it is realised that the G.P. is simply walking a very difficult tight-rope, and managing not to fall off.

The service started in 1965 with two members of existing local practices, Doctors John Cheese and Grahame Miles, as part-time University Medical Officers. With the growth in size of the University, it became clear that this arrangement was going to be satisfactory for none of the parties involved, and Grahame Miles was appointed in 1968 as a full-time Medical Officer. John Cheese continued for some years on a reduced part-time basis, providing 'locum' cover, and later an additional full-time officer, Dr John Buss was appointed. With the retirement of Grahame Miles, John Buss now carries the prime responsibility, with the backing of two colleagues, one of them a woman. This addition to the practice of a woman doctor met a long-felt (and sometimes vociferously expressed) need. The practice has for some time been firmly established in a house in Giles Lane (previously the home of the



Although the Students' Union frequently predicted disaster on the lodgings front (and even went to the lengths of hiring tents which were ostentatiously erected beside the Senate Building or the Registry) we always managed to find somewhere for all incoming students. Sometimes, it has to be admitted, by the very skin of our teeth, but no-one was obliged to suffer in quite this way.

Mathematical Institute) and is also responsible for a sick-bay, serving all the Colleges, but located in Eliot.

Although the Medical Service maintains a close liaison with local psychiatric consultants, there are many situations which, while not calling for that degree of help, are yet beyond the resources of the average Tutor. From an early stage there were demands for the University to set up a Counselling Service and this was eventually done. There are two difficulties in the management of such a service: one is that demand for it seems inexorably to expand to fill (even, to overflow) the resources of the service; the other is that the very genuine need for confidentiality makes it difficult to assess how successful it is. With the Medical Service, the appropriate scale of provision can be judged, at least roughly, by comparison with what is reckoned reasonable in an ordinary N.H.S. practice. For Counselling, there is no such independent yardstick, and no way of objectively judging whether the University ought to put more resources into it or to devote them instead to some directly academic purpose; this will no doubt remain a contentious matter. In the meantime, the service is there and, modest though it is, it does provide a valuable back-up for the more amateur counselling activities of Tutors and of 'Niteline' – the student version of the 'Samaritans'.

The Accommodation Office dates, of course, from the very beginning of things, for in the first year there was a need for some 200 lodgings places, and no folk-lore to provide guidance. In many summers the Students' Union have foretold impending disaster on this front, even going to the lengths of hiring tents to accommodate the expected overflow of un-housed students. In fact,

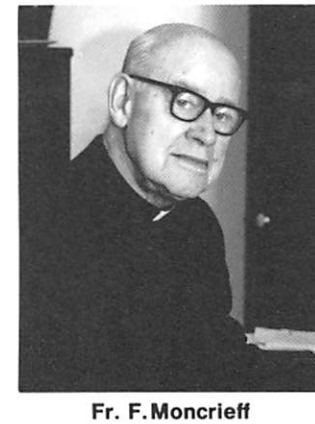
each year the demand has been met, sometimes, it must be said, by the very skin of our teeth. It is a difficult balance to strike: to have land-ladies lined up ready to take students who do not then arrive is bad for morale and the University has felt obliged, in these circumstances, to pay some modest compensation for loss of income. On the other hand, to have too few places available makes a very depressing start for some incoming freshmen. The late summer is obviously the crisis time for this service, but this does not leave it idle during the rest of the year: potential new sources of accommodation have to be found and checked over; the complaints of landladies indignant about some behaviour on the part of their lodgers have to be investigated; and there is inevitably from time to time a converse problem – students who think they are being exploited by their landladies (or, more often, landlords). It is a near miracle that, over the years, there has been so little imbalance between supply and demand, and that relations between the students, their landladies and the University administration have run as smoothly as they have. A word of thanks would not be out of order for the very substantial number of people who have helped the University by offering accommodation on a reasonable basis: without their help, the whole enterprise would have been much more difficult to get off the ground. One might well couple this with thanks to generations of students who have, with few exceptions, behaved in a reasonable and considerate manner towards their hosts. No doubt the system has creaked at times, but on the whole it has worked well, due in no small part to the skill and tact of the staff of the Accommodation Office.

The Chaplaincy Service was mentioned, although it is not, of course, an official arm of the University. What has happened is that the churches, acting in collaboration, have nominated Chaplains – some full-time, for the more populous denominations, some local ministers acting part-time for the less populous – and the University has welcomed them into the community. They have become members of one or other of the Colleges, and have been provided with facilities – inevitably modest in scale – in which to function. A small chapel has been contrived in the Cloister Court of Eliot College, available for private prayer and for weekday services. On Sundays, rooms in the Senate Building are pressed into use for Anglican and Roman Catholic services. The prime duty of the Chaplains, of course, is to care for the souls of the members of their respective flocks, but much more generally their presence in the University has been of immense value, if only by providing some sympathetic and understanding listeners who were not part of the 'establishment'.

Invidious though it inevitably is, mention must be made of one of them by name: the Reverend David Hutton, who served for some years as an Anglican Chaplain with us: until, in fact, he decided that his life here was really too 'cushy' and he moved on to serve as Chaplain to a hospital in one of the less wealthy parts of London. David's shoulders were broad, both physically (he was an enthusiastic rugby footballer) and metaphorically, and he took on for us a number of tasks in the welfare field which needed discretion, independence, shrewdness and no small capacity for hard work. A friendly, cheerful bachelor, he lived in Darwin College and kept open house for any waif or stray who needed someone to talk to. He was, for some time, Deputy Master of Darwin and served as Acting Master whilst Bryan Keith-Lucas was incapacitated by illness. This was all rather anomalous, for David,

Canon D.J.Hutton

David Hutton packed more into his eight years as Anglican Chaplain with us than anyone would have thought possible. During his spell as Acting Master of Darwin he found himself attending innumerable University committees and, so it is said, emerged even from that experience with his faith in human nature (and his sense of humour) undiminished. We, and the world in general, could do with more of the likes of him!



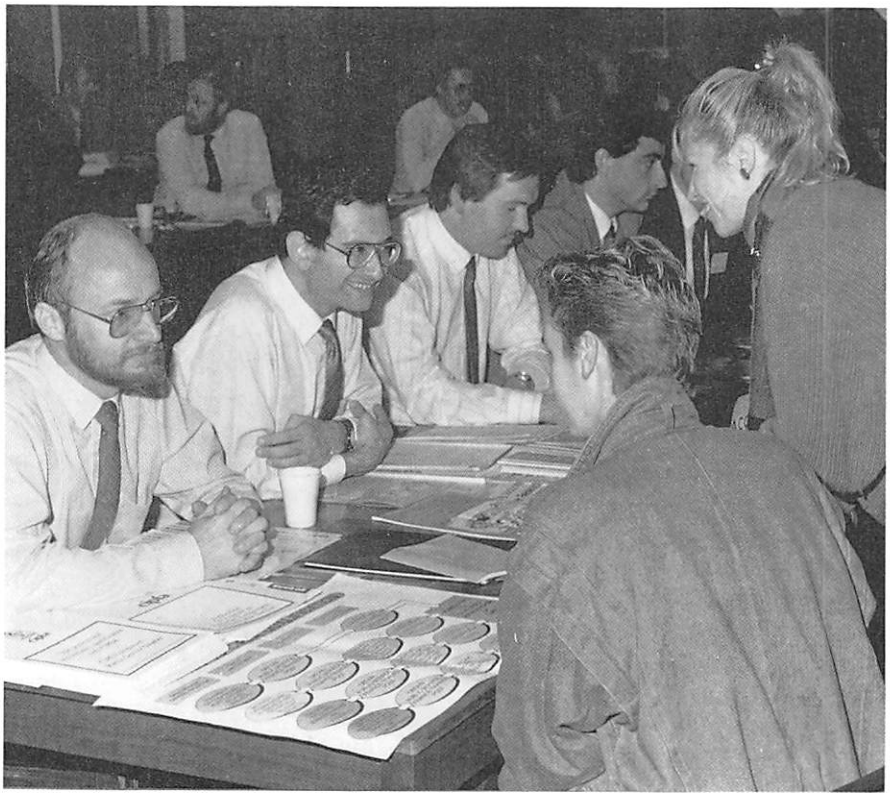
Fr. F.Moncrieff

From a very different generation, Father Francis Moncrieff came to us in 1966 at an age when most men would already have retired. In the course of his ten years as Catholic Chaplain with us he earned the love and respect of a wide circle, by no means confined to the members of his own flock. He eventually did retire, and died, aged 90, in 1989.

as a Chaplain, was not even on the University's pay-roll. But it was so obviously right that no-one minded. After his departure for London, the University's appreciation of all he had done during his time here was shown by conferring upon him an honorary degree. Since that time, he has moved on to be a Canon and Chancellor of Liverpool Cathedral.

The last of these groups is the Appointments Service, the obvious function of which is to facilitate the fitting of square pegs into the right-shaped holes when they come to leave us for the great world outside. Joan Charlesworth (now retired), who started up the service, always took the view that it was never too early to start thinking about one's eventual destination, so that the objective could be kept in one's sights all along the line. She and her staff have therefore encouraged students to come at an early stage to discuss their ambitions and to relate them to the courses they were embarked upon. In the process, one suspects that quite a few worries have been brought to light and dealt with, so that the Appointments Service has actually served something of a counselling function as well. Of course, their prime purpose is to maintain a library of careers information, to organise the employers' annual 'milk-round' and to advise students on the employment opportunities available.

Two final 'welfare' items cannot escape mention. The Day Nursery operates from accommodation on the campus – 'The Oaks'. This is not strictly a university enterprise, although the University does give it what support it can within the limits set by the UGC's rules. Increasing numbers of students



For several years past, the Kent Society and the Careers Advisory Service have mounted, as a joint effort, a 'Careers Fair', at which a sizeable number of old students give generously of their time to come back and offer careers advice to present students. This is just one of the ways in which the Kent Society (the Society of Members and Friends of the University) helps the University.

Part of 'The Oaks', the day nursery which occupies accommodation on the campus, although not technically part of the University. Without the facilities which it provides, many students with young children would not be able to participate in the University, and many staff would find life a good deal more difficult.

are 'mature' and many of them have young children who have to be cared for when parents are attending classes, working in the library, or are otherwise unavailable. In the absence of this facility, these students might well fall by the wayside, and for them it is quite vital to their continued presence in the University. In addition there are staff (especially women staff) of all grades who might well not be able to continue working without some provision of this kind. The University as an employer thus has a direct interest in its presence. 'The Oaks', said to be the largest day nursery in Kent, runs on not much more than a shoe-string, and represents a triumph for the voluntary organising effort of a number of members of staff and their spouses over the years.

The other – the University Womens' Club – is concerned more with staff than with students, and is in a formal sense none of the University's business. But in at least two ways it has had a most important part to play, and must have a brief mention. The academic profession, perhaps more than almost any other, is characterised by the fact that a change of job almost always means a move of house, with all that this implies for the wives concerned. There is, of course, an equivalent problem for the husbands of academic women, but numerically the problem, for better or for worse, is miniscule by

Mrs D.M.Templeman

May Templeman, the wife of our founding Vice-Chancellor, played a sympathetic and useful 'behind-the-scenes' role in support of her husband; she also made considerable contributions to several aspects of local life – to the local management of the education and health services in particular.

comparison. In a long-established university there will be a considerable store of folk-lore – about schools, shops, builders, local transport, and so on – accumulated by the wives of existing staff, who will provide an informal support group for the newcomers. In a new University this is obviously lacking, and May Templeman, our founding Vice-Chancellor's wife, immediately saw that the provision of a ready-made substitute was an urgent necessity. She was thus instrumental in organising this body, which proved to be of very great help to the early arrivals: couples visiting Canterbury to search for houses were often offered beds for the night, 'baby-sitting' was organised while parents were going the rounds of the house-agents, and so on. And once here, newcomers were assured at least of this social safety-net. With the change of Vice-Chancellors, Geraldine Ingram took over the honorary Presidency of the club from Mrs Templeman, and it continues to flourish, although its 'welfare' function is now mostly needed by a different clientele: new staff are now less in evidence, but there are a good many overseas graduate students with wives, many of whom are unfamiliar with the local customs – even, in some cases, finding difficulty in coping linguistically. The club thus continues to extend a warm welcome to folk joining us.

Our Royal Charter of Incorporation (opposite), which gave the University its formal corporate existence, does not look a particularly exciting document. It is enlivened by the Great Seal, which was applied on January 4th, 1965, 'By Warrant under the Queen's Sign Manual'.

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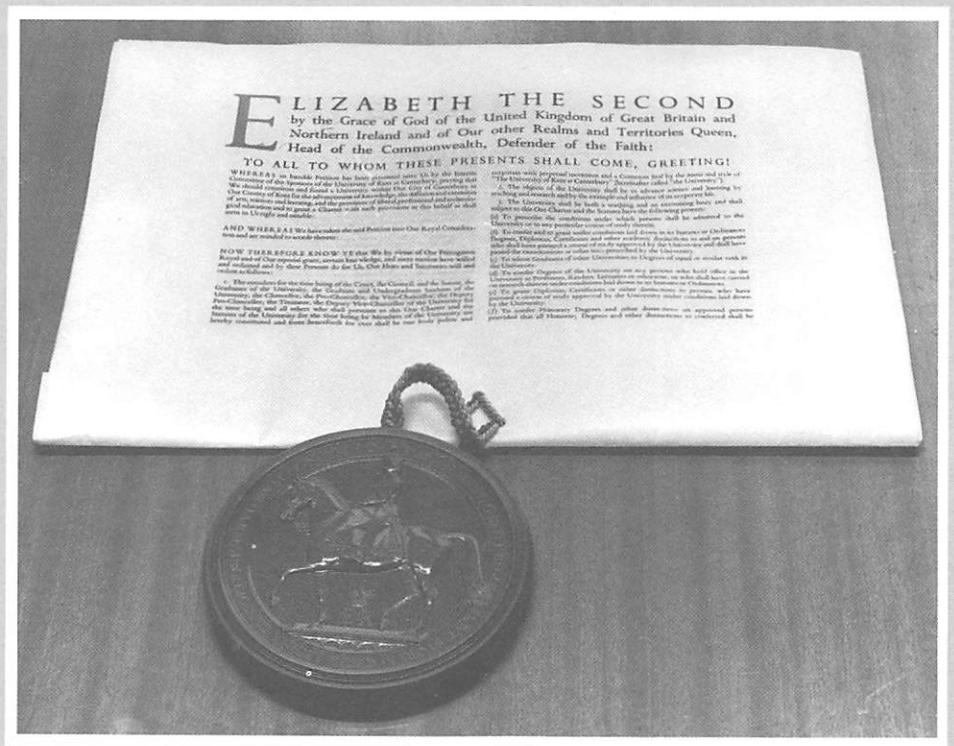
University Government



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University Government

THE RUNNING of a university is governed by an elaborate hierarchy of rules – a Charter of Incorporation, with Statutes, Ordinances and Regulations – and it is interesting to enquire how they relate to what actually happens in practice, and what their origin was. To what extent can a university, in fact, write its own Rule Book? The first of these points is fairly easily disposed of: even in a twenty-year-old university the formal rules have already acquired a considerable embroidery of 'case-law' and sheer custom, but it is an important duty of the administration to ensure that what is actually done in practice is compatible with the formal rules. A university which acts *ultra vires* in these increasingly litigious times is liable rather soon to find itself in trouble. It must also, of course, observe the ordinary law of the land, and it must observe the rules of 'natural justice'.

Of the four levels in the regulatory hierarchy mentioned above, each must be compatible with the stipulations of those which stand above it, and it is the two at the top of the list – the Charter and the Statutes – which alone are subject to external approval: by the Queen, on the advice of the Privy Council, which, in turn, is unlikely to have gone very much against the advice of the University Grants Committee. The Charter and the Statutes thus represent the 'entrenched clauses' in the University's constitution, around which everything else has to be built, and which can only be amended with some fair expenditure of time and effort.

The form seemed to be for the university to prepare a draft of a Charter and a set of Statutes, reflecting the organisational structure it hoped to have, and for these to be submitted for approval to the Privy Council Office. If the proposal were to depart too far from the Privy Council's idea of propriety, then one could expect, at best, to have to face a long-drawn-out argument before getting their approval. Even without radical innovations, the whole process is rather slow, with a great deal of toing-and-froing between the University, the University's Solicitors, the Privy Council Office and the UGC, simply to ensure that the final document is acceptable and is legally water-tight. It is thus not so surprising that the new universities have tended to be fairly conventional in their organisation, especially as concerns the relationships between the academic and the 'lay' elements, a matter on which some commentators have expressed surprise and even disappointment.

The evidence suggests that in the past a new university has collected a few sample sets of statutes from already established institutions, copied the parts which seemed to fit, made a few minor innovations but otherwise contented itself with making the necessary changes in nomenclature. In 1963, however, the Privy Council Office seems to have reached the

conclusion that this was too capricious a procedure, especially with the impending flood of new applications, and they accordingly produced a draft 'Model Charter and Statutes' as a guide for the promoters of new universities.

Our Academic Planning Board had made a few tentative moves towards a draft in the early days of its existence, but had wisely left the bulk of the work until they had a Vice-Chancellor who could participate in the detailed discussions. Armed with the Privy Council's model, a few samples from other universities, and with the benefit of some informal advice from the officers of the UGC and the Privy Council, Geoffrey Templeman had quickly produced a version adapted to our needs as he saw them and this was soon refined to the state where it could be submitted. The advice he had received was very firm that radical departures from the Privy Council's model were to be avoided if at all possible. This no doubt accounts for the fact that our Statutes have somewhat the appearance of an 'off-the-peg' rather than a 'bespoke' job. As it was it took nearly a year for all the stages to be completed and the Great Seal applied, and until this was done, in January 1965, the University had no legal existence as a corporate body.

As to the main organs of government of the University, the Privy Council's model was followed quite closely, with a Court, a Council and a Senate, with functions fairly clearly defined. One could draw an analogy with the sort of structure found in industry and commerce. The Court, chaired by the Chancellor, now a body of some 200 members, is rather akin to an annual meeting of share-holders: its business is mostly rather formal in nature – to receive and approve an annual report and statement of accounts, to have the opportunity of questioning the 'management' on their stewardship, and to make a few appointments, almost all on the nomination of the Council. So large a body is too unwieldy to carry out any real executive function, but, being so broadly representative, it offers an admirable channel for communication with the community at large. The Council, a considerably smaller body (now about 40 in total) might perhaps be equated to a Board of Directors. Its Chairman (the Pro-Chancellor) and about two thirds of its members are 'laymen', but it includes a number of what would elsewhere be regarded as Executive Directors – the Vice-Chancellor, his Deputies, the Deans of the Faculties and a representative College Master. In addition to the lay members, the non-executive directors include elected representatives of the academic staff and, more recently, of the non-academic staff and of the student body. Worker-Directors, one might perhaps say. The Council is responsible for the business side of the University's operations: anything, in effect, which involves the spending of money – the appointment and the welfare of staff, the University's 'physical plant', and so on. There has been in universities over the years a tendency to question the preponderance of lay members on Councils: Oxbridge have managed without them from time immemorial, why should we not do so too? The arrangement is, of course, an historical relic from the previous, essentially local, status of the provincial universities, but it now serves two very valuable functions. A 'lay' Council provides some sort of watch-dog function on behalf of the sources of what are now rather large amounts of public money and its existence has probably until now safeguarded the universities from direct interference by government to a degree which would be found most unattractive. But they also provide an

invaluable resource for the universities; not just of people who feel a commitment to the welfare of the institution, but also of expertise – in financial affairs, in management skills, and so on – which the universities, from their own internal resources, may lack to a dangerous degree. And, although students may find this hard to credit, it is not uncommon to find the lay members of Council taking up the cudgels on behalf of the student interest when conflicts arise, for example, as between expenditure on student facilities and on more strictly academic objectives.

The Senate, chaired by the Vice-Chancellor, does not contain a 'lay' element at all, and is responsible, in principle, for all academic matters, although a great deal of detailed discussion takes place lower down the line of command, in the Faculty Boards and the Boards of Studies. One means no disrespect in saying that, for the Senate, an analogy in the outside world is not so easy to find; the reason may be that responsibility in this University (as in most others these days) is very widely diffused, and a corollary is that the ultimate academic decision-taking body needs a very wide spread of representation. So the Senate includes not only the 'Executive Directors' mentioned already in connection with the Council, but also the rest of the full-time professoriate and an equal number of elected academic staff – the shop stewards, perhaps. There are also, latterly, half a dozen elected student members and representatives of the local Colleges affiliated to the University (Christ Church College and, until its recent and widely lamented demise, Nonington College). The Senate is thus a rather unwieldy body, with around 100 members, and a good deal of its business is 'predigested' by the Senate Executive Committee.

It can easily be seen as absurd to try to make a sharp distinction between academic affairs, the concern exclusively of the Senate, and money matters – with which the Senate has no business. At the crudest level, every academic appointment must be a potential point of conflict. What is to happen when the Senate judges that the academic needs of the University call for the appointment of an extra lecturer in Assyriology, and the Council judges that there is insufficient money to pay for him? Indeed, there is scarcely any financial decision which does not have some academic implications and this potential for conflict between Senates and Councils has troubled universities for many decades. To a limited extent, the problem can be eased by careful wording of the Statutes which govern the functions of the two bodies: there are certain things which the Council may do only on the recommendation of, or after consulting with, the Senate, for example. The Vice-Chancellor obviously has a key role to play here, acting, as Geoffrey Templeman used to explain, as the 'hinge' between the Council and the Senate, explaining the desires of the Senate to the Council, and the difficulties, as the Council saw them, to the Senate. As an additional safeguard against the sort of antagonism which had developed between Senates and Councils in a number of universities, however, Geoffrey Templeman managed to introduce into the Statutes one extra provision – the 'General Committee', with the duty "to consider at first instance, on the motion of the Council or of the Senate or of both, problems of University policy which involve both academic and non-academic considerations, and to report thereon to the Council and the Senate as may seem expedient". It would, of course, always have been open to the

Council and the Senate to appoint a joint committee *ad hoc* when some disagreement arose, but the General Committee had the advantage of being a statutory body with a regular membership, standing by ready to extinguish any fires which might develop.

In fact, in the course of these twenty-odd years, there has been no significant antagonism between the Senate and the Council. Perhaps the successive Vice-Chancellors have been rather good at the liaison function between the two bodies; perhaps we have been lucky in the quality of leadership provided by successive holders of the 'lay' offices of the University, to whom the ordinary members of the Council naturally look for guidance. But, for whatever reason, the General Committee has really not been called upon to perform its originally intended role. In the early days it met essentially to give a joint Council/Senate blessing to building plans presented by the Architects, and the cynics regarded it as a mechanism for approving the colours of bricks and furnishings; more recently its meetings have become very infrequent and although both Council and Senate regularly appoint their respective quotas of members, it is not uncommon for their terms of office to pass without there having been a single meeting. With hindsight, a defect might be pin-pointed. It is, sensibly enough, a smallish committee, with the Vice-Chancellor as Chairman and eight or nine members from each of the parent bodies. But a consequence of the need to represent all the main interests from the academic side is that only two or three of the Senate contingent are not already members, *ex officio,* of the Council, and the Senate 'back-bencher' may well feel that the dice are somewhat loaded in the Council's favour. It might, conversely, be said that the Senate's views are already so well represented on the Council that misunderstandings and conflicts are rather unlikely to develop.

What other innovations do the Statutes contain? One concerns the office of Visitor: with only one exception, until our case came up, university Statutes had nominated the Sovereign as 'Visitor' to the university, implicitly (or, in some cases, explicitly) through the agency of the Lord President of the Council or of the Lord Chancellor. By 1963, however, this was thought by the Privy Council no longer to be the best arrangement, and it was intimated that

The 'management' at a recent meeting of the University Council. It seems that this is the first occasion on which a photographic record of a meeting of the Council has been taken. From the left, we have: Professors Jim Hughes and Stephen Holt (Pro-Vice-Chancellors), Professor Gerald Rickayzen (Deputy Vice-Chancellor), Denis Linfoot (Registrar, and as such Secretary to the Council), the Rt. Rev. Dr David Say (Pro-Chancellor, and ex officio Chairman of the Council), Dr David Ingram (Vice-Chancellor), Dr U.H.B. Alexander (Treasurer of the University), and, at the extreme right, David Millyard (Academic Secretary).

the Queen was not anxious to acquire any more 'Visitorships': would we please suggest someone else. The exception mentioned earlier was the University of Durham, the first English university to be founded since the middle ages, and there the Lord Bishop of Durham – one of whose predecessors had been very intimately involved in the founding of that University – is designated as the Visitor. With this as the only precedent available, the obvious choice for this University was the Lord Archbishop of Canterbury. The late Dr Ramsey, then the holder of that office, was one of the University's Sponsors and, indeed, a member of their Executive Committee. He was approached and readily agreed, on behalf of himself and his successors, that our Statutes should designate as Visitor "the person who shall be for the time being the Lord Archbishop of Canterbury". Dr Ramsey was no stranger to the office of Visitor, since he had earlier served as Bishop of Durham, and thus Visitor to that university.

The Visitor Statute differs in an intriguing way from previous ones: where the Queen is Visitor, she (or the Lord Chancellor acting for her) appears to reserve rights – 'to direct an enquiry into the teaching, research, examinations and other work done by the University' is a common form of words; in our case (and in the case of Durham, too) the Visitor seems to acquire duties rather than rights – with us he has to hear appeals by officers and members threatened with 'removal' and to adjudicate on matters referred to him by the Court. The difference is probably less significant than it appears, because the Visitor to a chartered institution seems to be held to have much the same collection of Visitatorial functions, determined by the Common Law, whatever the Statutes say. The sovereign, having granted the charter in the first place, retains a residual right to enquire into the proper working of the institution. In any event, the office has not so far proved very burdensome – only one of the three Archbishops since the Charter came into effect has been troubled with our residual quarrels at all.

One is tempted to ask whether this office is merely a relic of a medieval system, and whether it could not perfectly well be dispensed with. Relic it may be, and its operation has very rarely needed to be invoked, but it does bring one very substantial advantage. It seems that the courts are reluctant to

Some of the other members of the University Council at a recent meeting. From the left, in the front row, they are: Alister Dunning, Sir David Crouch, Lord Irving, Mrs Jan Pahl (non-Professional academic staff representative), David Riceman, Bryan Cover (non-academic staff representative), Lady Northbourne, Mrs C. B. Rigden, and Dr Ronald Tress. The absence of any parenthetical explanation implies a lay member. In the row behind, again from the left, Roger Clayton (Financial Secretary), Dr Gordon Makinson (Chairman of the School of Mathematical Studies), Professor Joe Connor (Dean of the Faculty of Natural Sciences), Derek Crabtree (Master of Keynes College), and just visible, Bruce Webster (Dean of the Faculty of Humanities).

interfere in the internal affairs of an institution which has a Visitor whose decisions are stated to be final and binding. The result is that the settling of disputes between the University and its members is removed from the rather daunting (not to say expensive) legal arena and transferred to a jurisdiction which is likely to be more humane whilst still being independent of the University 'management'.

There is another respect in which our Statutes differ from most such collections: no organisational structure is specified below the level of the Faculties. This arose, of course, from the aversion, noted earlier, from 'departmentalism', but the resulting vacuum has certainly been abhorred, and has been filled with various expedient solutions which have no uniformity across the whole University, and no proper statutory standing. Each of the Faculties has established Boards of Studies, but the significance of these committees is not uniform as between one Faculty and another. The compositions of the Faculty Boards are governed by Ordinances, and those for the Faculties of Humanities and Natural Sciences specify the Chairmen of the Boards of Studies as *ex officio* members, whilst that for the Faculty of Social Sciences does not. And nowhere in the Statutes or Ordinances is the idea of a Board of Studies defined.*

One does not need to get too excited about these matters: untidy some of these arrangements may be, but the system does seem to work. On the other hand, this is perhaps an illustration of a weakness in the 'Faculty' style of university organisation. There are only four Faculties, and each is quite large and correspondingly powerful. It is an almost inevitable consequence of this that it is difficult for the Senate to assert on any question a distinctive university view which rises above some sort of 'highest common factor' of the separate Faculty views. It became a common procedure for any contentious issue to be referred by the Senate to the Faculty Boards for comment, and for any reaction on the part of the University to be little more than a 'scissors-and-paste' effort on the results. This problem does not arise in so acute a form in a university where the significant groupings are departments rather than Faculties, simply because there are so many more individual units; but, as has been discussed before, that arrangement has its compensating disadvantages.

The Charter and Statutes of 1965 already represented a departure from the old style in the increased role given to the non-professorial academic staff in the management of affairs, and this liberalisation has proceeded during the ensuing period: student membership of the Senate and the Council has been incorporated (although certain areas of business remain 'reserved') and the non-academic staff have also gained representation on the Council. It would probably be fair to say that the more conservatively-minded academic staff were apprehensive about the effects of student membership; it would also be fair to record that most of their worries have proved unfounded. As to the non-academic staff, the worry was that their representation on the Council might lead to the re-opening there of matters which had been settled already through the machinery, built up over the years with some care, for negotiation between the University and the Trades Unions representing the

* A parallel anomaly exists in the case of the Colleges: they are not defined anywhere in the Statutes, although their Masters do get statutory recognition.

various categories of such staff; this concern also appears to have proved unfounded.

As to the student representation, this could be (and, for a while, was) achieved by inviting them to the Senate meetings as observers for the non-reserved part of the business. To go further (as, in 1974, we did) required a change in the Statutes, and on this topic the Privy Council had quite firm ideas as to what was and what was not permissible. In short, the Privy Council needed to be assured that the student members of governing bodies would be genuinely representative of the student body, and they wanted a definition of reserved business which excluded student members from the meeting when it was to discuss matters affecting the appointment, promotion and personal affairs of members of staff, or matters affecting the admission and academic assessment of students whether in general or in any particular case. A revised Statute was accordingly drafted and eventually approved by the Privy Council. Its operation made the conduct of meetings a little more complicated and tedious – reports from most committees now had to be made in two parts, one for reserved items and one for non-reserved – and since one could hardly expect the student members to come up and down to the Senate chamber like so many yo-yos, the business had to be re-sorted into two quite separate sections, the non-reserved taken first and the reserved taken after the student members had departed. Although this sometimes meant the separation of items which ought, logically, to have been taken together, the Council and the Senate coped well enough. Over the years, indeed, the discussions in both Council and Senate have profited from inputs at first hand from the student members.

The 'genuinely representative' stipulation of the Privy Council was readily enough achieved – the Students' Union had even long since abandoned the old 'first past the post' system in favour of a more genuinely representative method of conducting elections. But *typical* the student members of Council and Senate are not, any more than many members of parliament are typical of those who elect them: to be willing to devote so much time and effort to student politics inevitably marks one out from the common herd who have come to the University to study (or perhaps to enjoy the life) rather than to spend hours in committee rooms. There is, though, a vital difference between student politics and national politics: an M.P. knows that nemesis will overtake him at the next election if he departs too far from the wishes of his constituents. A student politician would not normally expect more than one year as a member of Senate, in any case, and this constraint is thus missing for him. Inevitably, this produces more of a short-term attitude to affairs, and tends (although there have certainly been exceptions) to discourage the 'statesmanlike', longer-term, approach.

Our formal organisational structure is thus clear enough: the Court, normally meeting once a year, described in the Charter as 'the supreme governing body of the University' but in practice playing no part in our day-to-day business; the Council, meeting twice a term, having ultimate responsibility for the University's business affairs – its 'executive governing body' as the Charter puts it; the Senate, also normally meeting twice a term, responsible in the end for all academic business; and the Faculty Boards, reporting to the regular meetings of the Senate on any matters requiring

confirmation by that body, but dealing routinely with all the minutiae of academic business within their respective fields. The Statutes give authority for these bodies to establish committees and to delegate particular aspects of their business to them. The Council thus has its Finance Committee, the College Services Management Committee and the Works Sub-Committee, for example. The Senate has its Executive Committee, the Higher Degrees Committee and the Library Committee, as well as committees controlling academic units which did not fit neatly into the regular Faculty structure* – the School of Mathematical Studies (which for all practical purposes – dare one say it? – was a Faculty without the name); the Computing Laboratory; the Institute of Languages and Linguistics; the School of Continuing Education; the Unit for the History, Philosophy and Social Relations of Science, to mention a few of the obvious ones. The Faculty Boards likewise have spawned their own collections of committees – some *ad hoc*, some standing, such as the Boards of Studies mentioned earlier. Then, of course, each of the four Colleges has its own clutch of committees, perhaps less extensive, but making demands on the time of academic staff nevertheless.

With so convoluted a command structure, how does the University avoid the 'Brontosaurus syndrome', in which any central co-ordination of responses to stimuli is so slow as to be ineffective in warding off attacks? How does the Vice-Chancellor, who is thought by the outside world (whatever the Statutes may prescribe) to be firmly in control of the whole operation, achieve the degree of co-ordination which there ought to be? This was a particularly relevant question at the very beginning, when the traditions and conventions which now seem to have steered things from time immemorial had not yet had a chance to develop. The method then adopted was to have weekly, informal, meetings of a 'Deans' Committee', comprising the Deans of the three Faculties, the Masters of the Colleges (only one in the first year, of course) with the Vice-Chancellor and the Registrar. This committee did provide a rapid means of passing information amongst those responsible for building up the various elements of the University. In criticism of the committee, in the light of hindsight, it could be said that it did not operate very efficiently: at the start it had too little in the way of prepared papers (the time and the resources to prepare them were in short supply, of course), and its meetings sometimes went on for inordinately long times. The regular meeting time was 10 a.m. on Saturdays, and it was not unknown for it to continue until 1.30 or even 2 p.m. The committee met in the rather small room which served as the Vice-Chancellor's office and the sole member who happened at the time to be a non-smoker would emerge from it with reddened eyes, smelling like a kipper and feeling rather as a kipper must feel. But it was quite a good way of keeping in touch in a period of rapid change and development. Eventually, the Senate became perhaps a trifle suspicious of this too cosy 'kitchen cabinet' and wanted to be in on the act, and it was by the broadening of the base of the old Deans' Committee that the Senate Executive Committee arose, with three professorial and three non-professorial Senate representatives added on to the previous purely *ex officio* membership. From

* Establishing the Faculty of Information Technology has recently tidied up a few of these 'loose ends'.

then on matters were put on a much more formal basis, with proper papers prepared for the committee; the regular meeting time was quite soon changed from Saturday to Monday morning – the original idea that Saturday morning was an ordinary working time (for teaching as much as for administration) was one of the University's early but predictable casualties!

A problem which has to be faced by any Vice-Chancellor arises from the intrinsically lonely nature of the office: there is no problem about acquiring a wide circle of acquaintances amongst his academic colleagues, but a real personal friendship with a senior colleague inevitably carries with it a suspicion that undue influence is being exerted on the conduct of the university's business. Personal relationships therefore tend to develop with people outside the immediate circle of the Vice-Chancellor's colleagues and this is, of course, a valuable thing in itself. But it does tend to deprive a Vice-Chancellor of the opportunity to 'kick ideas around' in an informal way before they have to surface officially. The original Deans' Committee served this function to some extent, but the more formal Senate Executive Committee was less effective in this way, and the net result may well have been to make the Vice-Chancellor in some respects more, rather than less, isolated.

The Statutes provided for the appointment of a Deputy Vice-Chancellor, with the obvious intention of ensuring that there was someone sufficiently au fait with affairs that business could go on if the Vice-Chancellor were ill, or on leave, or – which Heaven forfend – had even fallen a victim to the proverbial Blackpool tram. In 1966, Guy Chilver, then Dean of the Faculty of Humanities had been appointed to the office, and had taken over some of the chairmanships of committees from the Vice-Chancellor, thus easing the burden of routine duties upon him. Chilver was re-appointed in 1969 and was succeeded in 1972 by the present writer. The office is, of course, conceived as very much a part-time occupation for the holder of a nominally full-time academic post, and there has to be a limit to the load which can be transferred in this way.

As the University grew in size and complexity the load on the Vice-Chancellor inevitably grew, and it grew, too, for quite extraneous reasons, some political, some financial. The comparatively easy times of the middle sixties were progressively being replaced by a much frostier financial climate, and it became necessary to undertake some rather careful pruning of expenditure. Problems arose especially in the Colleges, and for a very simple reason: the rates of pay for the domestic staff, the cost of heating the buildings and the prices of the raw materials for the kitchens, were all increasing substantially faster than the rate of the standard student maintenance grant. The other problem area, basically political but with very strong financial undertones, concerned the arrangements for overseas students, a matter to which we shall return in a later chapter.

One had also to face the fact that external demands on the time of a Vice-Chancellor tend to increase as he becomes more senior and better known around the 'corridors of power'. It is easy to say that he should turn down these demands, but it is distinctly to the disadvantage of a University if its head keeps too low a profile in these matters. Geoffrey Templeman had taken on two from the list of chores which Vice-Chancellors share out amongst themselves, and undertake on behalf of the universities collectively – he was

for a long time the Chairman of the Universities' Central Council on Admissions (UCCA), and deserves a large part of the credit for rescuing the universities from a fast-developing crisis on the undergraduate admissions front; he served also as Chairman of the management side of the body which negotiates on academic salaries for all universities. In addition, he served for some time as the Chairman of the Academic Advisory Committee for the new technological Brunel University.*

Templeman was most anxious, also, to ensure that he would be well placed to seize, on the University's behalf, any opportunity for us to develop in some way into the medical field, and to that end he involved himself in the regional management of the National Health Service. With his combination of interests and experience, he was, perhaps, an obvious choice as a member of the statutory Review Body on Doctors' and Dentists' Remuneration, a body which in 1970 felt obliged to resign *en bloc* when the government of the day found itself unwilling to accept their recommendations. Less glorious was the outcome of his appointment as one of the three Commissioners put in by the Secretary of State to run the Lambeth, Southwark and Lewisham Area Health Authority, whose normal members had been refusing to implement the budget set for them. Templeman saw this as a straight-forward matter of public duty, but it was going to bring him directly into an area of intense political controversy, and he accepted the appointment only after a great deal of thought and extensive discussion with friends and colleagues. What was certain to have been a difficult and unpleasant task, however, rapidly took on what would have been an air of high farce, had it not been so personally worrying. The appointment of the Commissioners was contested through the Courts, where it was eventually held that the Minister had been acting *ultra vires*, and that all the Commissioners' actions (no matter that they had been taken in good faith) had been illegal. In fact, the position was only secured with the passage by Parliament of the National Health Service (Invalid Direction) Act 1980, which effectively indemnified the unfortunate Commissioners against any consequences of their acts. Although his involvement with the Health Service did produce some 'spin-off' for the University, much less came of it in the end than he had hoped. But it would have been foolish not to pursue what opportunities there were.

For all these reasons, there was a growing feeling that the central management team needed strengthening, so in 1974 a second deputy was appointed, and in 1975 a third. Mark Kinkead-Weekes, one of the Professors of English, concentrated his attentions on the problems of the Colleges, and matters of student welfare generally, whilst Maurice Vile, one of the Professors of Politics, took care of 'external affairs' (chairing the Collegiate Board set up to oversee our dealings with our affiliated institutions; negotiating deals with U.S. universities who wanted us to accept their 'junior year abroad' students; and eventually master-minding the whole business of recruiting overseas students). The present writer, who then concentrated on other, internal, aspects of management, completed the triumvirate. All three

* Towards the end of his service in that capacity, Brunel University conferred upon Dr Templeman the honorary degree of Doctor of Technology: this must be a rare distinction indeed for a medieval historian!

Mark Kinkead-Weekes (left), one of our Professors of English, now recently retired, was Pro-Vice-Chancellor from 1974 to 1977. He had the difficult task of steering the reorganisation of the administration of the Colleges from their one-time splendid independence to a much more centrally-directed arrangement.

Maurice Vile, Professor of Politics and Government, also now recently retired, served as Pro-Vice-Chancellor from 1976 to 1981, and as Deputy Vice-Chancellor from 1981 until his retirement in 1984. He concerned himself at the start with contacts overseas, initially with the U.S., later more widely, and after his formal retirement he continued on a part-time basis as Director of the University's Overseas Programmes.

were appointed as Pro-Vice-Chancellors, with one designated as Deputy Vice-Chancellor to meet the requirements of the Statutes. Appointments to such offices are made by the Council on the recommendation of the Senate, and the steering of the process of nomination in the right direction calls for the exercise of some political tact and skill. One wants to avoid setting up too cosy a clique of 'yes-men', but equally it is essential that the group should work harmoniously together and, in particular, prove congenial as colleagues for the Vice-Chancellor. As was said at the time, we had to avoid having an Anti-Vice-Chancellor to balance a Pro-Vice-Chancellor! Since that time, the Vice-Chancellor has regularly had either two or three such officers working closely with him and the arrangement seems to have proved successful. Commonly, the group has met, with senior members of the administrative staff, for what came to be known irreverently as 'prayer meetings' before the regular Monday morning meetings of the Senate Executive Committee, but the rule has been for meetings generally to match the pace of current business in a pragmatic way.

One of the first products of this newly-structured management group was a set of proposals for dealing with the financial problems of the Colleges. As has been mentioned earlier, these involved some significant inroads into the independence of the Colleges, and they provoked quite fierce reactions from many senior members. This was one of the factors underlying the request, backed by a petition to the Council signed by nearly one hundred academic staff members, for one or more committees to be set up to look into the whole question of the proper form of government for the Colleges and for

the Faculties; indeed, for the University altogether. There was a wide recognition that the disquiet which had surfaced over this matter of the domestic affairs of the Colleges was more deep-seated by far: it represented, perhaps, a feeling that the initial impetus which had got the University well and truly launched was within sight of being spent, and that some re-assessment of the best way forward would be entirely in order. In short, if the University had developed a 'ten year itch', it might be no bad thing to arrange for it to have a good scratch. So, early in 1975 the question was referred to the General Committee as perhaps its first and – so far – its only attempt to perform the sort of function for which it was originally designed.

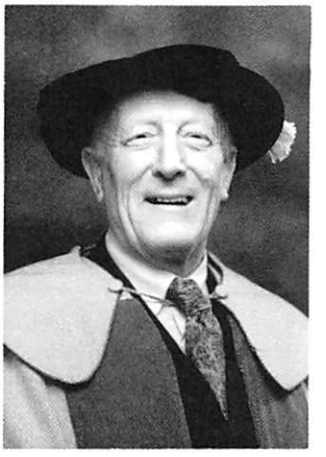
The urgent question was to settle how such an enquiry was to be structured. There were a number of arguments against it being carried out by the General Committee itself: its members were mostly very busy people, and so many of them were already heavily implicated as being the existing 'management', too committed to the status quo. On the other hand, to invite a complete outsider to chair such an enquiry also had its disadvantages: it might give to the outside world a quite erroneous impression of a gravely disaffected institution, and an outsider might not readily appreciate the specific aims of the University which had shaped the organisation which had been evolved. It would be bad enough to dig up this still fairly tender plant in order to examine its roots, but at least, if this is to be done, then the greatest care must be taken to avoid the infliction of fatal damage.

The solution adopted was an interesting compromise, and it provided an illustration of the value to the University of the lay membership of the Council. Several members of the Council were amply well qualified to help, but three in particular seemed ideally cast for the job. The enquiry was split into three separate segments, and separate small committees, with a mixture of lay, academic, non-academic and student membership, were set up under the chairmanship of John Haynes, Terence Ingold (both of whom have appeared before in this narrative) and the late Dr Robert Beloe (previously Secretary to the Archbishop of Canterbury, and one-time Chief Education Officer for Surrey). All three had been very closely associated with the

There were some who would question the need for the Vice-Chancellor to have more than one deputy, and Mark Kinkead-Weekes and the present writer were known in some quarters as Tweedle Dum and Tweedle Dee. In this picture (rather a long way after Tenniel) one may note that Professor Kinkead-Weekes is the one who does not even look like Tweedle Dee. The young lady on the left is assumed to be the editor of our house magazine, FUSS, in which the picture appeared.

University from its earliest days, all three were by then retired from full-time work, and might be able to find the not inconsiderable amount of time which would be needed; and all three had extensive relevant experience to fit them for the enquiries they were to be asked to lead – respectively into the government and administration of the University, with special reference to the possibility of rationalising and slimming down the existing committee structure; into the academic future of the university; and into the working of the Colleges, and how their social and academic function might be strengthened and improved. Of course, life, even in a university, does not quite divide neatly into three such packages, and the separate Working Parties held some joint meetings; the Chairmen met together to plan strategy at more frequent intervals. The three Working Parties invited submissions – oral or written – and held innumerable meetings, culminating in the presentation of their reports to a meeting of the General Committee in April 1976. As a first step, the reports were given a very wide circulation within the University – some 2000 copies were distributed in all – and reactions were sought from all levels in the organisation. If nothing more was to be achieved, at least a lot of people had been encouraged to think more deeply about the way they went about their work. Simply to get people thinking and arguing about these matters was almost benefit enough to set against the considerable labours of the three Working Parties.

Although, as the result of the ensuing deliberations throughout the University, changes were made, the overall result, it has to be said, was not overly impressive. Inevitably, with three groups working more or less independently, there were some mutual incompatibilities as between the three sets of recommendations, and these were naturally seized upon by those opposed to changes. Then, some of the proposed changes (one, for example, which would have given subject boards much more nearly the independence and status of a traditional department) were to be so vehemently resisted that they were foredoomed to failure. The changes which were made were not, to be sure, as radical as the Working Parties might have wished. Most of them concerned matters of detail, but one significant new departure was the establishment of a joint committee of the Council and the Senate – a Committee for Resource Allocation and Forward Planning, combining, as the name implies, the strategic and the tactical aspects of the apportionment of resources.* Its membership bore an uncanny resemblance to that of the old Deans' Committee, but with the addition of two lay members of the Council. This concentration on *ex officio* membership and representation of interested parties represented one extreme of an argument which was never really satisfactorily resolved: one view is that it is healthier to have the Deans, who are very much interested in the outcome, implicated in the resource allocation process right through. The other view is that it is asking too much of human nature to expect a Dean, who *ought* to be in there rooting for his Faculty, to take a dispassionate view of the arguments. Better to have resource allocation in the hands of wise and trusted old men with no personal or Faculty axes to



Dr R. Beloe

Robert Beloe, sometime Director of Education for Surrey, later to be Secretary to the Archbishop of Canterbury, was involved in our affairs from the very start – initially representing the Archbishop on the body of Sponsors, later a member of the Council in his own right. He was an obvious candidate to take on the Chairmanship of one of the 'General Committee Working Parties' in 1974.

* The name proposed for the committee intrigued some people – could one 'plan' other than 'forward'? It was mischievously suggested that the latter word had been inserted to make sure that no undesirable acronym might be extracted from the full name of the committee.

grind, who would hear the evidence from the interested parties, and then make the painful decisions. At the start, of course, the University was, almost by definition, short of old men, trusted or not, but by the end of 1977 it might have been expected to have grown a few.

These niggles aside, the committee certainly filled a gap in the organisation which was going to require more and more careful attention over the ensuing years: in times of expansion, resource allocation is a relatively easy and painless process, if not entirely without argument; in times of contraction, having mostly only negative resources to allocate, it becomes an altogether more tiresome business.

It will be noted that the net result of the attempt to slim down the committee structure was to increase the number of committees by one. What has happened over recent years, however, is for committees to tend to meet less frequently, and for business of a fairly routine nature to be done administratively, or by involving, perhaps, only the chairman of the committee. The fact is that democracy in a university functions through a committee structure, and the right balance between efficient use of staff time and an involved democracy is not an easy one to strike. What is, however, a sobering thought is that from the petition to the Council which started the process, to the final approval of the necessary changes in the Charter and Statutes, took rather more than five years. Some of this delay was external to the University, some represented a genuinely lengthy consultative process; but after due allowance is made, it remains a point worth pondering.

The handing-over ceremony for the portrait of our founding Vice-Chancellor, Geoffrey Templeman, commissioned by the Council from John Ward, R.A., the distinguished portraitist (and, incidentally, a local resident and one of our honorary graduates). From the left, we have: Dr Ward; Dr Robin Leigh-Pemberton (then Pro-Chancellor, later to be the Governor of the Bank of England); Dr Templeman; the Chancellor (Jo, later Lord, Grimond); and Dr David Ingram, the new Vice-Chancellor.

6

The Changing of the Guard

6

The Changing of the Guard

NOT SURPRISINGLY, over the years, it has been necessary to find replacements for our Principal Officers and for senior administrative personnel. Sometimes the vacancy has arisen through retirement in the ordinary course of events, or under some 'early retirement scheme'; sometimes by resignation on account of pressure of other commitments, or through infirmity; occasionally, as with two of the greatly admired original lay officers – Princess Marina, our first Chancellor, and Sir George Allen, the first Deputy Pro-Chancellor – through death.

For those who were members of the staff of the University the mechanics of doing this were straightforward enough: a vacancy is normally advertised and an appointment made after the usual process of short-listing and interviewing by a committee which, for senior administrative staff, would contain representatives of the Council and of the Senate. For a Registrar, Librarian, Bursar, or Buildings Officer, a serious applicant will normally have served in a similar, if subordinate, capacity before, and enquiries can readily be made about his professional standing. The exception to this general rule concerns the most crucial appointment of all, that of Vice-Chancellor, for there is no well-defined career ladder on the rungs of which potential Vice-Chancellors have stood to be tested.

When Geoffrey Templeman announced, in June 1979, his intention to retire in September of the following year, the Council and the Senate set up the Joint Committee prescribed by the Statute, and the impending vacancy was advertised in a format which has become quite common for such posts: applications were, of course, invited from contenders themselves, but so also were nominations by third parties. Copies of the details were also sent individually to likely 'third parties' (Vice-Chancellors of other universities, Heads of Oxbridge Colleges, and the like) encouraging them to make suggestions. The assumption behind this procedure is that the candidate one may hope to attract is not necessarily actively looking for a Vice-Chancellorship, and may need to have the idea 'sold' to him. To the names generated in this way, the members of the Joint Committee added a few more from personal knowledge, and there then began the tedious process of reducing the list to manageable proportions. In the process, of course, a lot of prejudices on the parts of individual members of the committee got aired and, one hoped, exorcised. Informal talks on a 'no-commitment' basis were then followed, for the final half-dozen or so, by more formal discussions, with ample opportunities for the contenders to make such enquiries as they thought necessary about the structure of the University, about its finances, about its academic plans and its prospects. From all these discussions,

extending over several months in all, the name of Dr David Ingram (then Principal of Chelsea College in the University of London) emerged to be recommended to the Senate and the Council, as the Statute prescribes, and he was duly appointed, with effect from October 1980.

The new Vice-Chancellor's background had some similarities to that of his predecessor, but differences as well: both were academics turned administrators; but the new one was an Oxford Physicist who had gone, via a Chair at the University of Keele to be Head of a London College, whilst the old one was a Birmingham graduate who had travelled via the L.S.E. and the University of Paris to a Senior Lectureship in History back in Birmingham, and finally to be Registrar of that University. This is so far the only occasion on which the University has had to activate the machinery for appointing a Vice-Chancellor, and although it involved a dozen or so people (some of them very busy lay members of the Council) in the expenditure of a great deal of time and effort, the general impression was that it worked well, and that for an appointment of such crucial importance to the University, almost any such expenditure must be worth while.

For the 'lay' officers, the procedure obviously has to be rather different. They are appointed by the Court on the nomination of the Council – the means whereby the 'shareholders' keep some hold over the 'management'. In the interests of continuity, one of the unwritten duties of the Principal Officers of the University is so to 'stage manage' matters that the membership of the Council constantly contains a leavening of people with appropriate background and experience, willing and able to take on one of the main lay offices when a replacement falls to be found. The 'willing and able' of the previous sentence is an important qualification, for it seems to be a general experience – by no means confined even to the universities – that the supply of suitable people, able to give up the not-inconsiderable amounts of time involved in these voluntary activities, is not what it once was. It is obviously desirable, when recommendations are made by the Council to the Court for the filling of vacancies on the Council, that this aspect is kept fully in mind.

It is interesting to note that every single one of the seven individuals who have so far held the office of Pro-Chancellor or Deputy Pro-Chancellor (or, in three cases, both in succession) had been associated with the University even before the granting of its Charter. In case this should look like the operation of the well-known principle of 'Buggins's turn', it may be observed that, if one scours the whole county for persons enthusiastic about the idea of a university in Kent, then it is not surprising that the body of Sponsors, then the Interim Committee and later still the Council, should start with a highly concentrated distillate of the available talent in that field. It is a tribute to the dedication of these people to the idea, that so many of them have been willing to serve the University in this way over such a long period. It is interesting, too, to see the diversity of backgrounds of the people involved – successive Deputy Pro-Chancellors, for example, might briefly be categorised: retired Vice-Chancellor; Parliamentarian; Industrialist; Banker; Cleric; Film Producer. Such thumb-nail sketches pick on just one facet for each of the six: more will be said of them later. But it is clear that we have not lacked for variety.

The position of the Chancellor is quite unlike that of any of the other lay officers, and we shall return to it later in this chapter. First let us look briefly

at the people who have served as Pro-Chancellors or Deputy Pro-Chancellors since the foundation of the University.

The man who was to be the first Pro-Chancellor, Lord Cornwallis, was already seventy when he became chairman of the Interim Committee in 1962. Ten years later, with the Interim Committee long since transmuted into the University Council, he decided that he ought, perhaps, to 'make way for a younger man', although to us he still appeared as vigorous as ever. We last saw him in 1980, at the farewell dinner to mark the retirement of Geoffrey Templeman from the Vice-Chancellorship, and he showed himself still perfectly well able to hold his own as an after-dinner speaker. A truly remarkable man, he just failed to complete his ninetieth year. One cannot do better than to quote from Geoffrey Templeman's tribute to Lord Cornwallis:

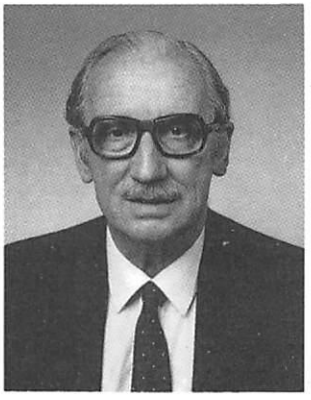
> . . . He retired in 1972, just after his 80th birthday. But then he never grew old in the conventional sense. His amazing vigour, his quickness and openness of mind, his affectionate concern for people and his steady judgment never deserted him to the end, as those who heard him speak on his last visit to the University in the summer of 1980 can testify. As he was the first to admit, he began by knowing nothing about universities, but he learned quickly. In particular, he grasped, almost intuitively it seemed, something of critical importance in a new university; namely, the proper working of the delicate relationship between the Council and the Senate. This happened, I suspect, chiefly because he was accustomed to trust those with whom he worked and to expect that trust to be reciprocated. Wisdom and fairness characterised all his dealings in the University. His influence left a deep, beneficent and, I hope, a lasting mark upon the ethos of its government; something at least as much due to the kind of man he was as to what he actually did.

All three of the subsequent holders of this office – Sir Paul Chambers, Dr Robin Leigh-Pemberton, and Dr David Say – have served 'apprenticeships' as Deputy Pro-Chancellors, and this is an obvious way to ensure a desirable measure of continuity in the management of our affairs. We shall look at the contributions of these three as we come to their names in the tally of Deputy Pro-Chancellors.

The first Deputy Pro-Chancellor simply had to be Sir George Allen, both in recognition of the work he had done in the initial stages of the campaign for a university in Kent, but more importantly for what he could contribute to our discussions. He had had the experience, after all, of being the first Vice-Chancellor of a new university (in Malaya, after the war) and he was invaluable for spotting possible hazards in good time. A man in that position and with that background has the potential for being a thorough-going nuisance as a sort of 'back-seat driver' re-living his past experiences. But not George Allen: that was not his way at all. He was one of a small band of people (Eric Baker, the first Treasurer, and Sir Edward Hardy, who had been Deputy Chairman of the 'Sponsors', were two others of the same kind) to whom Geoffrey Templeman felt he could always turn in those early years when he wanted someone with whom to talk through a knotty problem. They were all good listeners who could be relied upon to offer sensible comments without pressing a particular course of action upon him.

Sir Paul Chambers

Paul Chambers served as a member of the University Council, and of many of its subsidiary bodies, from the beginning until his eventual retirement in 1978. He contributed particularly through his final six years as Pro-Chancellor, and thus Chairman of the Council.



Lord Irving of Dartford

Sidney Irving, then Member of Parliament for Dartford, served from the start as one of our Sponsors, and then (with a brief gap) as a member of the Council. He was Deputy Pro-Chancellor in the early '70s.*

Photo: Kentish Gazette

Dr R. Leigh-Pemberton

Robin Leigh-Pemberton, an early member of our Interim Committee and then of the Council, was prominent over many years, as Deputy Pro-Chancellor and then as Pro-Chancellor. Pressure of his duties as the Governor of the Bank of England obliged him to give up his appointment as Pro-Chancellor in 1984.

George Allen's expertise in the field of nutrition (which earlier had been of enormous value to his fellow-prisoners in Singapore during the war) was deployed to ensure that the Colleges were so equipped as to be able to provide sensible, well-balanced, meals. What even Sir George could not ensure was that students would *eat* sensible meals, but at least every encouragement was provided.

Towards the end of his life (he died in October 1970) Sir George was evidently becoming rather frail, and to ease the burden which we were liable to impose upon our lay friends a second Deputy Pro-Chancellor was appointed, in the person of Sidney Irving, now Lord Irving of Dartford, but then Member of Parliament for that constituency in the Labour interest. He was more than just a good constituency M.P., and we were able to make excellent use of the skills which had led to his being Chairman of Ways and Means and Deputy Speaker of the House of Commons. One instance of this arises later in this chapter, but in so many ways we were glad to have available his talents as a conciliator, or simply as a committee chairman.

Pressure of other commitments obliged Sidney Irving to resign as Deputy Pro-Chancellor in March 1971 and his successor, Sir Paul Chambers, served for only a few months before stepping into the shoes of Lord Cornwallis, as Pro-Chancellor. Sir Paul brought a very different background to these offices. The latter part of his career had been in big business – he had served for eight years as Chairman of ICI – but his early career was with the Inland Revenue, ending there with five years as one of the Commissioners. He is generally credited with responsibility for devising the PAYE system of income tax collection. No tax collector expects to receive the unqualified adoration of the populace, but if there *has* to be income tax then the system he introduced has much to be said for it by comparison with its predecessor, from the point of view of the victim as well as that of the Inland Revenue. Paul Chambers was a man of outstanding intellect, with 'an uncanny knack of putting a remorseless finger on the weak spots of an argument' as Geoffrey Templeman records, perhaps a trifle wistfully. His style was radically different from that of Lord Cornwallis – he liked to satisfy himself about the detailed validity of the case for any project which came to the Council, whereas his predecessor had been more inclined to take things on trust – but in his different way he too gave exemplary service for six years until, in 1977, increasing signs of declining health led him to ask that he should not be re-appointed for a further term of office.

The next holder, in succession, of both of these offices, Robin Leigh-Pemberton, was from a different mould again. A business-man with industrial and banking connections, he farmed in the county and had done a stint as chairman of the County Council. It is surprising that a man with so many demands on his time could also lend a hand in the management of our affairs, but he did so in no small measure: he must live a very well-organised life. It was after he had taken over the Pro-Chancellorship from Sir Paul Chambers that the need arose to find a successor to the University's first Vice-Chancellor, arguably the most crucial event to occur during all these years. As its chairman, he certainly spared no effort in getting the selection committee to work. During his time as Pro-Chancellor, Robin Leigh-Pemberton became chairman of the National Westminster Bank, and in 1983 he was appointed by the Queen as the Governor of the Bank of England. Perhaps it is quite a natural

* Sadly, Lord Irving died in 1989.

thing, really, for the Pro-Chancellor of a university to move on to be a sort of Pro-Chancellor (of the Exchequer)! The demands of this office are such that he could hardly be expected to guarantee to give his undivided attention to our affairs when needed, and he reluctantly decided that he had to resign as Pro-Chancellor. That he retains an interest in, and an affection for, the University is attested by the fact that he has agreed to remain as an ordinary member of the Council for the time being.

Robin Leigh-Pemberton's successor, both as Deputy Pro-Chancellor and now as Pro-Chancellor, was the Right Reverend Dr David Say, (until his recent retirement, 104th Lord Bishop of Rochester). These two, with such diverse backgrounds, worked very effectively together as Pro-Chancellor and Deputy, and both showed great skill in the management of committees. During those six years (1978 to 1984) one might almost say that the management of our affairs was overseen by a consortium of local representatives of God *and* Mammon!

David Say has now moved up to the office of Pro-Chancellor, and has been succeeded as Deputy by Lord Brabourne. In many ways Lord Brabourne looks the archetypal holder of such an office – a local land-owner and farmer and a Peer of the Realm. But not many such folk manage to combine these qualifications with a distinguished career as a film and television producer (*Death on the Nile* and *Little Dorrit*, for example). To this admirably broad background he can add a further distinction (one which he shares with the late Sir Paul Chambers) – of having graduates of this University amongst his children. It is still, of course, only a second-hand experience of life at the Canterbury 'coal-face', but it must provide some insights denied to most of the management.

The two honorary officers who do the greatest amount of actual day-to-day *work* on our behalf – signing this, authorising that as well as chairing committees – are the Treasurer and his Deputy. Eric Baker, the first holder of the office of Treasurer has been mentioned before in this narrative. He had been one of the Trustees appointed by the original Sponsors, and had chaired the Finance Committee when it was set up by the Interim Committee. Thus by the time he gave up the office in 1977, he had carried the prime responsibility for our financial stability for about 15 years. In a formal sense, of course, the responsibility rests with the University Council, but in practice the Council has to be able to rely upon the guidance provided by such men as Eric Baker. It is not an easy responsibility to discharge: too firm a hand on the throttle may ensure continuing solvency, but it may also inhibit developments which ought to be encouraged. Too loose a control, and the University may well find itself – in the future if not immediately – unable to meet the commitments it has entered into. And we are not talking about peanuts: by the end of Eric Baker's period, the University had an annual budget of around £10 million, give or take a million or two.

Certainly one can find critics who would have had the University adopt a more daring posture in the financial sphere, but in the light of more recent events, it does seem that the slightly conservative policies have saved us from some really large-scale unpleasantness. Eric Baker thus earned the grateful thanks of the University for having set it on a course which enabled it to face the financial storms of the past few years with some confidence. But this was

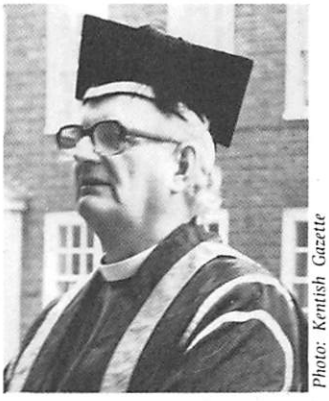


Photo: Kentish Gazette

The Rt.Rev.Dr R.D.Say

David Say succeeded Dr C.M.Chavasse as Bishop of Rochester in 1961, and thus became a member of our Sponsors. He has been closely connected with us ever since, for the past five years as Pro-Chancellor. In all, he has given almost thirty years of devoted service.

Lord Brabourne

A 'Sponsor' right from the start, and now, since 1984, Deputy Pro-Chancellor.

The old guard (and their wives) move out . . . The founding Registrar (Eric Fox) and Dr Templeman's last Deputy (the present writer) provided a year's overlap with the new Vice-Chancellor before themselves bowing out. Gifts from colleagues were handed over at this farewell ceremony. Mary Fox (extreme right) had served from the very beginning as Secretary to the Registrar, and Elsie Martin had put in fourteen years as the University's Radiation Protection Officer.

Dr T.B.Bunting

Brian Bunting served for twelve years as Deputy Treasurer, and contributed a great deal of common sense as well as financial and managerial expertise. He proved especially skilled at the business of putting across the problems of the 'management' to the student members of committees (and, not uncommonly, the reverse operation, too!). He retired in 1977, and died in December 1988.

far from being the only way in which he served us. For many years, for example, he chaired our Joint Consultative Committee of the University and the Trades Unions, bringing his considerable experience of industrial relations to bear upon our problems. In the process he developed a very good rapport with the Deputy Chairman of the Committee (and leader of the Trades Unions 'side'), Cyril King of the ASTMS. The good sense of these two men (strongly backed up by Eric Fox, the Registrar, and Iain Macdonald, the Establishment Officer) did much to ensure that our 'industrial relations' normally went very smoothly.

The Deputy Treasurer during most of this period was Brian Bunting, who was appointed in 1965 and thus just missed the dead-line in Chapter 1 to be counted as a 'first-footer'. For twelve years, though, he and Eric Baker divided up the tasks which fall to our honorary financial guardians, and the two of them, working closely together, proved to be an exceptionally valuable team. Brian Bunting's background was as Managing Director of a firm in one of the county's main industries: brewing. It was thus appropriate for him to take a special interest in the problems which arose in the management of the domestic affairs of our Colleges. He also took on the responsibility of chairing our investments sub-committee. But more generally he contributed not just financial and management expertise: he abounded with plain common sense, and cheerfully took on a number of other chores for us. He chaired, for example, a Working Party set up to seek solutions for the problem which perpetually nags away in the background – the provision of adequate car-parking facilities. This experience, so it is said, left him scarred for life!

For the past decade, since their predecessors retired in 1977, our finances have been guided by Dr U.H.B.('Sandy') Alexander, the senior partner in a local firm of solicitors, and Dr Alistair Lawton, sometime chairman of the County Council, as Treasurer and Deputy Treasurer

. . . and the new management takes a breath of fresh air.

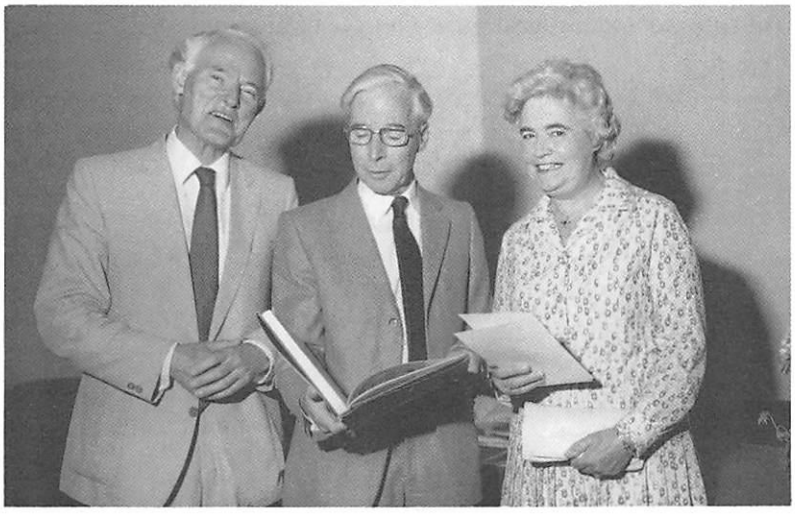
From the left, Denis Linfoot (now Registrar, previously Finance Officer); Dr David Ingram; Professor Maurice Vile (Professor of Politics, the new Deputy Vice-Chancellor); and Mrs Ingram.

respectively. They have divided the responsibilities in pretty much the same fashion as Eric Baker and Brian Bunting had done, and have displayed the same very welcome combination of lightness and sureness of touch that we had become so used to. It would be hard to over-estimate the value to the University of the work which these four people have so cheerfully undertaken on our behalf over the years, a debt which was recognised in each case when the University conferred upon them honorary doctorates.

The office of Chancellor is quite unlike any of the other lay offices. Although described in the Charter as 'the Chief Officer of the University' it is essentially a ceremonial, rather than an executive, office. The formal duties are not onerous: to preside (usually once a year) over the meetings of the

Dr J.A.Lawton

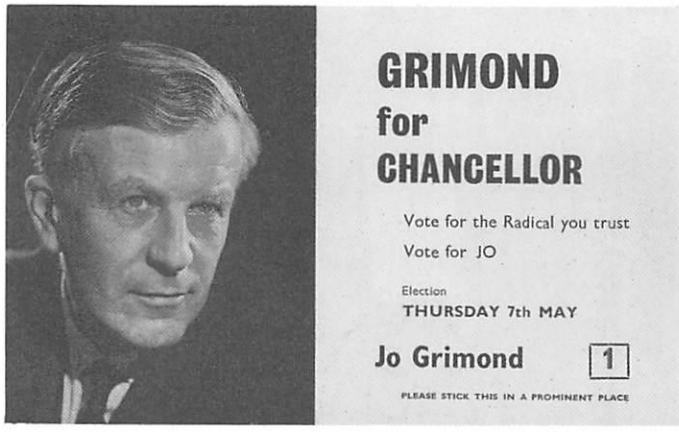
Alistair Lawton has been our Deputy Treasurer since 1977, and also a long-serving Chairman of the Governors of Nonington College, one of the institutions whose degrees we validated.



David Edwards, the University's founding Surveyor, retired in 1983. He is pictured here with his wife Mary and the Vice-Chancellor, Dr David Ingram, at a farewell presentation. Mr Edwards was succeeded by Roger Longbottom in the newly-named post of Estates and Buildings Officer.

An honorary doctorate for Mr U. H. B. ('Sandy') Alexander, the University's Treasurer since 1977. This group, in the Cathedral Cloister after the degree ceremony, shows Dr Alexander on the extreme left, with the Chancellor, Dr Robin Leigh-Pemberton (Pro-Chancellor), and the Vice-Chancellor.

Court, and over the periodical meetings of Congregations for the conferment of degrees. Beyond that, the Chancellor is expected to act as a 'figurehead', whose visits to the University are warmly welcomed, but are in no sense a matter of obligation. The sudden death of the first holder of the office, Her Royal Highness Princess Marina, after such a short tenure of the post, left the University distinctly unprepared for the process of finding a successor. The relevant Statute is, in fact, rather unhelpful about any details, merely saying that the appointment is to be made by the Court on the nomination of the Council after consultation with the Senate. An obvious procedure would be one parallel to that for the Vice-Chancellor, but it has to be remembered that the late 1960s were notable for a great upsurge of interest in 'participation'



This seems to be the only relic surviving from the campaign for the election of Jo Grimond as Chancellor in 1970. Surely there must have been other window-stickers; or were the local Young Liberals just so much more enterprising than the supporters of the other candidates?

The new Chancellor had an easy rapport with the students (he had previously served as Rector of the University of Aberdeen) but he combined this with the sort of presence one hopes to find in the person who has to preside on large ceremonial occasions. He also has a voice which needs little in the way of sound re-inforcing equipment: doubtless nurtured by innumerable election meetings in his constituency of Orkney and Shetland.

on the part of students, and that the office of Chancellor, more than any other, ought to symbolise the whole institution. With some reluctance, the Council and the Senate agreed that the nominee who was to be put forward for appointment by the Court should, in effect, be chosen by direct election, with a very broadly-based electorate: all students, monthly-paid staff and members of the Council.

By far the largest component of the electorate was, of course, the student body, and it is easy to see a basis for the hesitations felt by Council and Senate about this way of proceeding: the University might well find itself saddled, for perhaps as long as several decades, with a figure-head who, not to put too fine a point on it, might not wear too well: a current 'pop-idol', for example. To minimise this risk, an ingenious scheme was finally devised by Maurice Vile (then Professor of Political Science, later to be Deputy Vice-Chancellor) and approved by Council and Senate, which worked in the following fashion:

(a) nominations would be invited from all members of the electorate;
(b) these would be considered by a joint committee comprising six nominees of the Council, six nominees of the Senate and six members elected by the students at large;
(c) a short-list would be drawn up, of those nominees who received the support of at least 14 members of the committee, or, perhaps more to the point, were not 'black balled' by more than four members;
(d) those on the short-list would be asked if they were willing to be included in the election process proper;

(e) only at that stage would the surviving names be made public, when an election would be held using the alternative vote system.

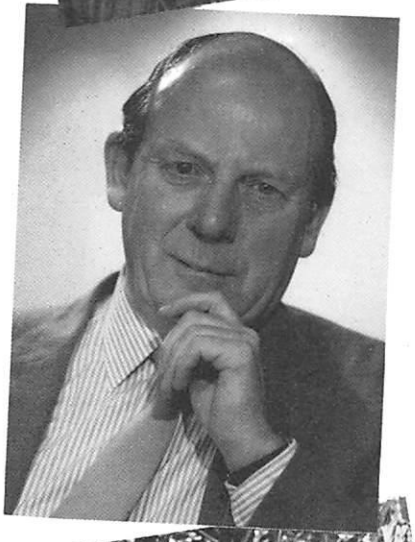
Step (c) ensured that a nominee who was thoroughly unacceptable to any of the three components of the electorate – laity, staff or students – would get no further. And the method of voting ensured that the eventual victor had the broadest possible measure of support from the whole community.

It was October 1969 before the scheme was finally put into action, and the joint committee found itself faced with a list of 75 names. Some of the nominees were obvious non-starters: a few would be quite unable to perform their duties because they were in prison, or lived so far away as to make their attendance in Canterbury impracticable; some found little support anywhere in the committee, for one reason or another. But after a deal of agonising, the list was whittled down to manageable proportions. The joint committee, incidentally, was chaired by Sidney (now Lord) Irving, then Deputy Speaker of the House of Commons, a post which had clearly given him valuable practice in getting committees to work sensibly. Several of the short-listed nominees asked leave to decline the prospective honour for one reason or another, and it had been accepted from the start that it was unlikely that members of the Royal Family would be willing to stand for elective office.*

The final ballot paper carried the names of four contenders, and any one of them (albeit in very different ways) would have made an eminently worthy holder of the office. They were: William Golding (later to become Sir William, and to receive the Nobel Prize for Literature); Jo Grimond (now Lord Grimond of Firth, then Liberal M.P. for Orkney and Shetland, who had not long before resigned from the leadership of the parliamentary Liberal Party); Dame Kathleen Lonsdale (a distinguished crystallographer, Emeritus Professor in the University of London and well known for her work for world peace on behalf of the Society of Friends) and George Woodcock (then lately retired from the office of General Secretary of the T.U.C.; a man with the intellectual stamina to get a first in P.P.E. at Oxford after having left school at the age of 12 and worked for the next eleven years as a cotton weaver).

All four were understood to have received 'respectable' votes (it had been agreed that numerical details would not be revealed) but Jo Grimond emerged leading the field. He was installed as Chancellor at a Congregation in July 1970 and fills the office with distinction to this day. A few people had been inclined to doubt the wisdom of allowing the name of a well-known political figure even to appear on the ballot paper, and it is true that occasionally Lord Grimond has found it impossible to resist a mischievous impulse, when addressing a degree congregation, to put in a plug for one of his current concerns – electoral reform, for example. But it is done with such good humour, with his tongue so evidently in his cheek, and backed up with little self-deprecatory jokes, that none but the most bigoted of his political opponents could possibly take offence. His political experience and contacts have proved invaluable to the University in various ways, from small dinner

* Times have changed since then, and Princess Anne has survived a contested election (admittedly with a more narrowly-drawn electorate) for the Chancellorship of the University of London without the heavens falling in on us.



In addition to Maurice Vile (mentioned before), these six members of the Senate have served for various periods during the past decade as Pro-Vice-Chancellors or Deputy Vice-Chancellors.

This period has been one of great difficulty for the University (as for all the others in the U.K.) and these offices have been very far from being sinecures.
From the left, we have Gerald Rickayzen (Professor of Theoretical Physics); Mike Irwin (Professor of English); Ian Gregor (also a Professor of English, now in strictness retired, but very much involved still); Stephen Holt (Professor of European Studies, more recently moved on to be Rector of the Roehampton Institute of Education); Christine Bolt (Professor of American History); and Jim Hughes (Professor of Industrial Relations).

parties at the House of Commons, at which groups from the University have had the opportunity for informally meeting politicians of all parties, to his contributions to seminars for students of Politics and Government, often followed by informal student parties in one of the Colleges.

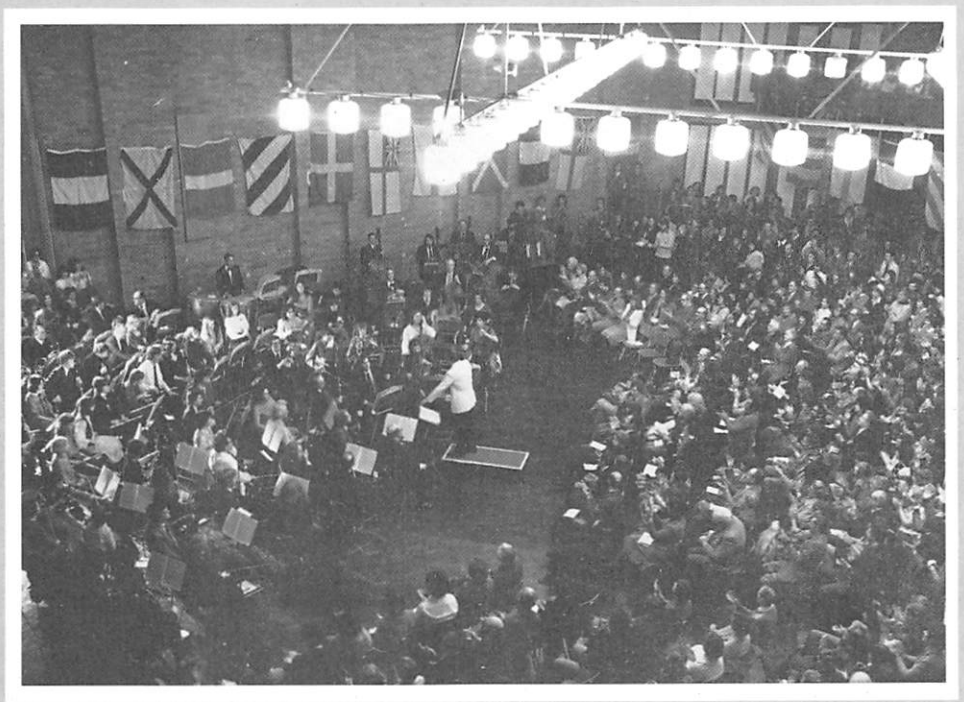
This must have been the first (if not the only) occasion on which a university had used so broadly-based a method for selecting a new Chancellor. To what extent its undoubted success rested on Maurice Vile's ingenious rubric, and how much on Sidney Irving's skill and patience as Chairman of the short-listing committee it is now difficult to tell: the fact is that both were needed, and what could so easily have been a divisive and acrimonious matter was brought to a very happy conclusion.

It seems, then, that for all our 'lay' offices we have evolved techniques for ensuring continuity which have served well until now. There is every reason to expect that they will continue to do so, given a continuing supply of the 'willing and able'.

The 'Prom' in Eliot College Hall has been a popular feature of the annual round for some time. Here, though, the higher-priced seats are at the front, with standing-room only towards the back.

7

Campus Life



7

Campus Life

SECONDARY though they obviously are to the main – academic – purposes of a university, the non-academic provisions are crucial in determining the style of the institution, and in distinguishing it from other, superficially similar, places. We have already outlined in Chapter 4 the arguments which led to our collegiate form of organisation, and this is obviously at the heart of life on the campus. In that chapter, too, we saw how well the original concept had stood up to the stresses and strains of the past twenty-odd years.

Catering and recreational facilities have, as we have seen, been provided in each of the Colleges, and an inevitable consequence of this was that the more normal central provision of facilities in a Students' Union building was not needed on anything like the usual scale. More crucially, funding for such a building was not going to be available from UGC sources: they have 'norms' for the scale of such provision appropriate for a given number of students, and our College provision more or less exhausted them. This, rather than the common assumption of a 'divide and rule' ploy for university management, is the explanation for the absence of such a physical facility. This does not, of

This modest building (renamed in honour of Nelson Mandela) has served for many years as the headquarters of the Students' Union. Originally, the left-hand part was intended as a house for the Master of Eliot, but a more suitable place was found for him and it thus became available for its present purpose. Over the years it has been modified internally, and small extensions have been built on. Even so, it is scarcely adequate for the functions which fall to the Union even in this collegiate university.

Students' Union Officers over the years have included Vickie Wood, General Secretary 1981-82, who ran an SU News programme interspersed with music on UKC Radio. On leaving Kent, she joined the GLC's Graduate Trainee Scheme and now works for the London Borough of Camden, where she is Principal Administrative Officer in the Chief Executive's Department.

Paul Box-Grainger, President 1976-77, was the victim of a truly horrendous road accident soon after taking office. But, as this picture shows, the Union's business just had to go on. He is probably the only member of the Senate ever to have taken part in its meetings lying flat on his back!

Photo: Kentish Gazette

Ruth Bundey, President 1967-68, now a leading Leeds solicitor specialising in criminal and immigration cases, got straight down to some domestic chores when she arrived at the University in 1965. In between times she managed to win the 1967-68 T. S. Eliot Poetry Prize, judged that year by W.H. Auden.

Photo: Kentish Gazette

Ken Spencer, President from 1972 to 1973, was a mature student of Philosophy. Roger Smith, President 1978-79, seen here addressing the throng on a particularly contentious catering issue, now has his own advertising agency in Canterbury. Simon Hornby (left), Treasurer 1980-81, has moved into Research and Development Management with Securicor International.

inCant

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PRESIDENTIAL PREVIEW

A new look at the leaders

OUR new President, **John Harwood**, is 19 and hails from Catford, in South-East London.

He attended Catford School—a comprehensive—where he gained 13 "O" levels and three "A" levels (History, English, French). Leaving school last July, he spent his summer vacation working in a biscuit factory.

One of his main reasons for coming to Kent was his desire to start new traditions and actively participate in student government. He intends to read Part II History and already has passed out of the language centre. His aim upon graduation is to join the Foreign Office. He belongs to both the Drama and Sailing Club.

FIVE posts on the Executive have been filled. The system by which Junior College members were elected to these posts is not democratic.

In the Presidential Election, the elected candidate received votes from 40 per cent of the voters and from only 25 per cent of Junior College members. Owing to the inadequacy of the system, there is no way of measuring this candidate's popularity among the other 75 per cent. According to the transferable voting system, originally included in one of the proposed constitutions, the second preference of those who voted for the less popular candidates would have been finally considered.

This could have presented an entirely different result. However, when the present constitution was drawn up by compromise between the two opposing factions, the transferable vote was substituted by a majority vote system. Undoubtedly, one of the arguments put forward

The 'masthead' of the first issue of* inCant, *produced before the end of the first term.

A self-portrait by Ted Harrison, inCant's first cartoonist.

course, mean that there is no need for a university-wide *organisation* of students, for there are many matters where the College is not the appropriate unit. Clubs and Societies need to be organised on a university scale, most sports call for support from the wider community, and there are many academic matters where the whole student body needs suitable representation in discussions with the university authorities. So, the Students' Union exists in much the same way as in other, non-collegiate, universities: it merely lacks an imposing 'home'. Lord Holford's original plan made provision for a 'Great Hall', sited close to the roundabout at the top of University Road, and from time to time it has been suggested that this might be combined in some way with a central Students' Union facility. Sadly, the funds for this seem still to be as far away as ever, and the Union has to manage with a set of *ad hoc* solutions to its accommodation problems: converted houses near Eliot College, a shop tacked on to the Banking Hall shared by three banks (a piece of enterprise on the part of Eric Fox, then Registrar), and for the Sports Federation, some space in the Sports Hall.

There tend to be three, rather different, types of student officer: those who serve the Students' Union, those for the four separate College organisations, and those for the Sports Federation. The orientation of the last-mentioned will be obvious; the others are often to be distinguished by the more 'political' interests of the Union activists, as against the more domestic concerns of the College officers. From time to time a problem arose over the division of the available moneys between the various interests. The grant regulations required that only one single fee be charged to cover all these non-academic functions, and the fixing of this sum was often a matter of controversy. Especially was this the case during periods of inflationary pressure: politicians (reflecting public opinion) tended to question the purposes to which these funds are put; students naturally wanted to have available as much money as possible to support the widest range of activities; and the unfortunate university authorities were liable to be ground between these two rather fundamentally conflicting attitudes. What we did whenever

this matter had to be settled was to have the Finance Committee set up a small working party with one or two senior academics and a few of the 'lay' members of the Council, often those with local authority experience. The Students' Union was then invited to submit a detailed case for the subscription they felt necessary to cover their needs, and this was probed by this working party. The procedure seems to have worked reasonably well in striking a balance between the needs as perceived by the student body and the public interest in keeping costs down. What remained a frequent bone of contention was the division of the resulting sum between the three types of interest mentioned above. The regulations allowed only one fee to be charged, and it would have been undesirable (and probably constitutionally improper) for the University to intervene in the process of sub-dividing it. At least this problem provided good experience for budding civil servants and politicians amongst the students involved!

A vital need in a community aspiring to a democratic structure is for good internal lines of communication, and major successes in this field should be recorded. Within a few weeks of the arrival of the first undergraduates, in 1965, the University had a remarkably well-produced student newspaper – then called *inCant*, although the exact form of its title changed over the years. It continued for many years, with the inevitable ups and downs,* and gave invaluable service to the whole community. On the production side it was greatly helped by the local branch of the Kent Messenger Company, who also looked after the legal aspects of the production. But to say that does not detract at all from the credit due to a succession of Editors, reporters, photographers, and cartoonists.

The other, perhaps more innovative, development resulted in 'UKC Radio'. This started in 1966 with a group of enthusiasts who ran 'Audio Rutherford', a station whose signals were propagated (with some misgivings on the part of the Surveyor!) along the central heating pipework in that College. After a while, the Post Office (then the relevant authority) relaxed the conditions for the issue of radio transmitting licences and UKC Radio was detached from the radiator pipes and went on the air on 301 metres: the UK's first campus radio station, it seems. A condition of the licence was that the transmitter power had to be low enough for the signal not to be receivable beyond the campus boundaries, so the local populace was denied (or, perhaps, spared) this addition to the range of entertainment available! Projects of this kind depend very much on the existence of a group of enthusiasts with the appropriate skills, but these do seem regularly to have been forthcoming. It would be interesting to know how many of those of our alumni who have found their ways into jobs with the broadcasting media 'cut their teeth' on our campus station.

These two vehicles, with other, more erratic or specialised offerings, catered really rather well for the student communication needs. Amongst staff, however, there was some discontent at the way that students reading a 'scoop' in *inCant* knew more about the University's official plans than they did themselves. In an attempt to meet this very justified criticism, a *Bulletin*

* Sadly, Incant seems to have suffered a terminal 'down', precipitated by a long-drawn-out strike at its printers.

Earl Okin as disc jockey, at the microphone of Audio Rutherford. The 'transmissions' covered only those within reach of the Rutherford central heating pipes, but it soon developed into a campus-wide system, 'UKC Radio' on 301 m., medium-wave.

Jon Longman at the turntable of a more professional-looking outfit – UKC Radio, with a campus-wide audience, and proper programme schedules. This station has gone from strength to strength.

Photo: Kentish Gazette

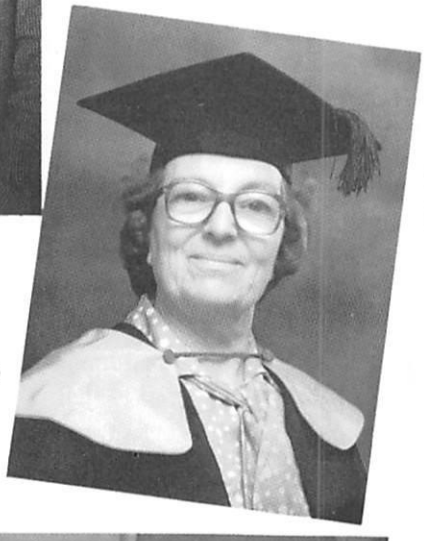
(optimistically labelled 'Confidential to Members of Staff') was first produced in January 1968. It was confined to reporting the *acta* of the various official bodies, was rather lacking in any journalistic qualities, and was not very well received. In October 1968, the opportunity was taken to engage a professional journalist, Sonia Copeland (later to be Sonia Bloom), to look after a 'house magazine'. Although the Registrar retained ultimate responsibility for its contents, the editor ran on a very loose rein and FUSS (Forum for University Staff and Students) proved a considerable success, acquiring credibility from the obviously independent standpoint it was able to adopt. It still carried official notices, of course, but the reports of the proceedings of the Senate, for example, were contributed by a succession of 'back-bench' members of that body, which made for a livelier and more readable style. FUSS was not afraid to carry criticism of the official University line on matters, and ran a vigorous correspondence column. Sadly, FUSS bore the seeds of its own downfall: it was beautifully produced (in the University's own Printing Unit), and it was just too expensive to keep going when, in 1975, a vigorous economy campaign had to be initiated throughout the University. The Editor did not feel able to reduce costs to the sort of level which might have been sustained, and publication ceased. Sonia Bloom surely took the right (if painful) decision in this: her professional talents would have wasted on the sort of publication we could afford at that time. But it was a sad outcome, nevertheless.

After the demise of FUSS, two or three expedients were tried, until in 1979 *Newsletter* started publication. Originally a very slim effort, it now runs to about 16 pages, ten times or so each year. Produced in the Information Office, it is more evidently an 'economy'-style effort, but has re-captured a good deal of the atmosphere of its predecessor, and serves us well.

The Students' Union provides a broad umbrella under which shelter a multitude of clubs and societies: modest amounts of money are provided out of the global sum at the disposal of the Union, and provided certain basic requirements are met, these bodies are left pretty much to their own devices. Some of the societies are straight-forwardly political: Communist, Conservative, Labour, Liberal, Socialist interests have been catered for; the various religious persuasions each have their organisations; social and cultural groups are supported – important with the increasing numbers of overseas students; academically-related societies are encouraged; and there is a range of activities under the broad heading of 'recreational'. Some of these last are clearly more serious, some less so, and it would be rash to attempt any categorization along such lines. However, it may be thought safe to put the 'Winnie-the-Pooh Society' (which flourished at least from 1974 to 1975) at the less serious end of the range, with their objective of furthering the appreciation of A.A.Milne's immortal character. 'Reading the Pooh Books and eating bread and honey' seemed to represent the high point of their meetings, according to their entry in the 1974 Students' Union Handbook. Clearly, all tastes and interests have been catered for!

Deriving its finance from the grant to the Students' Union, but having a considerable degree of autonomy, is the Sports Federation, which provides the umbrella for a whole range of clubs. Some of these provide the representative teams for inter-university fixtures, and all of them offer the facilities for

Joan Charlesworth, the University's first Appointments Officer, was responsible for building up the Appointments Service from scratch, helping many generations of students to find suitable careers. She and her Senior Assistant, Brian Jones, both took early retirement in 1982. The name of the office later changed to the Careers Advisory Service under the direction of her successor, John Greer.



Lee Marshall, Admissions Officer from 1966 to 1984, received an MA in acknowledgement of her services to the University at a ceremony in June 1979. Under her leadership, the Admissions Office saw an increase of annual student applications from a few hundred to approximately 17,000.

This merry band of Registry Porters and Maintenance Staff are gathered to make a presentation on the occasion of the retirement of their colleague Len Daniels. Jimmy Rome, Buildings Superintendent, who has since retired to live in Scotland, made the presentation; immediately behind him is Gerry Coleman, Superintendent of University Porters, who has since died.

This bunch of Keynes staff – mostly non-academic, with a few academics thrown in – were assembled for a rather sad reason. Ted Plummer, one of the College's Porters, had retired early on health grounds, and wanted as a retirement present a picture of the staff with whom and for whom he had worked. It is not a complete assembly, of course, but it is a well representative one. Sadly, Mr Plummer was not well enough to be included in the group, and in the event he did not survive very long. But the thought does underline the strength of the affection which binds members of a College together.

Cyril King (left) and Iain Macdonald met over the negotiating table many times during the University's first twenty years. Chief Technician in Physics, Cyril was Chairman of the Association for Scientific, Technical and Managerial Staffs, and Deputy Chairman of the Joint Consultative Committee of the University and the Trade Unions. Iain Macdonald, the University's first Establishment Officer, represented the 'other side'. Their compatibility and good sense did much to maintain a friendly atmosphere amongst campus staff.

Stock-taking in the Library used to be a rolling programme conducted over three or four subsequent summers. This unique photograph of the Library staff in July 1978 assembled on the stage of the Gulbenkian Theatre was taken during a break from this arduous and time-consuming work.

To make a successful soccer team in a few weeks, starting from eleven people who had not played together before, is no mean feat. They won their first two games (against teams from other higher educational establishments in the area) by comfortable margins, but they were only able to draw (2-2) in their first UAU match (against the University of Essex). At the end of the back row is their 'Senior Member' (required by the University in all clubs and societies, if only to ensure financial propriety) Gerald Rickayzen, then Reader in Theoretical Physics, now Professor and Deputy Vice-Chancellor. Although, of course, a non-playing member of the student side, he was not a theoretical footballer when it came to Physics staff-student matches.

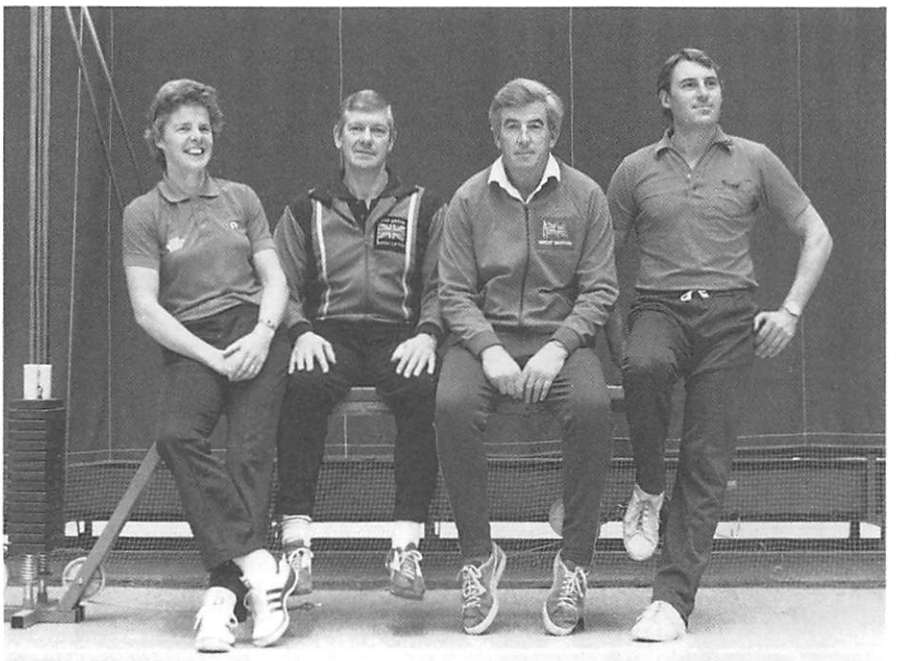
The playing members of the team were: (back row, from the left) Bob Watkins, Tony Mackay, Ted Daley, Colin Sinclair, Nick Hooper, Dave Bateman, (front row) Roger Fogg, Peter Davies, Jim Rowark, John Tagholm and Malcolm Hayward. Dave Bateman, who unearthed this picture and made the identifications, is still very much with us, as a lecturer in computing.

maintaining the '*in corpore sano*' part of the old tag. As with the more sedentary societies, clubs for the more exotic sports tend to wax and wane according to the presence of a core of enthusiasts, but given a minimum level of interest, almost anything can be found: from Archery to Tiddleywinks.

In 1968, the 'Sports and Examinations* Hall' was completed and provided a splendid venue for indoor sports of all kinds. At the same time, the University appointed as Director of Physical Recreation, George Popplewell (recently now retired). George came from a post with the Home Office, where he was responsible for training people concerned with such matters in prisons. More importantly, he came with a vast store of enthusiasm and an impressive collection of qualifications as a coach, trainer and referee in a whole range of sports. His wife, Elaine, joined the staff shortly after, bringing an equally impressive background, especially in women's activities. To these two is due much of the credit for building up a very successful facility, although one must not forget the contribution of Roy Chisholm, Professor of Applied Mathematics, who chaired the Senate's Sports and Recreations Committee for many years. Whenever matters concerning resources – of manpower or of cash for physical facilities – came up, he could be relied upon to be in there batting for the sporting interests.

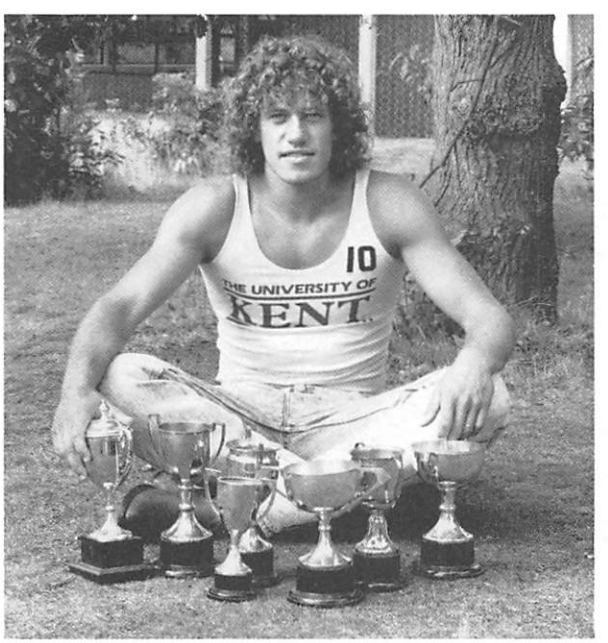
Over the years university teams (and individuals, of course) have notched up an impressive collection of victories, but equally, if not more,

* The fact that the University lacked a hall suitable for the holding of examinations probably helped to soften the heart of the UGC when the bid for funding was made. The hall, although mainly used for sporting activities, also provides space for large scale concerts on a few nights each year. It is, incidentally, no small matter to put down the covering needed to protect the floor surface when such events are to be held; taking it up again *after* a concert is an even less attractive task!

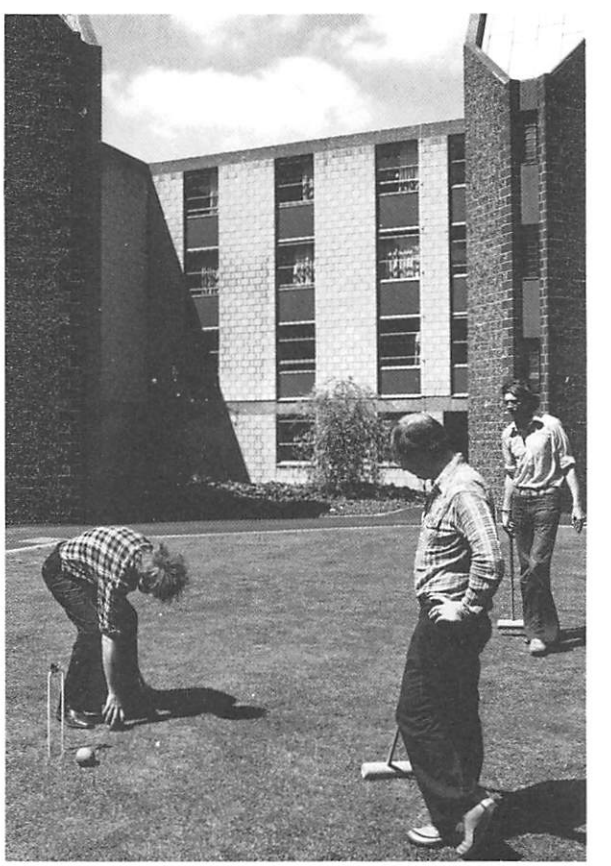


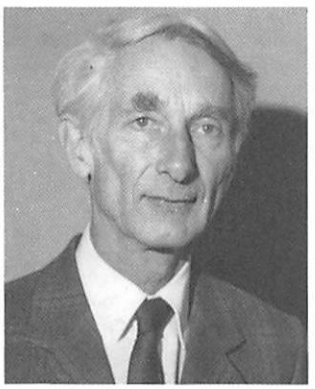
This picture was taken in the Main Sports Hall when Elaine Popplewell was the Organiser of Women's Sport, her husband George (second from left) was Director of the Centre, David James (second from right) was Assistant Director, and Mike Wilkins was a Sports Centre Assistant. Elaine and George are now retired, David James is Director, and Mike Wilkins is Chief Assistant. The four are perched on the leg-curl machine, which now resides in the Weights Room.

For those who prefer a really vicious game, there is croquet on the lawn at Keynes.



Robert Ingenbleek, a student of English Law from Krefeld in West Germany, was one of the University's most successful all-round athletes. A silver medallist in the UAU discus and bronze medallist in the UAU shot putt events, he was also a member of the 4 x 400m relay squad which won a bronze medal. In the Southern Student Championships, he won five individual gold medals for the 110m hurdles, high jump, long jump, shot putt and discus, and was a member of the relay teams winning gold medals for the 4 x 100m and 4 x 400m events.





Prof. R. Foakes, who provided much of the initial impetus for the founding of the Gulbenkian Theatre.

important is the extent to which people have engaged in these activities for fun or for the promotion of personal fitness, without any competitive element entering into the motivation. In a typical year around 80% of the attendances clocked up at the Sports Centre have been individual ones of this kind. George Popplewell and his colleagues have undoubtedly done a magnificent job in promoting health *and* happiness.

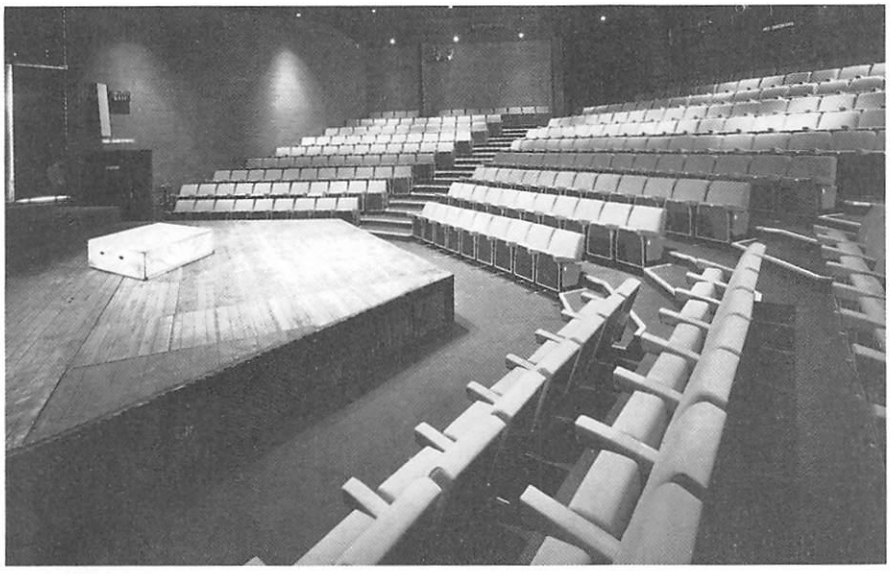
Recreation is not, of course, limited to *physical* recreation, and cultural activities of all sorts sprang up very quickly. Some need little more than a group of enthusiasts and a vacant lecture room in which to meet; others need rather more, and we must note especially two posts: Director of Music and Director of the Gulbenkian Theatre, with obvious areas of responsibility. For a time at the beginning, our musical interests were fostered by a very much part-time arrangement with the late Alfred Deller as our Musical Adviser. In 1968, funds became available from the Astor Foundation to meet the cost of a part-time appointment of a Musical Director, and Alan Laing was appointed. Alfred Deller continued his association for some time as Honorary Musical Adviser, and his help over many years was given formal recognition in 1977 when he was given an honorary doctorate. Alan Laing's appointment was later converted to a full-time one. Eventually he moved on to a teaching post in another university, but he had given music in the University a very good start. The tradition has been very well maintained since then by Harry Newstone, Roy Goodman and the present Director, Susan Wanless.

The Gulbenkian Theatre, made possible by a generous grant from the Calouste Gulbenkian Foundation, owes a very great deal to Reg Foakes, our founding Professor of English. He, with a strong professional interest in the drama, provided much of the initial impetus, and devoted a lot of effort to

This production of 'Oh, Mr Pooter' was a really home-grown affair, with lyrics by Mike Irwin (Professor of English Literature) and music by Peter Stone (then Senior Lecturer in English & American Literature, sadly now deceased).

Peter Stone had initially trained as a pianist, and turned to literature relatively late in his career. He proved to be outstandingly talented in both areas, and his death was a very sad blow for the University.

The Gulbenkian Theatre.



This picture gives a good impression of the auditorium of the Gulbenkian Theatre. Although the seats are all empty for the taking of this photograph, the Gulbenkian does rather well in terms of the usual theatrical criterion of 'bums on seats'.

developing the proposal and negotiating with the Foundation to secure the funding. The theatre opened in June 1969, with Mike Lucas as the first Director. The first production to be tackled was perhaps a trifle ambitious in its technical demands, and perhaps a little too avant-garde for the tastes of some of its first-night audience, involving as it did a modest amount of nudity. This provided the popular press with an opportunity for 'shock-horror' headlines, although several of the guests from the town (including the then Mayor and his wife) expressed themselves as quite unshocked.* Both the opening production ('The Exploding Dream' by Richard Drain) and the facilities of the theatre itself were well received by the professional theatrical

* In the interests of total honesty, one should perhaps add that the Mayor of Canterbury that year was, by profession, a butcher, and possibly more difficult to shock than some more sensitive souls.

These two pictures are of parts of the affectionate farewell entertainments put on for the retirements of two of our Professors of English Literature: Reg Foakes and Molly Mahood. The Gulbenkian Theatre is the obvious place for such events, but was especially appropriate for Reg Foakes's departure, since he was instrumental in generating the support for its construction.

The 'Porters' were Reg Brown (left), Administrative Director of the Theatre, and Bob Gibson, Professor of French, Chairman of the Theatre's Management Committee, and now Master of Rutherford.

A production of Molière's 'Les Femmes Savantes' in the Gulbenkian Theatre by a staff company. Vivienne Mylne (Professor of French, since retired) and Philip Robinson (Lecturer in French) are evident.

press, and by reviewers in general. Perhaps one might just quote from the review in the *Dover Express:*

> The auditorium is the most comfortable in Kent. The lighting is the best in Kent. The stage is the most open in Kent. The foyer is the most spacious in Kent, and the view from the terrace is second to none in south-east England.

Our Consulting Architect, Bill Henderson, who had achieved all this on a very modest budget, must very justifiably have been pleased by the reception his handiwork was given.

Mike Lucas, after a while, moved on to wider pastures, and was succeeded by Reg Brown, one of our own 'mature' graduates in English (a product, incidentally, of an early arrangement which provided exemption from the first year of study here to selected students from the Rose Bruford College of Speech and Drama), who brought – indeed, still brings – to the job an enviable combination of skills, enthusiasms, and capacity for sheer hard work. The theatre continues to put on a very varied menu: student productions, of course, but interspersed with others by academic staff groups and by visiting companies, professional and amateur. It represents, for East Kent generally, as well as for the University, an extraordinarily valuable resource.

What of the visual amenities of the University? To be candid, the campus was in the first few years a rather bleak place, but as development proceeded – for the most part spreading progressively outwards from the centre – considerable efforts have been made to civilise it. Lawns, of course, have been

'Father Courage' being installed on his original plinth, overseen by Building Superintendent Jimmy Rome – here with hands in pockets – who was always on hand when a tricky job was to be undertaken.

The 'Sea-Land' sundial.

Photo: Kentish Gazette

Peter Stone, to whose memory a heather garden has been planted.

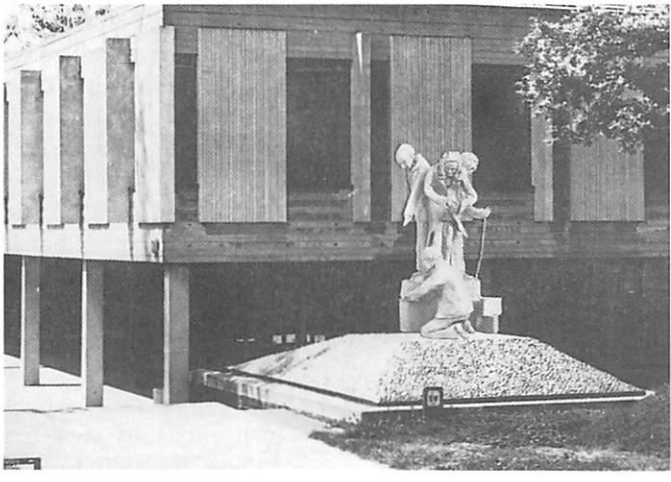
The bust of the late Lord Rutherford, which stands in the first courtyard of the College bearing his name.

laid, and a lot of tree-planting has been done over the years. We have had notable help in this connection from such organisations as the 'Men of the Trees' and from numerous individual donors. Beds of ornamental shrubs have been planted: some as the result of generosity on the part of the Kent Society, and one, for example, donated by friends and colleagues of the late Peter Stone, Senior Lecturer in English, whose untimely death deprived the University of his considerable talents, in matters musical as well as in his official function.

Slowly, the University has acquired a modest quantity of paintings, prints, and the like. Some commemorate the distinguished persons after whom the colleges have been named: a variety of prints and cartoons of Charles Darwin, and Patrick Heron's portrait of T.S.Eliot, for example. Then there are images in various media of successive Masters of the Colleges, and the Senate chamber has portraits of Geoffrey Templeman by John Ward (seen on page 161 of the present volume) and of our Chancellor, Lord Grimond, by P.F.C.Jackson, both depicted in their full ceremonial robes.

Outside, the campus is graced by a few pieces of sculpture: 'Red Strike', by John Hoskin, stands on the path between the Chemical and the Biological Laboratories; it is on loan to us from the Arts Council of Great Britain. The 'Sea-Land' sundial between the Registry and Rutherford was carved by Michael Harvey, to a design by Ian Hamilton Finlay, the Scottish poet. Dare one add that it is calibrated (so it is said) for a latitude a good deal further south than Canterbury! However, most passers-by will see it as a work of art, rather than a serious time-piece. And then, beside the Gulbenkian Theatre (and purchased with the aid of a grant from the Arts Council) there is 'Father Courage', a striking bronze figure by the Northern Ireland sculptor, F. McWilliam. Father Courage came within an ace of descending into the bowels of the earth at the time of the collapse of the railway tunnel in 1974. Fortunately he was rescued, and is now happily reinstated. Finally, there is in the first courtyard of Rutherford College a fine bust of the late Lord Rutherford, by Frederick Deane, R.P., acquired through the generosity of a number of senior members of the College.

'Red Strike'



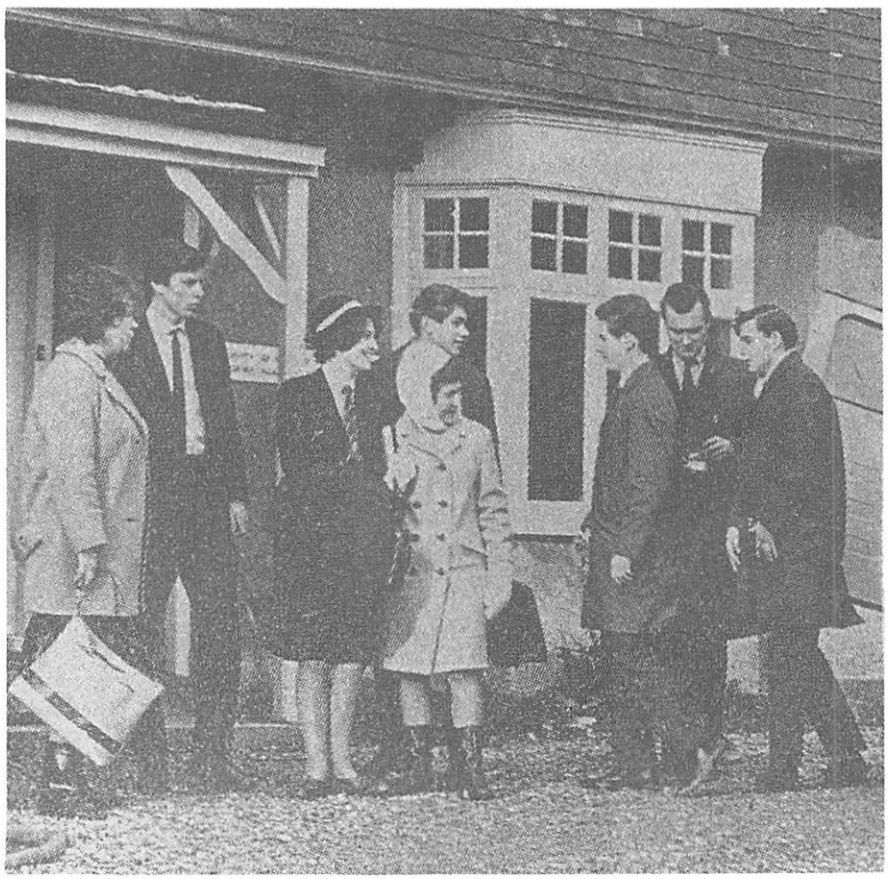
A photo-montage of the sculpture proposed by Professor Jennison, on the plinth outside the entrance to the Electronic Engineering Laboratory. The plinth is still there, waiting . . . .

Near the entrance to the Electronics Laboratory there stands what appears to be a plinth waiting for a statue to be placed upon it. Its function, in fact, is to house sundry controls for services in that building, but its *form* is far from accidental. Roger Jennison, the first Professor of Electronics, happens to be an enthusiastic amateur artist (and incidentally, for many years, President of the Canterbury Society of Art), and the exact shape of this small outhouse was the result of a suggestion by him, with the hope that at some stage a statue would arrive to grace it. For some years nothing happened, and then in 1977 a proposal came from Professor Jennison to the Works Sub-Committee, offering to undertake himself the execution of a suitable sculpture to be placed there. He had worked out the proposal in some detail, to the extent of producing a small maquette, together with a photographic montage to show the overall effect. It would have been a strictly representational effort, executed in glass-fibre reinforced resin on a welded steel framework, with three of the historical giants of the physical sciences – Newton, Planck and Einstein – standing on a low pedestal and looking down on a fourth, kneeling, figure (an Electronic Engineer, no doubt) inserting the final brick into the foundations on which they were standing. The cost of the materials would have been modest, and Roger Jennison did not expect any fee. Sad to say, the Works Sub-Committee looked this gift horse in the mouth, starting with a suspicion (immediately denied) about the face which would eventually be found on the fourth figure.*

* At least one member of the committee had memories of a mural in a new building in another university, where the representation of the sun carried the unmistakable features of the then head of the department concerned!

Afraid that the 'gift horse' might prove to be too much of a 'hot potato', the Works Committee chickened out and the whole matter was referred to the Senate Exhibitions Committee, which may even have had something of a bias against art which was too overtly representational. They felt unable to recommend the project's acceptance on the grounds that the medium proposed was unlikely to withstand weathering satisfactorily. It is true, of course, that the glass-fibre reinforced resin would not have lasted as well as a good solid bronze, but it might have seen out the time of quite a few of us. And the outcome, of course, is that we still have a vacant plinth-like object at the entrance to the Electronic Engineering Laboratory, where the subject-matter of Professor Jennison's proposal would have been very appropriately sited.

A problem which has troubled most universities (and many other institutions as well) concerns its relations with the internal combustion engine. Individual motor cars may (or may not) be things of beauty, but *en masse* they are liable to pose almost insoluble conflicts between considerations of aesthetics, economics and personal convenience. Geoffrey Templeman (himself a non-driver) and Lord Holford were at one on this point, and were keen to keep cars out of the middle of the campus altogether. Little provision was therefore made for parking and we started with a brave and determined



During the autumn and winter of 1964, candidates for admission in the following October had to be interviewed. The only place where this could be done was at Beverley Farm, and batches of young hopefuls (how clean and tidy they all looked!) were ferried up from the railway stations in this van by Fred Millford, General Factotum at the Farm. That they did not all turn tail and flee at the prospect of mud which greeted them must have been due in some measure to Fred Millford's avuncular manner. Those which decided to give us a try must have been a pretty imaginative and hardy bunch!

Photo: Kentish Gazette

The first of the 500 students arriving at the University in October 1965 to take up residence in the newly-built Eliot College.

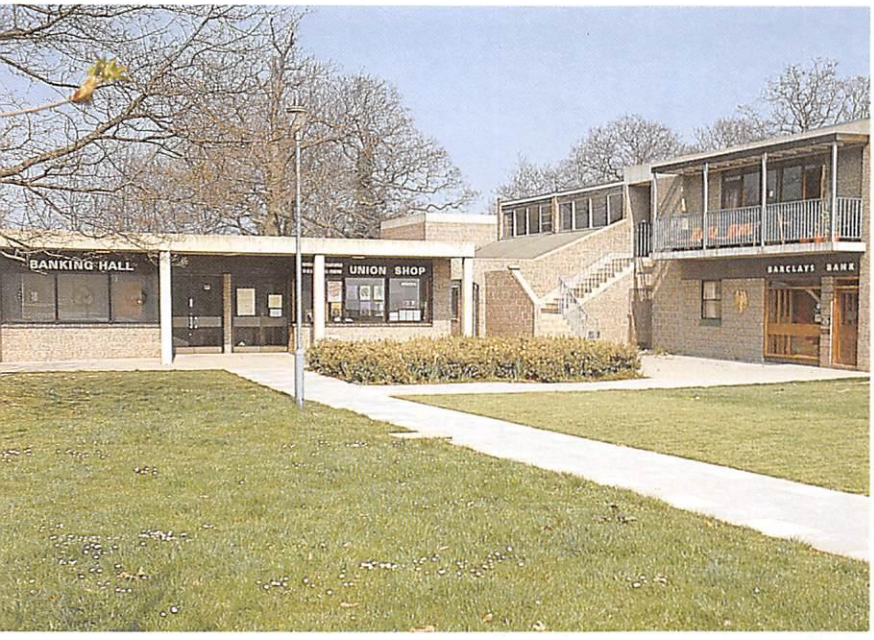
By 1972 a Government White Paper was predicting a national increase of some 33% in undergraduate intake over the next five years. In an article in FUSS, the University's Newsletter at the time, Denis Linfoot, the Finance Officer (later Registrar), speculated on how this might be achieved in a climate when applications were showing a slightly downward trend. This poster at the end of his article suggested an unusual way of attracting more students.

(if misguided) attempt to keep at least student cars at bay, with a ban on such vehicles being kept within 25 miles of the University. This takes one well into the Thames estuary on one side, and into the English Channel on another! In quite a short time it became clear that this position was untenable, and the rule was progressively relaxed, until all that now remains are rules about *where* one may park. Given the vagaries of public transport, this was an inevitable development, and parking space has had to be provided on quite a large scale, and at some not inconsiderable expense. At least, the centre of the campus is not accessible to road traffic, which makes for a pleasant environment in that region, even if it does mean that much of the parking space is located where people do not really want to be!

Pedestrians have fared rather better: in general, the Surveyor's attitude was that footpaths should be arranged where people actually want to walk, not just where they would look tidy on a map, and in this he has, for the most part, been successful.

One aspect of access was not properly foreseen, however: the problems arising for the disabled. Universities have a long tradition of helping blind students to cope – with tape-recorders, with amanuenses for examinations, and so on – but they have never been so well able to deal with the physically-handicapped. The problem was brought to our notice very acutely on the first day of the first term, with the arrival of wheel-chair-bound Ann Smith. Her home was in Jersey, and she had been offered a place without the normal interview, so that the magnitude of the problem had simply not dawned upon those responsible. Hurried *ad hoc* steps had to be taken – grab-rails in her

Ann Smith is eased out of the bus and into her wheel-chair, at the start of her three-year encounter with the mud and chaos of a new University. Her enthusiasm triumphed, and she was awarded her honours degree at the normal time. By all accounts she enjoyed her time with us, in spite of all the difficulties.



As part of the deal struck by the Registrar with a consortium of banks, this small building (attached to the telephone exchange) housed a rather pretentiously-styled 'Banking Hall' and a 'Union Shop'. It sells all manner of oddments, and has at times also acted as agent for the national student travel and insurance organisations.

Nick Wells, Students' Union President 1982-83, and General Secretary Mandy Coxon, discuss a welfare matter with the Vice-Chancellor, Dr David Ingram, shortly after their election.

Inside a study-bedroom in Eliot College.

The Sports Centre provides facilities for over 30 different activities. Its main feature is a large Sports Hall, but an additional gymnasium provides further accommodation for fitness and conditioning with two Multi Gyms, a boxing ring, dumb-bells, punch-bags, rowing machines and free weights. The Main Hall doubles up for the sitting of examinations and for events such as the Freshers' Fair, held by the Students' Union at the beginning of each academic year. Over 150 societies are represented, giving a taster of the huge variety of goods on offer for the student body.

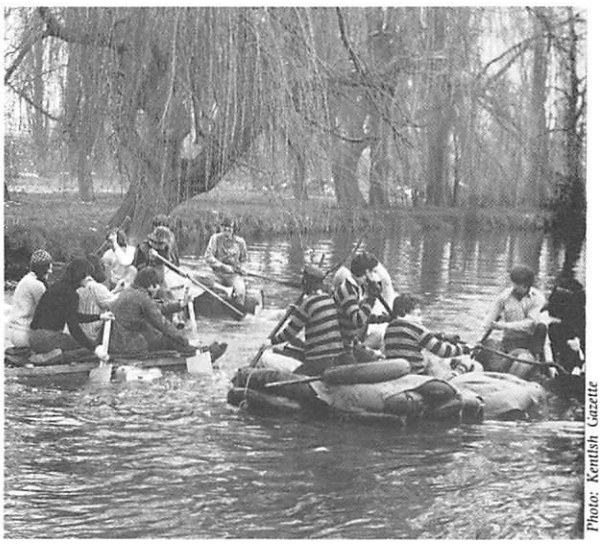
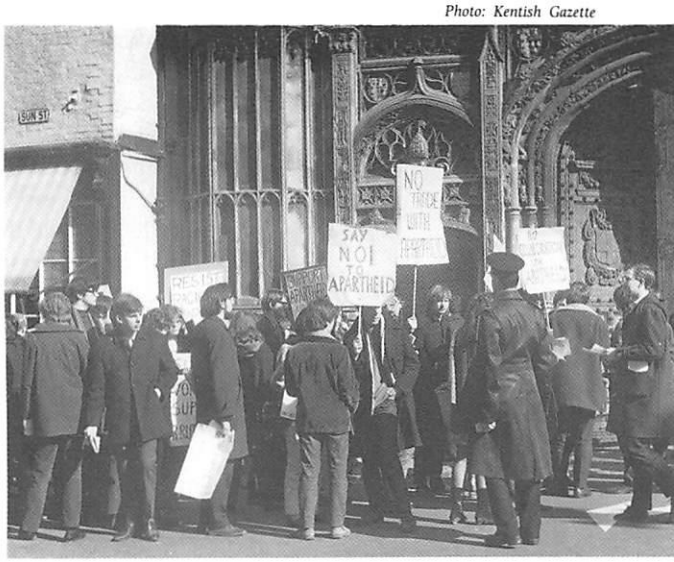


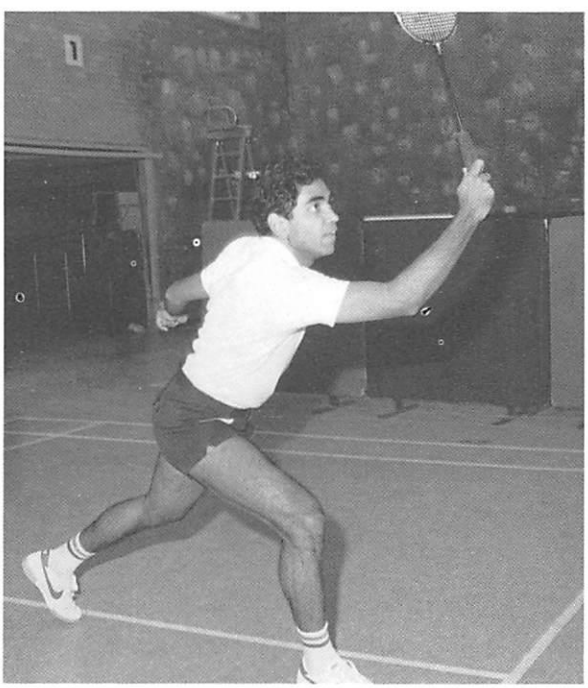
Photo: Kentish Gazette

1989 saw the inauguration of a Raft Race as part of the students' annual Rag Week, when they concentrate on raising money for charity. In this event, Sports Clubs were invited to make their own rafts and sail down the River Stour from the Rheims Way Bridge to the Westgate one.

Photo: Kentish Gazette



One cannot have 1500 young people without politics raising its head, and we spanned the whole spectrum. Apartheid was a major concern then as, sadly, it still has to be. This was a 1968 protest, but it wasn't the first (or the last) of its kind.



Amol Shah was the most outstanding student badminton player in the country while at the University of Kent. In 1985 he won the UAU individual badminton title, retaining it in 1986 and 1987. In 1987 he was also awarded the Fred Wood Memorial Trophy for his all-round contribution to Men's Badminton at the University, and the Kent Society Cup for the 'Outstanding Individual Sports Performance' of the year.

We had the occasional eccentric to enliven the place. Earl Okin decided that three wheels were safer than two, and also attracted more interest.

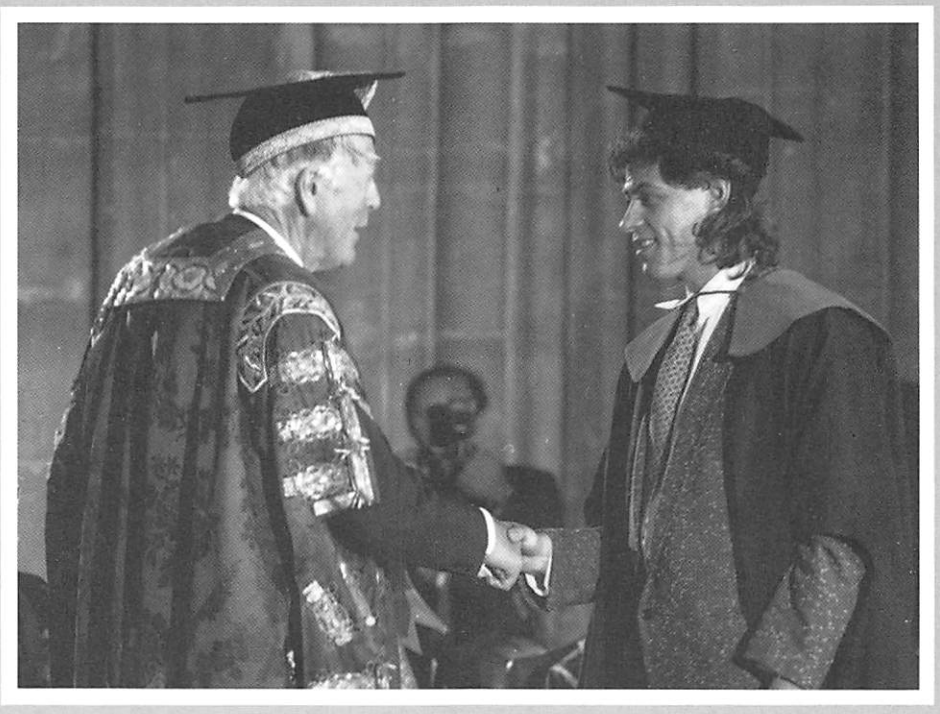
study-bedroom, for example – to make life possible for her. Eliot College (and, equally, Rutherford, which was by then well advanced in construction) are far from ideal for someone with this problem – there are just too many changes of level, and no passenger lift at all. There are, of course, severe limits to what can be done – how to reach books shelved high up or low down in the library, for example – but over the years a great deal has been achieved. Keynes (still then at the design stage) did get a passenger lift; ramps have been added alongside steps and kerbs; a few low-level pay-phones have been provided; and the University has, for many years now, had an Adviser to Handicapped Students. Until recently this function has been performed by David Reason, a lecturer in Interdisciplinary Studies and himself confined to a wheel-chair, with a sound basis for knowing where the problems arise and how one avoids them.

Apart from raising the University's level of awareness about this problem, Ann Smith's predicament had two results: whenever she found herself stuck at the top or bottom of a flight of stairs, in seemingly no time at all four husky young men would appear and carry her – chair and all – as needed; and her cheerfulness in the face of what must have been a daunting struggle with the layout of the University provided a sharp lesson for anyone with an inclination towards self-pity. Numerically, the disabled have never posed a major problem, but ever since that time the University has taken very seriously its obligation to help such people so far as is humanly possible.

A very popular honorary degree was that conferred on Bob Geldof, 'pop' star, local resident but above all in this context an indefatigable and imaginative worker for the alleviation of famine in Africa. He is seen here being formally admitted to his degree.

8

'Town and Gown'



8

'Town and Gown'

UNIVERSITIES in general are frequently accused of inhabiting 'ivory towers' as though these were some quite improper form of abode. In fact, of course, the provision of an ambience in which scholarship can be undertaken and knowledge pursued, with a degree of insulation from the 'real' world outside, is one of the main functions of a university, and it ought to be a matter of *accusation* only when carried to an unreasonable extreme. An analogous argument concerns the way in which a university's efforts are apportioned between the pursuit of knowledge through research and the passing of knowledge to students through teaching. This division obviously has a degree of arbitrariness about it, and in the short term the balance can be tipped one way or the other without catastrophic results. In fact, to an increasing degree the two processes are inextricably intertwined, each benefiting the other. The two questions tend to come together in discussions of the 'value-for-money' aspects of British universities. But although it would be absurd to assert that the British university system is incapable of improving its efficiency, it is already a highly cost-effective means of achieving its twin objectives: the acquisition and the transmission of knowledge.

That having been said in defence of something like the status quo, it must be added that a university which fails to come down from its ivory tower and make appropriate contact with the real world, fails to do so at its peril. There are a number of distinct levels at which the contact needs to be made, all of them, in their different ways, important. In the middle ages life (at least in this respect) must have been so much simpler! Now we need to cultivate our potential students (and those who advise and influence them); their potential eventual employers; the sources of our financial support (governmental and other); and, of course, the local community, to mention just a few of the more obvious facets of this matter. This 'cultivation' is not in any sense improper, and it is not simply a job for the 'management' to undertake. The whole university community has a function to perform, and the process of generating the sort of image one would like to present is a slow one, and one which can all too easily be put into reverse by some ill-considered action.

So far as the local community is concerned, a great deal rests with the 'media' which, for much of our time has meant the local weekly newspapers. These, on the whole, have given us a fair wind, although they have not hesitated to report criticism, both editorially and through their correspondence columns, when this was felt to be justified. An exception to the generalisation should perhaps be made for a gossip column written under the pen-name 'Diogenes' for one local paper, which has some time ago ceased publication. This column was frequently used to purvey *mis*information about

the University in a manner which caused many people to think that it was simply malicious. Occasionally, the Registrar would feel obliged to write in protest at some especially outrageous distortion, but the general policy was to regard the whole business as beneath contempt.

The response of the national press to the existence of the University was distinctly mixed. Our opening in 1965 was treated well by the 'heavies', several of which ran substantial accounts of what we were trying to do. But for the lighter papers we were – not surprisingly, perhaps – something of a nine-days wonder, receiving attention from then on only to the extent that our activities appeared to fit into the 'sex and violence' categories of news. Student unrest must have done harm quite out of proportion to the actual magnitude of the events in question, simply because it was reported whilst all the normal activities of a university were not considered newsworthy at all. The harm caused by such unrest – whether here or in other universities – probably affected the whole university system, rather than reflecting on individual institutions, and must have done something to reduce the public esteem in which universities were held.

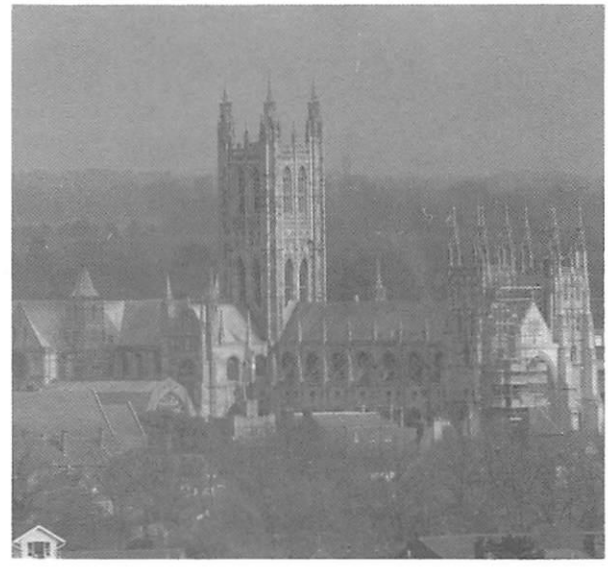
One assertion which did cause a fair amount of annoyance was one which reckoned (implicitly or sometimes explicitly) that the University was in some way tied to the Anglican Church. In fact, of course, our Charter contains the clause which is now fairly standard, requiring that 'No religious, racial or political test shall be imposed on any person . . . ' and it can be said with some firmness that this stipulation has been scrupulously obeyed in the letter and in the spirit. And if evidence were needed to support this, one could add that simply amongst the University's principal officers whose affiliations

It seems that Ted Harrison did not think much of the contributions to journalism by 'Diogenes'.

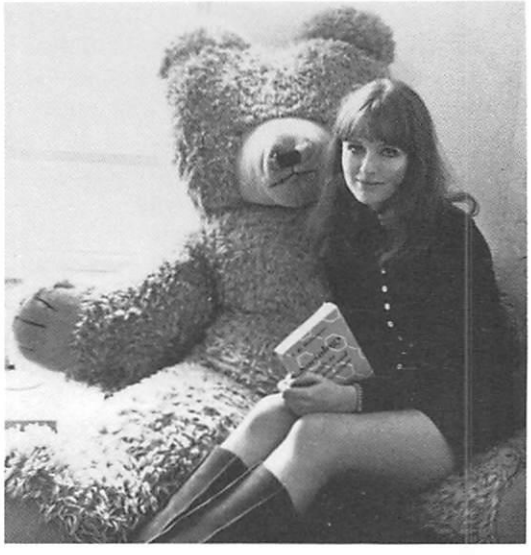
in this respect happen to be known personally to the present writer one could find Anglicans, certainly, but also Catholics, Jews, Non-conformists of various persuasions, and others with no formal connections with any religious faith. Perhaps even more revealing in this respect is the spread of faiths represented amongst the members of the Board of Studies in Theology – said to have included Anglican, Roman Catholic, United Reform, Jewish, Russian Orthodox and Buddhist adherents.

This assertion of bias seems first to have surfaced in an article in the *Jewish Chronicle* which noted that the first intake of students, in October 1965, contained only nine adherents of the Jewish faith. The University simply had no way of knowing whether this was an under- or an over-estimate: it was not the sort of information with which it had concerned itself, nor should it have done so. If the number was indeed smaller than one might have expected, then it was certainly not the result of any discrimination on the part of the University. If it was the result of potential Jewish students assuming that they would be less than welcome, then this was very sad, and certainly unjustified. Perhaps the most solid evidence in the article to support the assertion was provided by the observation that the first two Colleges were planned so as to frame the view of the City and the Cathedral in the large dining-hall windows. There were, of course, alternative views which an architect might have chosen to frame in this fashion, as the adjacent photographs show. But what architect in his right mind would have done other than what Lord Holford did, in fact, do?

We do, of course, have friendly relations with the Cathedral authorities – we manage their library (to our mutual advantage), and they make their beautiful building available each year for our degree congregations, for example – but we have maintained equally friendly relations with the Roman Catholic Franciscan Order who have a study centre in Giles Lane, adjacent to the campus. To read some sinister interpretation into these facts would simply be absurd.



Given the option of framing the Cathedral or a gasometer in Eliot's dining-hall window, can anyone blame Lord Holford for planning the position of the College in the way he did?



Things about the University which make their way into the international press are almost always essentially trivial. This clipping is from the Johannesburg Star of 13 October 1967, showing one of that year's freshers, with companion. Sarah Harman had arrived to read Sociology, accompanied by a simply enormous teddy bear, which from a demolition site. College rooms not being over-large, she found it useful as an armchair, and more comfortable than the standard issue, or so it was said. Sarah migrated from Sociology to Law, and transferred her capacity for showing compassion from discarded bears to more deserving recipients — she now practises as a solicitor in Canterbury, with a well-known concern for helping the less privileged with legal problems. The teddy, incidentally, is alive and well, and also living in Canterbury.

The trivial nature of a great deal of the reporting of our activities can be illustrated by a couple of examples. The first concerned an episode in the annual student 'Rag' in 1967. A pair of students went (by prior arrangement, needless to say!) into the local branch of the National Provincial Bank; the young woman was lifted on to the counter and the young man wrote a 'cheque' on her chest. The teller agreed that a cheque could be written on *anything* and paid out the £5 demanded, stamping the young woman 'paid'. Photographs were taken for the press – the whole object, of course, was to publicize the entirely worthy charitable objectives of the Rag. Such local publicity was welcome enough, but the value of this story being reproduced in the national press is less obvious. Even less clear is the value (to anyone) of its reproduction world-wide – in the *Cape Argus* in South Africa, the *Christchurch Star* in New Zealand, even the English-language *Japan Times* in Tokyo, amongst others. Sadly, no one mentioned that at the same point in time hundreds of our students were beavering away in preparation for their examinations.

The episode which led to this 'column-filler' from the Canadian *Montreal Star*, was much more in the nature of an 'own goal'. It was, in fact, merely picking up a story which gained extensive coverage in local, regional and national papers in this country, both editorially and through correspondence columns. Our Students' Union had been trying, as such organisations often do, to negotiate arrangements with selected local tradesmen for discounts to be allowed to its members. Even this had proved difficult, and had given rise to unfavourable comment in the local press from other groups (pensioners, for example) who would have liked similar concessions. Excluded from the deal with a local chemist were 'ethical' pharmaceutical preparations, simply as a consequence of the rules under which pharmacists have to operate. In these circumstances, it was, to say the least, unwise for a woman student to ventilate, through the press, a complaint that the discount was thus not applicable to supplies of contraceptive pills. The result was, of course, to provoke predictably choleric responses from 'Disgusted of Tunbridge Wells'

Extract from
Montreal Star, Canada

Pill protest

Girls at Canterbury University, England, demanded a reduction in the price of contraceptive pills, arguing their high cost plays havoc with a student's carefully planned budget.

I had heard rumours of things going on at the University, but did not like to believe them. Now I know it's true; what a disgrace for Canterbury. Some of the students' clothes are disgustingly vulgar, too. They should be made to wear some sort of uniform like our local colleges.

...Life up there is, however, on the whole pretty decent and responsible. And I *have* done some research into the matter.

If one topic for comment isn't valid, however, there are others that are. Such as students giving up their time—without pay—to help in three Canterbury hospitals. Or those who are working in Dr. Barnardo's Home and in the children's clinic. Or those who are visiting Canterbury's old people. Or the thriving religious and social action groups. Or the students who each week skimp their lunch to give the money to Oxfam. You will not find these reported in the national Sunday papers. Good news is no news. But these activities have one big advantage over the 'pill' story. They are true.

LOUIS JAMES (Dr.)

A column-filler in the Montreal Star was based on a story which gained extensive coverage in Britain, provoking choleric responses from 'Disgusted of Tunbridge Wells' and a sense of near-paranoia amongst some senior members of the University.

and his ilk, in which the conclusion was drawn (supported by no facts whatever) that the University was – to quote one correspondent – 'not a home of learning but one of evil repute'.

One does not have to take too seriously such a tiny snippet in a far-away newspaper, for by the next day, no doubt, the whole business would have been forgotten. The coverage within this country was a more significant matter, however, and episodes of this kind did generate a sense of near-paranoia amongst some senior members. No doubt similar nonsenses were being written about other universities: we simply noticed our own much more acutely. But even if we were wrong to be so indignant about the style of reportage of our own activities, the overall effect of this concentration on the silly and the trivial across the whole country can only have helped to reduce the public image of the universities from the shining one of the early 1960s to a much less attractive one a decade later. And that was the climate of public opinion in which politicians – of all parties – were going to have to operate as matters economic became less favourable with the passage of time. In more recent years, we (and the other universities, too) have done much more by providing press releases about the more positive aspects of our activities.

The local press is not, of course, the only means whereby the local community forms its views about the University. The citizens are, for a start, living cheek-by-jowl with many of us, and a city the size of Canterbury cannot absorb four thousand or so students without some side effects. It is thought, however, to have been a matter of pure coincidence that the new Canterbury Police Station was opened on the very next day after the first undergraduates arrived, in 1965.

What our arrival inevitably did was to distort existing patterns: for a town the size of Canterbury to have to absorb several hundred staff, over a period of only a few years, played havoc with the local housing market. House prices in this corner of England already came as something of a shock to newcomers from the more northerly parts, and the laws of supply and demand soon accentuated the discrepancy, to the dismay of newcomers and locals alike. Quite a lot of new housing was built, and the City Council rallied round and provided new houses, on fairly short leases, in a close off the London Road, to ease the transition for new staff. Then, compared to the pre-

Photo: Kentish Gazette

Mayors of Canterbury are ex officio members of the University Council. The Mayor of Canterbury at the time of the University's foundation, Ernest Kingsman, a prominent figure in the City's commercial life, served on the Interim Committee and then on the Council for many years. He is still a member of the University's Court.

1965 situation in the city, the student influx just about trebles the local totals in the 18 to 21 age bracket during term time, and it was surely necessary for us to provide recreational facilities on an appropriate scale on campus to avoid swamping the local facilities. The original intention, mentioned earlier, to build such things on the most southerly strip of the designated site, would at least have encouraged more intermingling than could be expected once we had come to terms with the loss of that land. But this is not to say that such contacts have been missing altogether: university teams play in local leagues, and there is an impressive list of local schools and other organisations to which we make available sporting facilities of one kind and another. In doing this, we are at least repaying in some measure the very generous help we had from those who had such facilities available in the early days when we had little or none.

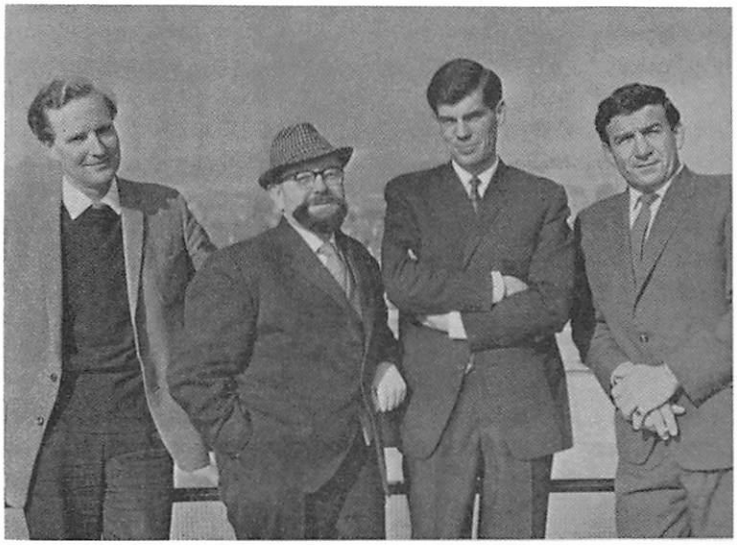
'Recreation' is by no means confined to sporting activities: the Gulbenkian Theatre and Cinema 3 make a very direct contribution to the local cultural resources; the Friday evening Open Lectures attract audiences as much from the town as from within the University; and our arrival must have provided a significant boost to the local involvement with music and the visual arts.

A more touchy subject has been our involvement in local political activities, an area where the early-appointed staff were conscious of the need to tread rather carefully. Comments over the years suggest that we may not have got it too far wrong, for they have ranged from grumbles that the 'folk on the hill' have been too stand-offish and unwilling to join in, to the converse complaint that Canterbury did not really need this invasion of sophisticates, come to teach their country cousins how to run their affairs.

In the early years people were, of course, very much pre-occupied with the business of getting the University established, and had relatively little time left for civic matters. As a result, our contribution has grown slowly but

Photo: Kentish Gazette

The linkages between 'town' and 'gown' are visible in this picture of a mayoral procession forming up. In the front row, from the right, beside the Sword-Bearer are Dr Templeman, our Vice-Chancellor, Mike Fuller (Sheriff of Canterbury and Lecturer in Economic and Social Statistics), Mrs Hettie Barber (Mayor of Canterbury, later to be one of our honorary graduates), Christopher Gay (then Town Clerk, now Chief Executive of the City, for many years a valued member of the University Council). At the left of the second row, wearing dark glasses, is Councillor John Butler (Lecturer in Politics and Government), and at the right of the back row is Nicholas Polmear (then Director of Education for Canterbury, now retired, an important figure in the early negotiations about the setting up of the University, now one of our honorary graduates).



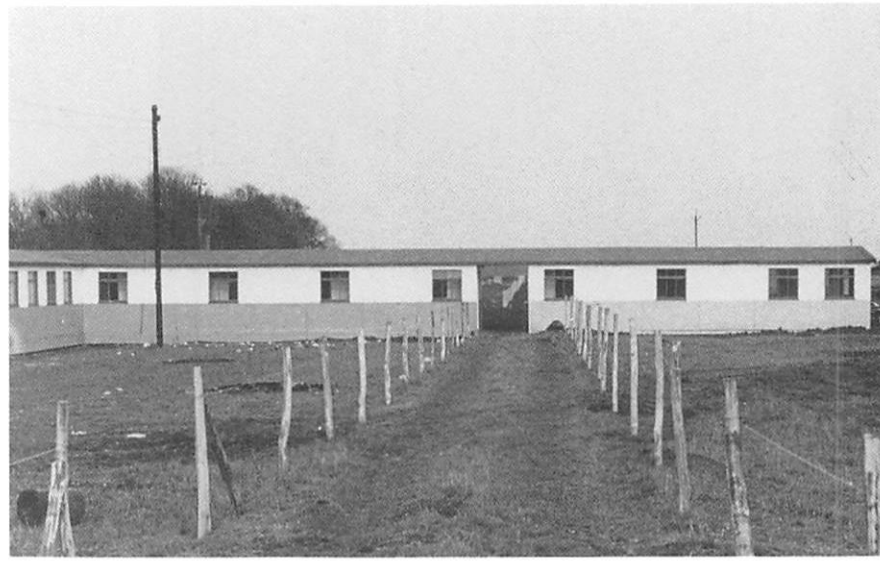
RONALD BARNES DONALD WYNN DAVID RICEMAN RONALD COLEMAN

Shortly after the first undergraduates arrived, in 1965, a group of local enthusiasts put on, in the old Marlowe Theatre, a light-hearted entertainment under the title of 'The First 500'. It was sponsored by the Kent Messenger, *and the proceeds were donated to the University's Foundation Appeal Fund. A major contribution was made by four singers from the Canterbury Choral Society, seen here. David Riceman, it may be noted, has for a number of years served on the University Council, and keeps up a keen interest in the place.*

steadily (which was a healthy outcome, in fact) and now amounts to a respectable one – far from negligible, but not over-powering. Over the years, members of staff or their spouses have contributed to almost every facet of local life. Amongst the holders of substantial public offices one might mention Mary Keith-Lucas and Mike Fuller, who have both held the ancient office of Sheriff of Canterbury; John Todd (Senior Lecturer in Chemistry and for ten years Master of Rutherford College) who has served as Chairman of the local Area Health Authority; Harry Cragg (Reader in Chemistry) who has recently completed eight years as a County Councillor, latterly serving as Chairman of their Higher and Further Education Sub-Committee; and Fred Whitemore

Photo: Kentish Gazette

The late Dr Bernard Porter, a local pharmacist, three times Mayor of Canterbury, was a good friend of the University from the earliest days. He was long associated with Rutherford College, and endowed a series of lectures on topics likely to appeal to a wide audience. The 1985 lecture was given by Canon Ingram Hill, a noted authority on local history — ecclesiastical and secular — and this picture shows the welcoming party. From the left there are: Dr Ingram (Vice-Chancellor) and his wife; Mrs Ingram Hill; Bruce Dickinson (Chairman of Rutherford Junior College Committee); Canon Ingram Hill; Dr John Todd (Master of Rutherford at that time) and Mrs Todd; Mrs Porter; the Mayor of Canterbury (Councillor Cyril Windsor) and the Mayoress; and on the extreme right, Dr Porter.



Our main contractors had absent-mindedly put their site offices down plumb across a public right-of-way. The public did mind, and a section of hut had to be removed to permit their passage. There was even argument as to whether this was good enough. After all, anyone more than about 8 feet tall would not really have had a clear way through.

(Lecturer in Politics and Government) who is a long-serving member of the City Council. It is perhaps worth adding that the University's contribution in this sphere seems to have been politically 'balanced', with activists across the whole spectrum of persuasions being identifiable. This assessment runs counter to the expectation in some quarters, and would not be universally accepted. Indeed, the contrary view was vehemently held by some prominent long-time residents of the City, although this may indicate nothing more than the extent to which they had been living a politically sheltered existence until our arrival on the scene.

Outside the directly political field, we have made substantial contributions too: Caroline Simpson, for example, was instrumental in organising the conversion of the redundant St Alphege's Church into the Canterbury Centre, thus providing a most valuable educational and cultural resource for the city; May Templeman and Geraldine Ingram, the wives of our successive Vice-Chancellors, have not only provided invaluable support for their husbands, but have made their own contributions in the district – serving the Area Health Authority, the Girl Guides Association, the schools service (as members of Governing Bodies), the Cathedral Guide service, the local arts world, and so on. Others have served as magistrates and as Governors of schools and Further Education Colleges; worked with Citizens' Advice Bureaux; taken a leading part as members of trusts helping the disadvantaged to get absorbed into the community; and done a great deal of organising and committee work (not to mention actual performing) for musical and other artistic activities of all sorts; and so on. It is a record in which the University can well take pride.

A potential source of friction between the University and its immediate neighbours arises over the matter of public access to the campus. The site which we took over is, in fact, rather liberally laced with public rights of way – mostly footpaths, along which people have walked their dogs from time immemorial. The University was very conscious of the need to respect these

The Nature Trail was formally opened in June 1985. The Mayor of Canterbury (Mrs Hazel McCabe) is seen here performing the opening ceremony, with the Vice-Chancellor and Dr John Kesby, one of the main instigators.

rights, and has, in fact, left most of them untouched. In a few cases, to do this would have put very difficult constraints on the building programme, and steps were taken to divert the paths appropriately. To do this involves a rather slow legal process, but this had to be lived with: to fail to take the proper steps soon led to protests, as the picture, on page 210, of the contractors' site offices demonstrates! From time to time it is necessary to point out that these rights of way are *foot*paths, and are not suitable for motor-cycle racing.

The University does, in fact, go far beyond its legal obligations in this matter, and is happy to welcome the public to enjoy access to the campus, provided they avoid causing damage. In particular, a few years ago a 'Nature Trail' was established, with proper signposting and an illustrated guide-book, drawing attention to a whole range of interesting natural features of the site. Much is owed to John Kesby and Ian Swingland, who pioneered this development, for the benefits they have brought to all wild-life enthusiasts who may visit the site. The guide-book also contains a section, contributed by Stephen Bann, Professor of Modern Cultural Studies, outlining the architectural and similar points of note in the centre of the campus.

A large-scale involvement with the general public has already been mentioned in passing, in connection with the economics of the running of the Colleges. For several months in each year, the demands from students are on a much reduced scale, and it has become a widespread habit in universities to 'take in lodgers' of one sort and another to help in balancing the books. There is an incidental benefit, too, in that it makes it economically feasible to employ domestic staff on a year-round basis, which is certainly attractive to many. The 'lodgers' are of many kinds: attenders at conferences (which utilise lecture theatre accommodation as well); participants in summer courses; individual holiday-makers; and organised groups of vacationers. Conferences may have some direct relationship to the academic interests of the University, in which case they are doubly welcome in providing a 'shop-window' for our own activities. To mention just a few: the annual meeting of the British

Association for the Advancement of Science in 1973; the annual congress of the Royal Society of Chemistry in 1988; meetings of the British Psychological Society; summer schools of the Historical Association; the Medieval Summer School; and the Conference of University Teachers of English. Many of these are gatherings of large numbers of people, which traditionally 'rotate' amongst universities year by year. We have acquired an enviable reputation as an efficient and congenial venue for such meetings.

And even those with no very clear connection with our own activities (the ten-yearly 'Lambeth Conferences' of the Anglican Communion, or the annual Airworthiness Courses of the Civil Aviation Authority, for example) help spread knowledge of the University as well as helping with the balancing of the books.

The student housing at Park Wood has proved especially popular with individual families of holiday-makers, but the really large scale vacation business was built up with Saga Holidays Ltd., who cater especially for older people. Groups of them come, a week at a time, seem to like the accommodation in the Colleges and find Canterbury an interesting centre both in itself, and for visits by coach to the surrounding countryside. The scale of this enterprise reached a point where it was once suggested that if the University needed a snappy telegraphic address it could well adopt 'Sagacity' during term time and 'Saga City' in the vacations! So well received was the whole enterprise that Stephen Ware, our first College Services Manager, was eventually tempted away to join Saga Holidays, much to our dismay. Another activity – short residential courses – is carried on (in association with a number of other Universities forming a consortium) with the collaboration of the School of Continuing Education.

Photo: Kentish Gazette

A special Degree Congregation was held to coincide with the annual meeting of the British Association for the Advancement of Science, which was held in the University in September 1973. On that occasion we honoured that year's President of the BA, Sir Kingsley Dunham, a distinguished earth scientist; Dame Margaret Miles, President of the Education Section; and (on the right of this picture) Sir George Porter, President of the Chemistry Section, then Director of the Royal Institution, now President of the Royal Society — a local resident, he was already one of our honorary Professors of Chemistry.

A matter of growing importance – and of considerable value to both sides – has been the development of collaboration with industry and commerce. For many years, of course, contacts of this sort have been pursued on an *ad hoc* basis, but latterly they have been formalised and promoted with a great deal of vigour through several units: the Applied Statistics Research Unit of the School of Mathematical Studies; KSIP, Kent Scientific and Industrial Projects Ltd., a company wholly owned by the University; the Institute of Management; the Urban and Regional Studies Unit; and (operated jointly with University College, London and the Polytechnic of Central London) the Institute of Biotechnological Studies. A major effort has been made, too, in the general area of the health and social services, through the work of the Health Services Research Unit and the Personal Social Services Research Unit. In each case, the objective is to make available to interested parties outside the University the expertise and facilities which we can offer in the relevant areas. These operations generate a certain amount of income for the University, but, more importantly, they provide valuable contacts with the 'real' world outside.

Another development in the City, more or less contemporary with ourselves, was the establishment of the Kent Postgraduate Medical Centre. Its primary function is to provide in-service educational facilities for the medical and dental professions in East Kent, but it has provided valuable links with various interests in the University – in Medical Electronics, in Biochemistry and Microbiology, and in the Social Sciences Faculty's specialised units concerned with the health and social services. Instrumental in the setting up of the Centre (and in raising funds for its building) was Sir George Allen (our first Deputy Pro-Chancellor) who became the Centre's first President. On Sir George's death in 1970, Geoffrey Templeman took over that office, maintaining the good relationship between the Centre and the University.

Already mentioned in Chapter 2, and of obvious significance in bringing 'town' and 'gown' together, is the School of Continuing Education. From its headquarters on campus (and an out-station in West Kent, at Tonbridge) its tentacles reach into every corner of the County. Much of the work which it took over from the Delegacy for Extra-Mural Studies of the University of Oxford was of the traditional type, long associated with the Workers' Educational Association. But in addition it has been vigorous in opening up a new field: part-time courses leading to regular university degrees. This is obviously very much a local matter, and it does offer facilities for 'second chance' students who had missed the opportunity of higher education at a more conventional age. This enterprise is clearly greatly valued by the local community, and is very much in line with the sort of approach that the UGC is anxious to see developed.

The UGC, as mentioned earlier, expected to see evidence of local commitment to the idea of a University before bestowing its blessing on a scheme, and we had an impressive list of local Sponsors to give support to the case. One of the UGC's requirements was that this evidence of local support should be manifested in terms of hard cash, although the expectation was that this would come primarily from local authority sources. As with other universities, old as well as new, we sought to back this up by means of a public appeal. The UGC, in fact, recognised and encouraged this sort of

activity, for their limited resources could not be stretched far enough to provide for those facilities which turn a crude mechanical degree-factory into a living university: student residence, facilities for recreation and for the arts generally, prizes, fellowships, and so on.

The very announcement of the setting up of the University was already sufficient to stimulate a number of generous gestures from various quarters: many people gave collections of books to the Library; the University of Oxford provided us with a ceremonial mace; the Worshipful Company of Goldsmiths provided a collection of plate which graces the college dining tables on special occasions (they killed two birds with one stone, incidentally, by commissioning the work from new young artists); Mrs Hyatt-Woolf made a generous donation to provide a research studentship in the Physical Sciences in memory of her husband; the Chairman of the County Council gave us an elegant silver candelabrum; The Buffs (then our local regiment) provided a set of silver ash-trays; the Astor Trust provided a fund for the support of musical activities in the University; and District 112 of Rotary International provided the capital sum from the interest on which, to this day, prizes are awarded to distinguished performers in undergraduate examinations.

But these benefactions, generous and useful though they were, did not touch our main problem: how to meet the cost of building the residence elements of the Colleges. To some extent (but by no means completely) the UGC provided help, and a public appeal was clearly needed to supplement that contribution if the original collegiate concept were to succeed. The Interim Committee judged that about £2 million would be needed if the residence costs were to be met and a modest balance left to support other desirable objectives: the provision of a 'Great Hall', and the funding of Research Fellowships, bursaries and the like. They appointed a 30-strong Appeal Committee of 'the great and the good' (and the well-connected!) of the County, and that body delegated the detailed work to a much smaller Working Committee, under the chairmanship of Brian Bunting, the Deputy Treasurer. Although there do, of course, exist professional fund-raising firms, it seemed to be the general experience that in the end the contacts have to be made, not by 'hired hands', but by people who are directly concerned with the setting up of the University. Only they, it was said, would be able to bring the necessary conviction to their explanation of the University's needs to the friends and business contacts who might be able to make contributions on the scale required. Accordingly, the Interim Committee (with, it must be said, misgivings on the part of several members) decided not to engage a professional fund-raising firm, but rather to appoint as Director of the Appeal the late Sir Cecil Syers, who had then but recently retired from the Secretaryship of the University Grants Committee.

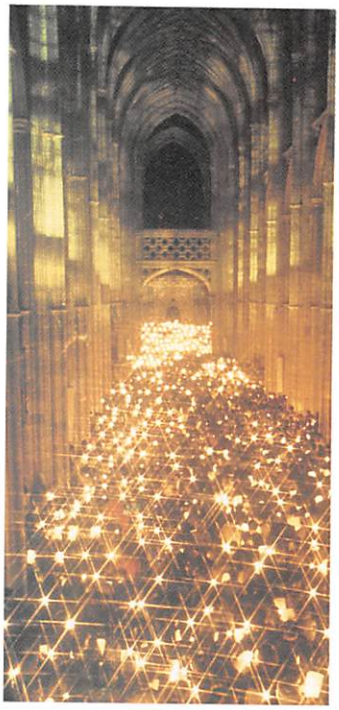
Even before this stage was reached, some £200,000 had been donated or promised by a few large businesses active in the County, but the sort of very large donation which would have a 'pump-priming' effect was (and, indeed, remained) lacking. The formal launch of the appeal, originally planned for January 1965, was put back to the beginning of June, for two reasons: it would avoid a clash with the launch of the Churchill Memorial Appeal (which would be certain to divert attention from ours), and it would enable industry and commerce to take stock after the budget which would

We have a sizeable population of Malaysian and Chinese students, and they make their own special contributions to the general cultural scene on the campus. This picture was from an evening in the Gulbenkian Theatre devoted to their music and dance.

The cartouche of the armorial bearings of George III on the outside wall of the Gulbenkian Theatre, restored in 1983 with money from what became known as the Unicorn's Nose Fund. University staff, the newly-formed Kent Society (the University's Society for Members and Friends) and members of the local community, both societies and individuals, contributed towards this appeal, launched by Professor Bryan Keith-Lucas, President of the Kent Society. Some 15 years previously, Professor Keith-Lucas had arranged for the cartouche to be transferred to the Gulbenkian Theatre from Canterbury's Infantry Barracks, which were about to be demolished.

The University is a major provider of music in the region, attracting local music-lovers to concerts, operas, workshops and dayschools catering to all tastes. The ranks of the UKC Music Society Orchestra under Director of Music Harry Newstone used to be augmented by members of the town, who were invited to participate. Now, under Susan Wanless, there is a flourishing Orchestra of about 70 members, and a Chorus of about 110, all from the university body.

The University has very friendly relations with the Cathedral authorities. Every year they make their beautiful building available for Degree Congregations and for the Christmas Carol Concert.



reflect the increasingly squally economic conditions which were by then developing.

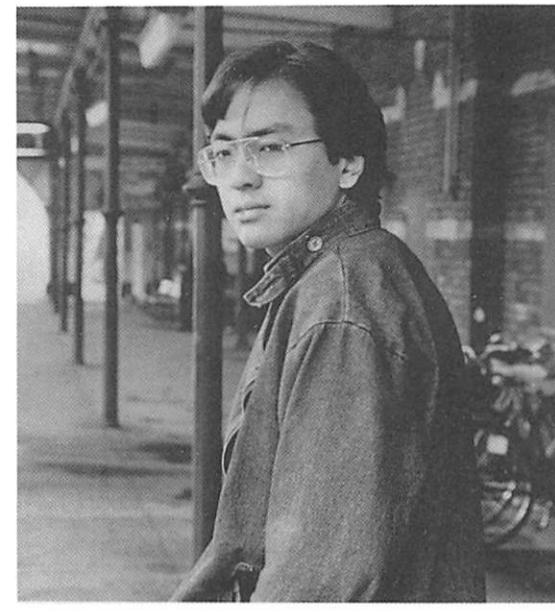
It was clearly impossible for the Director of the Appeal even with the help of the Working Committee to undertake all the individual arm-twisting which was required, and the help of Mayors and Chairmen of Councils across the county was enlisted in setting up local committees to share the work. Press publicity was arranged (both in paid advertisements and editorially) and Southern Television helped by screening a current affairs programme about the University which, although not in the form of an appeal for contributions, no doubt helped to keep us in the public eye.

In fact, over a period of a year or more, a great deal of hard work was put in by the members of the Appeal Committee, its Working Committee, and especially by Brian Bunting and Cecil Syers, and it is certainly no discredit to them that the appeal was not the resounding success that had been hoped. Two million pounds was perhaps always an unrealistic target – based more on our needs than on a sober assessment of the possible. But the total achieved directly from the appeal was rather less than £750,000; in spite of this we were able to complete the residence elements of the four colleges, and the fund has been left in place to serve as a conduit for any non-UGC monies which could be salted away for similar purposes. The Park Wood housing scheme, for example, has been a major beneficiary of the residues in this fund.

Three main causes may be identified for the disappointing outcome of the public appeal. We came late in the queue of supplicants, and perhaps the potential national contributors were developing an increasing resistance to this kind of approach; by 1965, the glow of the 'never had it so good' era was fading, and economic prospects generally were less favourable; and perhaps most significant of all, Kent is not the home of many large firms – not comparable, for example, with the concentration of the motor industry around Coventry, which Warwick was able to tap – and its individual inhabitants tend to be 'comfortably-off' (if that), rather than disgustingly rich. A few really large donations, which we never had, really do have the effect of encouraging the others! For all these reasons, it seems that the result achieved was the best we could have hoped for. It was, after all, sufficient to get the Colleges going.

The most obvious impact of the University on the rest of the world comes, of course, through the contributions of our former students to the life of the community. By now, there are some 25,000 of them, and although few have yet reached beyond early middle age they have made their mark in many spheres of activity. Some have continued in academia – a small proportion, obviously, but sufficient to give us confidence that there cannot be anything very wrong with our academic standards – so that alumni can now be found in teaching, research and administrative posts in universities across the country, and at all levels from the most junior lecturer to professor.

What then of the great majority of our alumni, those who have come down from the ivory tower into the great world outside? From so vast a throng it is scarcely possible to select 'typical' members, and the inclusion of individual names in what follows can have no more than anecdotal significance. Many of our products have gone into the currently fashionable professions: computing, accountancy, law, and so on. A pleasing number are



Kazuo Ishiguro, who graduated from Kent with a degree in English & Philosophy in 1978, has achieved international fame with his novels. Winner of the Whitbread Book of the Year Award in 1986 with An Artist of the Floating World, he carried off the Booker Prize in 1989 for The Remains of the Day, the story of a butler's motoring holiday in the West Country.

in teaching posts in schools: pleasing, because this is one sure-fire way of ensuring that the next generations of potential students are fully aware of our existence, and surely, in any case, one of the most valuable of occupations for the sake of the community at large. Many of our products have found themselves in the ranks of the Civil Service: two, for example, are now Governors of H.M. Prisons; others have risen to senior positions in Whitehall. And in the local government service there are similar successes to note: a number of our students (including many from the MA course in Local Government, set up by Professor Keith-Lucas) have risen to be Chief Executives to Councils across the country – and, indeed, in places overseas as well. John Harwood (a 1965 pioneer, and the first President of the Students' Union) has recently moved from the post of Chief Executive with the London Borough of Lewisham to a similar position with the Oxfordshire County Council, for example.

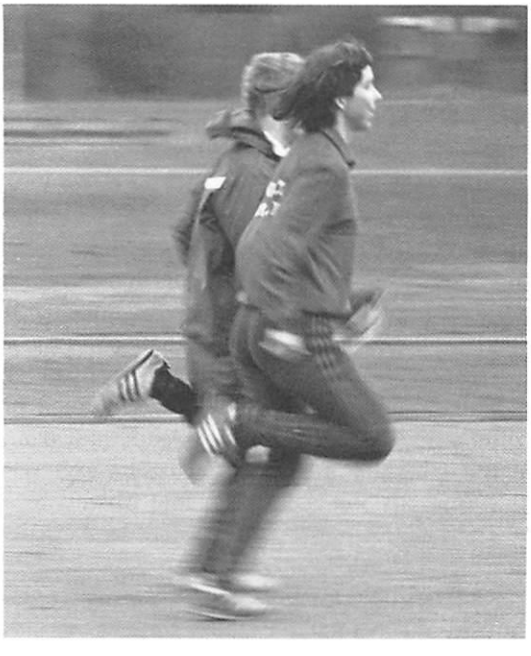
Many of our alumni have achieved distinction in their respective fields, mostly away from the public gaze, but a few who have coped with the full glare of publicity (in very different fields) might be mentioned. Kazuo Ishiguro (English & Philosophy, 1974–78) won the 1986 Whitbread Book of the Year Award for his novel *An Artist of the Floating World*; Richard Denton (English, 1965–68), after a convoluted early career, has achieved distinction as a television producer and director, notably for the highly-acclaimed series 'Comrades', twelve astonishingly open accounts of aspects of life in the Soviet Union – a manifestation of 'glasnost', which actually predated the arrival on the scene of General Secretary Gorbachev*; and blind undergraduate Catherine Welsby (French & German, 1982–86) won two gold medals and

* Richard Denton has more recently followed this up with an equally noteworthy series for television on the papacy, occasioned by the tenth anniversary of the election of His Holiness Pope John Paul II.

set two world records, in the high jump and the long jump at the European Athletics Championships for the Visually Handicapped in 1983. In the following June she repeated her high jump achievement, incidentally breaking her own world record, at the International Games for the Disabled, in New York.

Then, very much at random, and to show the catholicity of interests of our former students, one might mention Christine Coles (Physics, 1981–84) engaged on seismology in Papua New Guinea; John Platt (Economics, 1965–68) as a Wing Commander in charge of a squadron of Nimrods for the RAF; Dennis Farrington (Chemistry, 1966–70) now Registrar, University of Stirling; Michael Williams (English & History, 1969–72), combining the teaching of English and History with being a semi-professional tenor saxophonist and secretary of the Somerset and Dorset Fencing Union; Rosie Boycott (Social Sciences, 1970–71) co-founder of *Spare Rib* and of the feminist publishing company, Virago; Barbie Groves (English, 1972–75) a Sales Executive in New York for Air Jamaica Ltd.; Valerie Mashman (English & Italian, 1972–75) evaluating new projects for VSO in Sarawak; Robert Milsom (Environmental Physical Science, 1975–78) travelling the world exploring for oil deposits for a petroleum exploration company; and so one could go on – the annual collection of reported activities of our alumni makes totally fascinating reading!

At a more personal level (and obviously again very much a random selection) one has to confess to a quite irrational mixture of pleasure and surprise on meeting, through 'the media', old students one may have taught, or argued with or simply recognised as being 'one of us'. Some appear quite regularly on our television screens or radios as actual participants: Ted Harrison (Politics, 1965–68), well remembered as the original cartoonist for



One may be surprised that Catherine Welsby (a blind student of French and German) is able to compete at international level in both the high jump and the long jump. But what is clear beyond any doubt is that she is very good at it, bringing home gold and silver medals from such events. She needs, of course, a sighted companion to 'steer' her towards her take-off, and the international events are liable to involve substantial expense. For her visit to the International Games for the Disabled in New York in 1985, she was helped by contributions from the Kent Society, the Lions Clubs here and in her home town, and from student and staff well-wishers.

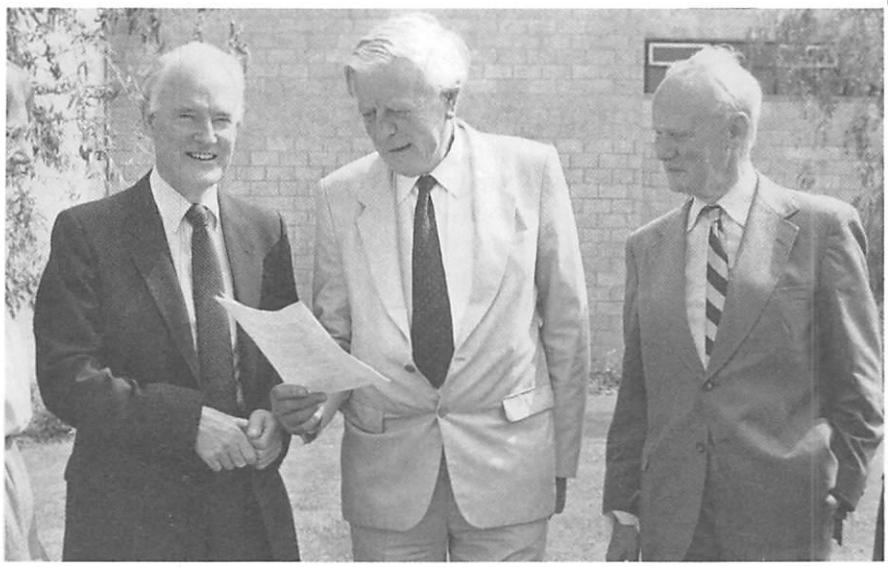


Photo: Kentish Gazette

For a number of years the University left the business of keeping in touch with former students to the separate Colleges. In 1983, however, the Kent Society (the Society of Members and Friends of the University) was formed, with Professor Bryan Keith-Lucas as its first President. He is seen here at the launch, with the Vice-Chancellor and the Chancellor. After five years, he stood down and was succeeded by Sir David Crouch, until recently our local member of parliament, and a long-serving member of the University Council. The Society has developed into an excellent link with former students and staff, and welcomes into membership all those who would simply like to be counted as one of our 'friends'.

inCant, now a regular presenter and commentator for radio and television on religious matters, amongst other things ; Shelagh Ross (Chemical Physics, 1968–71; Ph.D., 1975) presenting Materials Science programmes for the Open University; Gavin Esler (English, 1971–74) with BBC TV's current affairs department, a nightly reporter from Washington at the time of the 'Irangate' hearings, for example, now a presenter with *Newsnight*. Others one sees as names amongst the credits at the ends of programmes: Jamie Rix (Drama & English, 1975–78), 'Wink' Hackman (Electronics, 1972–75; Vice-President of the Students' Union, 1973–74), and Tristram Allsop (Philosophy, 1967–70) contribute on the production side of rather more light-hearted programmes. And then there are folk who appear more fleetingly: Ruth Bundey (English, 1965–68) now practising as a solicitor in the North-East, being interviewed for TV news about the outcome of a case in which she was involved; Jane Merritt (Economics & Politics, 1977–81, sabbatical secretary of the Students' Union, 1980–81), later observed on breakfast-time TV as that morning's reviewer of the newspapers, and being introduced as 'a rising star of the Liberal Party'; Erik Millstone (Physics, 1965–68; Philosophy MA, 1968–69) now on the staff of the University of Sussex, frequently called on as a pundit on matters on the border between science and the rights of consumers.

These individuals are obviously but a tiny fraction drawn, very arbitrarily, from the now enormous range available. Perhaps they will at least

demonstrate that we have not lacked for variety amongst the student body, and illustrate the very wide range of types of work (by no means always directly related to their degree subjects, incidentally) they have subsequently taken up.

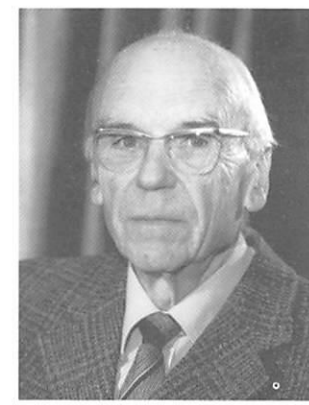
One rather special sort of graduate needs separate mention: those upon whom the university confers honorary degrees. This time-honoured practice is common to all universities, but is one which it is difficult to justify in rational terms. 'Why', a colleague asked recently, 'should the university *give away* degrees which the rest of us have to work so hard for?'. One might, of course, equally question the rationale behind the awarding of a Knighthood or the Order of Lenin: in each case it represents a community's way of recognising some outstanding service rendered or distinction achieved. The same question seems to have been exercising the mind of the late Professor Hagenbuch (one of our splendid succession of Public Orators), if we can judge from the opening sentences of his Oration when introducing one of our honorary graduands in 1978:

> The conferment of honorary degrees has often been criticized as a superfluous and unrewarding activity of universities. It consists, we are told, of adding to the alphabets and the wardrobes of those who already have enough and to spare. It promotes wasteful competition in the game of adding distinguished names to an undistinguished list of internal graduates. It consumes the energies of public orators, which they ought to be applying to their academic work.
>
> All this is nonsense. It is entirely fitting that universities should seek out and honour, with the only gift they are authorised to bestow, those who have achieved eminence in arts and science, in public life and in the service of mankind. It is entirely beneficial for universities to offer graduate membership to men and women of learning and wisdom in other places. And it is of profound significance that a university, in conferring an honorary degree, shows thereby its respect for, its identification with, the institution or the cause or the community which the graduand represents.

To this one might add just one more category of recipient: those who have given outstanding service to the institution itself, but for whom the more conventional (monetary) recognition would not be appropriate. The obvious examples of this would be our honorary 'lay' officers, who give us untold hours of their time: over the years, Chancellors, Pro-Chancellors, Deputy Pro-Chancellors, Treasurers and Deputy Treasurers have been so honoured.

From the start the University adopted two conventions: that it would not normally confer honorary degrees on serving members of its own staff; and that it would try to avoid burdening candidates already well-endowed with honours with yet another 'gong'. The first of these has been observed with only one exception, when Geoffrey Templeman was admitted to the degree of Doctor of Civil Law at the time of his retirement. Since one has, by definition, only one Foundation Vice-Chancellor, the precedent thus created did not seem too dangerous. The second aim – in effect, that one should try to pick *next* year's Nobel Laureates, rather than *last* year's – is more easily stated than put

Sir David Crouch, who received an honorary Doctor of Civil Law from the University in 1987. President of the Kent Society, he has been a member of the University's Council since 1971, and represented Canterbury as Conservative MP from 1966 to 1987.



George McVittie, Honorary Professor of Theoretical Astronomy at the University from 1972 until his death in 1988, was awarded an honorary degree of Doctor of Science in 1985. An influential figure in the fields of general relativity and cosmology for over half a century, Professor McVittie had a planet named after him on the occasion of his 80th birthday in 1984.

into practice, but it has sometimes been achieved quite literally. In 1978, for example, at the time of the Lambeth Conference which was held here, Bishop Desmond Tutu (now Archbishop of Cape Town) was honoured in this way; shortly afterwards he was the recipient of the Nobel Peace Prize. The University was proud to recognise him as a scholar, and to identify itself with the cause to which he had devoted so much of his life. William (now, Sir William) Golding, the novelist, was another example: his distinction as a writer was amply confirmed a year or two later, when he was the recipient of the Nobel Prize for Literature, but he had a local connection as well: the definitive study of his writings comes from the pens of two of our then Professors of English (both now, in strictness, retired, although keeping close links with us) – Ian Gregor and Mark Kinkead-Weekes.

Connections of this sort are perhaps the commonest basis for many of the suggestions which are put up each year to the Honorary Degrees Committee (a joint committee of the Council and the Senate) which has the

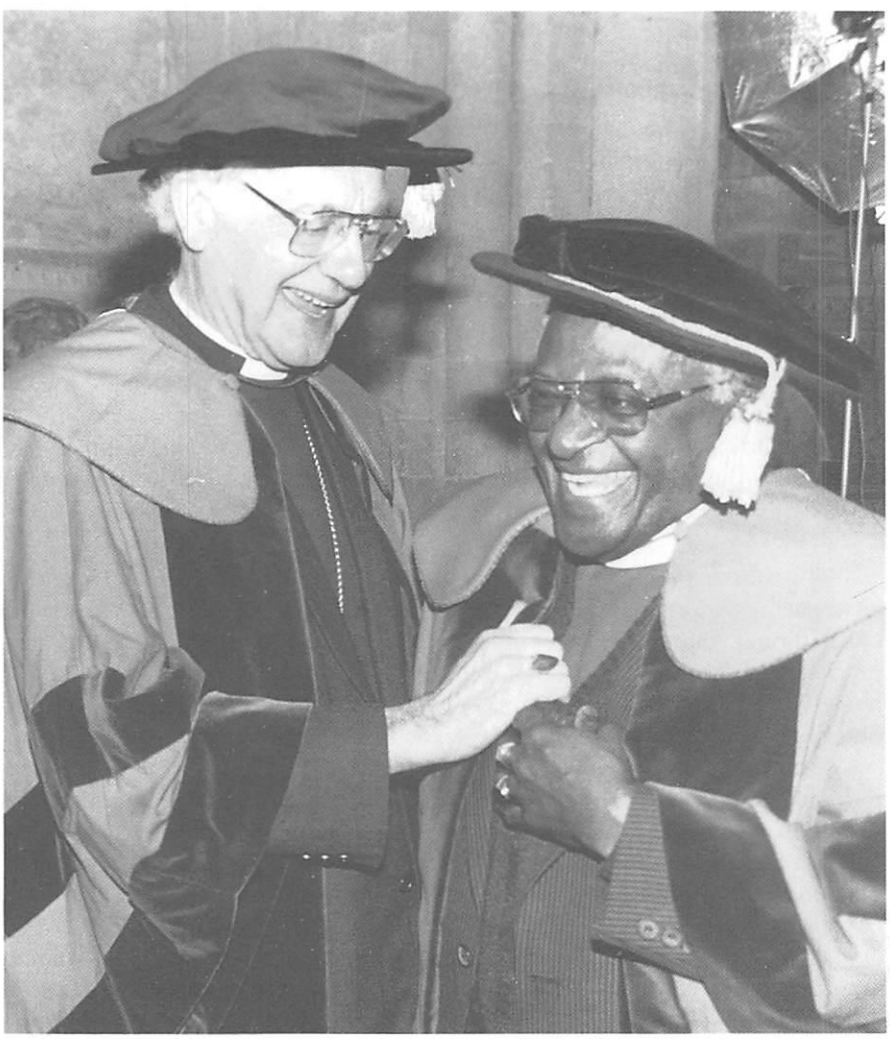


Photo: Kentish Gazette

Noticed at the honorary degree ceremony held in July 1988 to coincide with the decennial 'Lambeth Conference' of the Anglican Communion. Both clerics are archbishops, both are honorary graduates of this University. Dr Robert Runcie is* ex officio *Visitor to the University, in his capacity of Archbishop of Canterbury; Dr Desmond Tutu (Honorary D.C.L., at the time of the previous Lambeth meeting in 1978) is now Archbishop of Cape Town. Serious though their proceedings may be, they certainly both manage here to look happy.

difficult task of distilling from the assembled ideas an inspiring list. On the purely academic front, one is often looking for people of distinction in fields which the University is particularly anxious to foster: to say, in effect, that we think that subject *x* is important, and we signal our concern for it by honouring one of its distinguished exponents. It is encouraging, too, for the ordinary graduands, waiting to be admitted to their degrees, to have these exemplars held up before them. Sometimes, this academic justification is coupled with a strong local connection, as when Frank Jenkins received an honorary degree in 1967. He was employed locally by the Post Office Telephones, and without any formal training had acquired an international reputation in the field of Roman Archaeology. This was a very popular way of recognising an unusual academic achievement, and making a warm gesture towards the local community. Hettie Barber, the first Labour Mayor of Canterbury, who had the rather sad distinction of being the very last Mayor of the old-style City, before local government reorganisation in 1974, was another popular choice for an honour. She had had a distinguished career as a teacher and as a trainer of teachers. On retiring to live in Canterbury she had vigorously taken up the cudgels on behalf of the disabled of the City and others disadvantaged in various ways, and was very widely admired throughout the City for her efforts. An example of someone completely different as an honorary graduand was Bob Geldof. A local resident, he was honoured not so much for his prowess as a 'pop' artist, but for his immensely successful work on behalf of the victims of famine in Africa. He, too, was a popular choice.

Although he had no formal training, Frank Jenkins achieved an international reputation in the field of Roman Archaeology, working on many excavations in the Canterbury area. This unusual academic achievement coupled with his strong local connections led to the award of the University's first honorary MA degree, conferred in 1967 by the Chancellor, HRH The Princess Marina. Dr Jenkins later went on to study for a PhD at the University, focusing on Roman clay figurines.

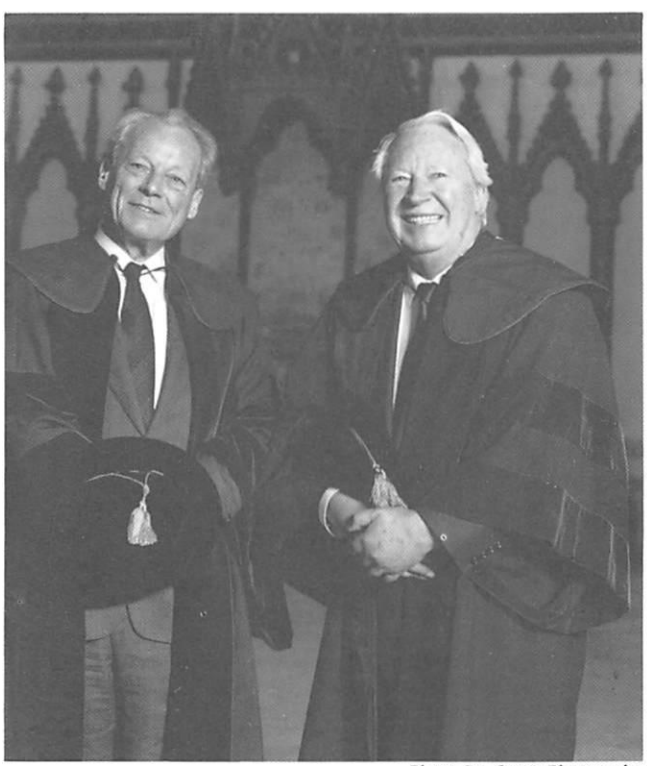


Photo: Ian Coates Photography

Photo: Kentish Gazette

Herr Willy Brandt, the former Chancellor of the Federal Republic of Germany, Nobel Peace Prize Winner and Chairman of the Independent Commission on International Development which produced the influential 'Brandt' reports, was conferred with the honorary degree of Doctor of Civil Law in November 1985. He is pictured here with the Rt. Hon. Edward Heath, a fellow member of the Commission, who was awarded an honorary degree by the University in July 1985.

One could, of course, go on with examples, for in the course of our history some 150 people – distinguished for their academic achievements, their contributions to City, County, national or international life, or their outstanding voluntary service to the University itself – have been so honoured.

Perhaps one might just mention an incidental benefit brought by this business. The University appoints, from amongst its senior members, a Public Orator, whose job is to deliver an oration when honorary graduands are presented for the conferment of their degrees. The style was set by the first holder of this office, the late Leland Lyons, then Professor of History, and is maintained by his successors to this day. The composing of these orations calls for a blend of erudition and wit which is not easily achieved, and one has to pay tribute to the success which has crowned the efforts of successive Orators. The objective is, of course, to extol the virtues of the graduand standing rather uneasily on the platform, but to do it with grace and wit, and with just the right amount of gentle teasing of the 'victim' to amuse the audience without in any way giving offence.

The aftermath of the collapse, in July 1974, of the old railway tunnel which ran under the campus is shown in the photograph opposite. At this stage, the bridge which had linked the Cornwallis and Gulbenkian buildings had already been demolished, and the south-west corner of the Cornwallis Building is being attacked. The steel reinforcing members in the main block had been cut so as to confine the damage, but even so the loss was a grievous one. It extended up to the third bay from the main plant-room on the roof, and back as far as the small plant-room visible behind the boom of the crane. By great good fortune there was sufficient warning of impending disaster to enable equipment, especially that of the Language Centre and the Audio-Visual Aids Service, to be removed.

9

Coping with Crises

9

Coping with Crises

A GOOD MEASURE of the basic strength of an institution can be found in its ability to cope with the occasional crisis. If crises are too frequent it would suggest a potentially fatal accident-proneness, but it would be absurd to expect to escape the attentions of fate altogether. Crises take many forms: some are physical disasters (almost what might be classed as 'Acts of God'); some are 'crises of confidence', perhaps the result of media-induced paranoia; some come in the form of rebellions by the peasantry, sometimes looking like an 'own goal' resulting from an ill-judged action by the University, sometimes generated by external events totally beyond the University's control; some are financial, to be blamed on imprudent management or on the machinations of Governments. At least it can be recorded that the University is in good heart, financially solvent, and still standing – at least, with one relatively minor exception to which we will first turn.

Without any doubt, the worst physical disaster to strike us was the collapse, in July 1974, of part of the tunnel on the old Canterbury to Whitstable railway, which ran directly under our site. The tunnel was of some historical interest in itself: about half a mile long, it was not quite the first railway tunnel in the world, but it is said to have been the first through which passenger trains had been run. Originally, trains had been hauled through by a rope drawn by a stationary engine* at the Tyler Hill end, and the effect on the passengers (especially those in the open-sided second class carriages) when traction by steam locomotives was introduced was said to have been rather traumatic. The line was taken out of use in 1952, and although brought back into service for a brief spell in the following spring, when the disastrous floods along the North Kent coast had cut the direct rail route between Whitstable and London, the track had after that been finally and irrevocably lifted.

The legal situation concerning the tunnel seems to have been more than a little odd. The terms on which the original railway company had acquired the right to construct the tunnel had made them responsible for any damage which might ensue to public roads under which it ran, but not for any other

* Our Economic Historians discovered this old engine languishing at the British Rail works at Ashford, where it had put in one hundred years' service as a pumping engine after being pensioned off at Tyler Hill. The British Rail Board presented it to us, with the expectation that we would re-erect it on campus as a (non-working) piece of 'technological statuary'. Eventually it became clear that the resources, financial and material, were unlikely to become available to do this, and the engine, which had stood, covered by a tarpaulin, in the yard of the Boiler House, was transported back to Ashford, where the South Eastern Steam Centre had in the meantime been established.

harm which might come to structures on the surface. British Rail, as the eventual successor to the original company, presumably were equally free from legal obligations in this regard.

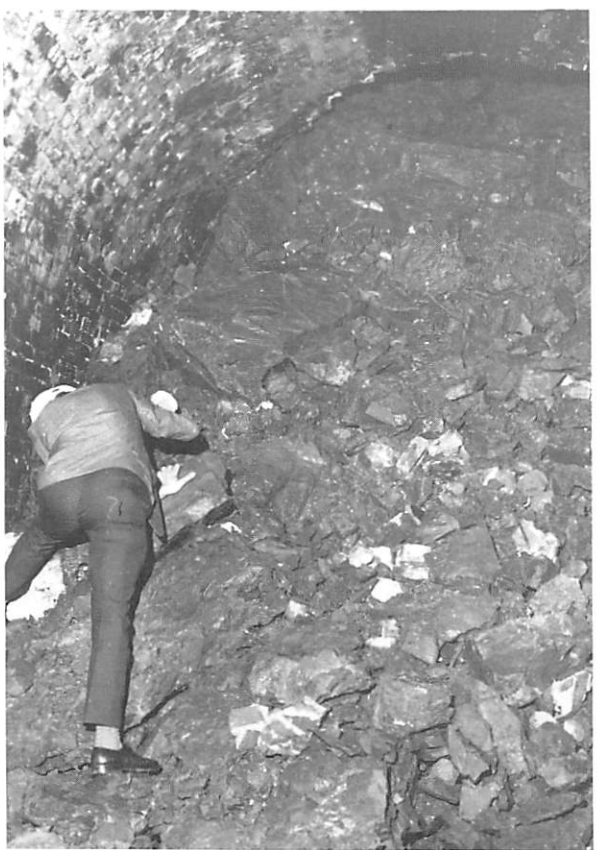
The University was, of course, well aware of the potential problems posed by the tunnel, and at a very early stage the advice of civil engineering consultants was sought. The gist of that advice was that the tunnel was structurally safe and that it should have no adverse effect on the development of the site in the way envisaged by Lord Holford. It was recommended that the tunnel be routinely inspected at intervals, and this was, of course, done. In November 1973 such an inspection was carried out as a preliminary to the construction of the Rutherford extension which was planned to sit astride the tunnel. The conclusion which was then reached was that steps ought to be taken to reinforce the tunnel lining at the north end before any building work should start, and quotations were sought for the job. It should be added that this would not have been at all an easy task to undertake: the recommended method was to add a lining of concrete two or three inches thick inside the brickwork. It would also not have been cheap, and finance was therefore sought from the UGC to cover the cost. But before this could be arranged, the tunnel took matters into its own hands and by June of 1974 there was evidence of incipient failure of patches of the brickwork, so that what would, in any case, have been a tricky job was rapidly becoming a distinctly hazardous one.

On the surface, hair-cracks of the sort often found in a fairly new building were beginning to open up inside the South-West corner of the Cornwallis Building, at first scarcely detectably then more alarmingly. By July 4th settlement of that corner of the building was quite perceptible, and by July 9th a settlement of one and a half inches had been recorded. Fortunately, there was sufficient warning for the building to be evacuated and the bulk of its contents removed before the final act of the disaster on the evening of July 11th. Then in the course of an hour or so that end of the building sank by two feet or more. For those gathered that night on the lawn between the Library and Rutherford – and kept well back behind barriers – it was a shattering experience: somewhat akin to an earthquake run in slow motion! Window glass, to everyone's surprise, remained mostly unbroken, in spite of gross distortions of the frames. Coincidentally (or very nearly so) breaches of the tunnel wall had been occurring, with large pieces of the surrounding clay being squeezed into the tunnel itself. It seems likely that about 30 yards length of the tunnel in all were subject to this catastrophic failure.

The actual course of events seems to have run quite counter to the originally received wisdom, which was that should the tunnel lining give way, the effect would reach the surface through a gradual, funnel-shaped, movement of the clay so that it would be slow to appear and would be spread out over so large an area that no major damage would be expected. The worst to be expected, in effect, was a complete building sinking slowly but gracefully by an inch or two over an extended period. In the event, it seems that a near-vertical-sided plug of clay had moved bodily down into the cavity, and done so very quickly indeed.

The damage to the south-west corner of Cornwallis was so great that

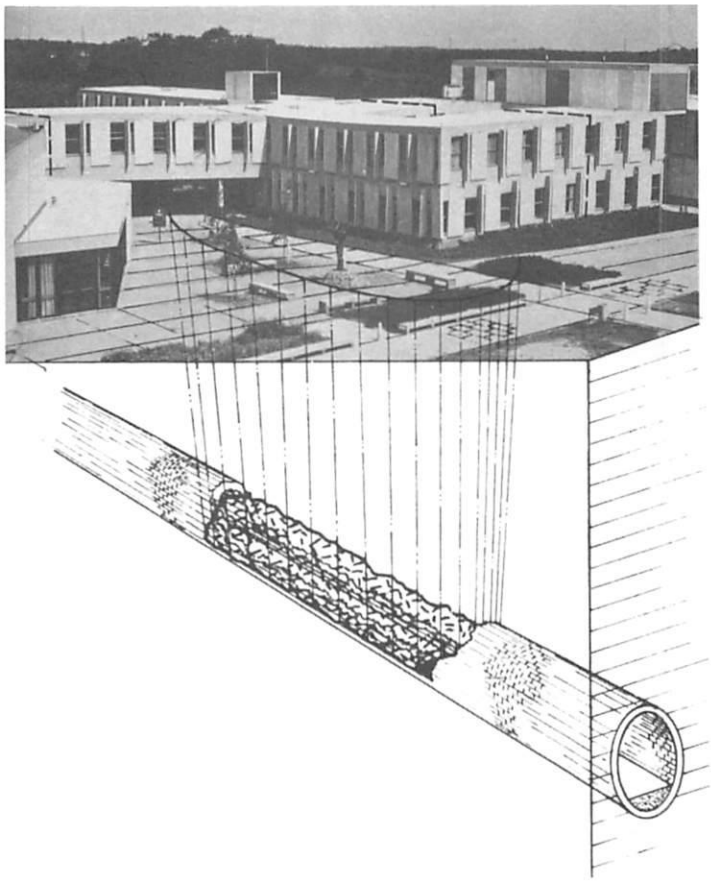
View under the bridge which linked the main body of the Cornwallis Building with the lecture theatre and Gulbenkian block, showing the extent of the distortion left by the collapse of the south-west corner of the Cornwallis Building. An urgent need was the cutting of this link, to prevent damage being transmitted to the Gulbenkian Theatre. This was a tricky, not to say hazardous, job, but was successfully accomplished.



The business of filling the remains of the tunnel with concrete had to be monitored to ensure that the problem would not recur. Roger Longbottom (then Assistant Surveyor, now moved up to be Buildings and Estates Officer) had the unpleasant task of checking that the tunnel was properly filled.

There can be no certainty about the manner of the collapse of the old railway tunnel, but the damage on the surface and the extent of the failure of the tunnel lining below are plausibly correlated as in this diagram.

It is thought that successive steps in the tunnel collapse happened as sketched here. The tunnel at this point along its length was elliptical in cross-section, and the bottom of the lining was concealed by the ballasted road-bed which had been left in place. Any incipient failure in that region would, of course, have been hidden from view.



1) Cross section 'as built'.

2) Invert fails.

3) Side wall fails in bending

there was never any prospect of saving the immediately affected parts: what was in doubt was the very survival of the rest of the building, integrated with it through the reinforced concrete skeleton, and the extent of damage to the Gulbenkian Theatre block, linked to the damaged corner by a bridge. Urgent steps were taken by importing large hydraulic jacks to take some of the strain off the main structure, and by a highly skilled demolition job the linking members were severed and the damaged corner isolated and dismantled.

There remained, of course, a major tidying-up operation. First, the safety of that part of the tunnel which passed under a corner of Rutherford had to be assured. This was done by filling the remainder of the tunnel, through shafts drilled down from the surface at intervals, with a 'lean' concrete mixture, so that we now have a solid twelve-foot diameter concrete cylinder running under the campus – the best reinforced campus in the country! Temporary timber facings were added to the raw ends of the remainder of Cornwallis (later to be replaced by concrete blocks to match the rest of the facade), and eventually the considerable evidence of what had been happening was cleared away.

Why did this happen at all? And what caused the breach to come at just this point, rather than somewhere less critical? Was it simply the application of the renowned Murphy's Law? The short answer is simply that we cannot

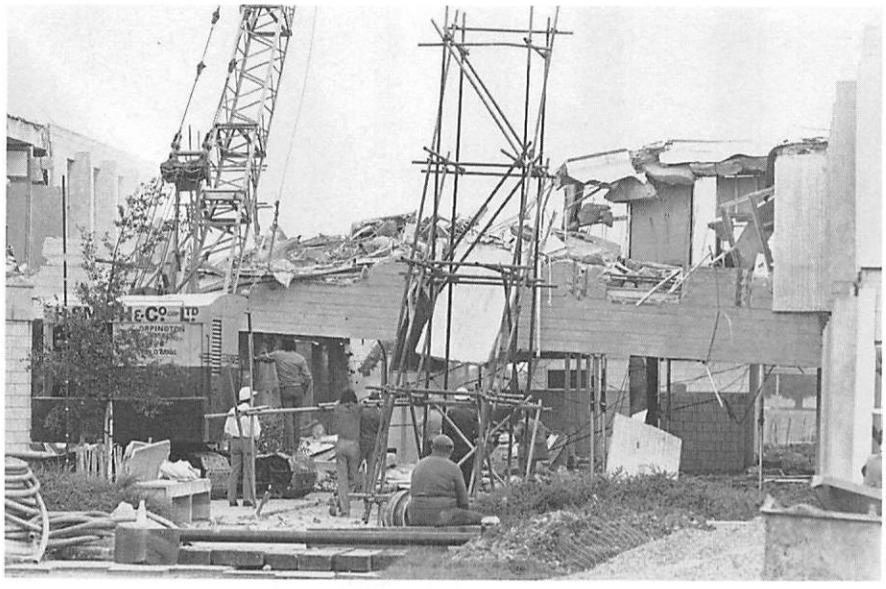
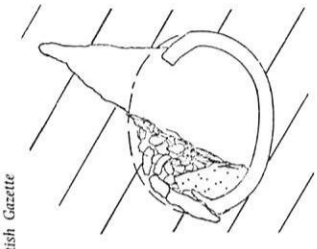


Photo: Kentish Gazette

The demolition of the bridge half-completed. Although this looks like a job for the 'brute force and ignorance' brigade, it did actually call for a high degree of skill.



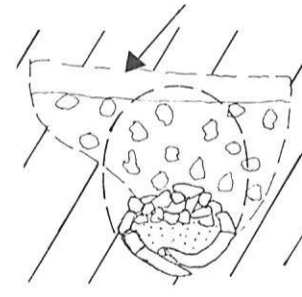
4) Side wall collapses — clay falls in leaving cavity.

now know with any certainty: the evidence (such as would have been available) is now safely encased in concrete, so every man can spin his own theory. There was some evidence that a jettisoned war-time German bomb landed more or less where the initial breach occurred 50 or so feet below, and this is favoured by some as the ultimate cause. Then there is the imposition on the ground there of the weight of the Cornwallis building, which may have just tipped the balance. Sir Harold Harding, who had extensive experience during the London 'blitz' of the last war in relation to damage to railway tunnels, sewers, and the like, was consulted about possible causes. He discounted both of these explanations, and seemed to favour one in terms of simple 'old age' – a combination of many small ailments acting on a structure which was not built to the highest standards of workmanship in the first place, and which just could no longer cope. There does not seem much profit in speculating further.

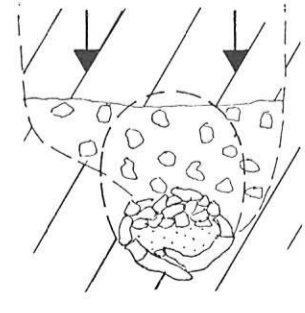
Although everything is now considered safe, no one would have dared to reinstate the lost piece of Cornwallis on the original site (and the UGC would certainly not have risked its corporate neck by approving any such plan); so the replacement for the lost building was added to the opposite end of the Cornwallis block: the George Allen Wing, as it is called. This was possible, incidentally, because we were one of the rather few universities which had insurance cover against the effects of subsidence: an instance of David Edwards's generally cautious approach to these matters, rather than any specific premonition, it seems.

Although visits by the Fire Brigade are a not-infrequent occurrence on the campus, they can usually be ascribed to an over-excitable smoke detector in the Library, or to routine familiarisation visits. We have, however, had one notable exception to this generalisation. In 1970, the malfunctioning of apparatus connected to a time-switch in the Chemical Laboratory resulted in a fire early one Saturday morning. As it was, a medium-sized research

Intermediate cavity.



5) Remainder of brickwork collapses — clay rubble fills tunnel — cavity left above.



6) Clay plug moves down.

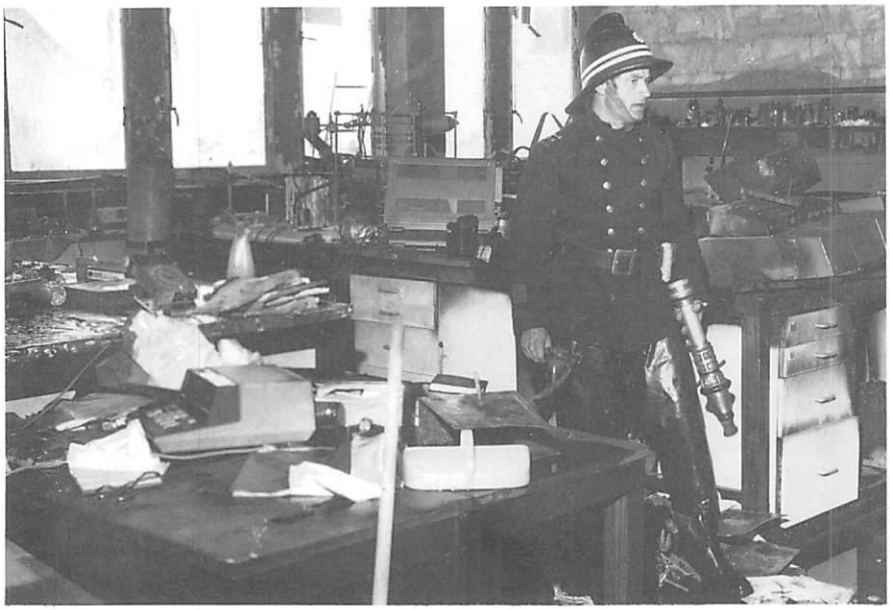


Photo: Kentish Gazette

The sorry spectacle after the Chemical Laboratory fire. Fortunately, there was no damage to the structure of the building, and loss of equipment was confined to this one room, with a small amount of water damage on the floor below.

laboratory was gutted, but the outcome could very easily have been much worse but for the accident that David Vincent (a research student in Chemistry at that time) had absent-mindedly left the list of his week's shopping needs in the laboratory, and had come in early that morning to collect it. Realising that something was very much not in order, he had the wit to crawl along the corridor floor and close the door to the relevant room before raising the alarm. This combination of good luck and quick thinking saved us a very much more serious incident.

Perhaps the only other 'natural disaster' to be noted resulted from the great storm of October 1987. We suffered a certain amount of roof damage, and large windows in the upper floors of the Library were blown in or sucked out. What, however, was much more grievous – simply because of the immensely long times needed for recovery – was the loss of a large number of trees on the campus. Perhaps surprisingly, the young trees planted not long ago between the Library and the Physics Laboratory have survived very well; the loss is greatest amongst the older-established trees on the northern side of the campus, which is now, in places, distressingly bare.

Unfortunately, the loss of trees in these circumstances is not covered by insurance, but the opportunity is being taken to raise a fund by subscription to meet the cost of establishing an arboretum on the southern slopes of the campus. If readers will permit the insertion here of a small hint, one might merely add that the larger the sum raised in this way, the more splendid the arboretum we shall eventually have. Inevitably, the results will take some time to mature, but at least something will have been done to repair this damage, for the benefit of future generations.

The occasional 'crisis of confidence' has usually been the result of probing by journalists into the 'performance indicators' by means of which universities are increasingly being assessed. Generally these incidents have resulted from the misapplication of the published statistical information.

Nevertheless, it comes as a shock – especially to the lay members of the University Council, charged with responsibility for our general well-being – to find the University near the bottom of some 'league table'.

Three instances come to mind. The first occurred in 1972, and was the outcome of a most unfortunate combination of circumstances. Each year the UGC collected information from universities in order to compile its section of the annual 'Statistics of Education' report. One of the items they requested concerned the respective numbers of degrees of each class awarded to the previous year's graduating students. Unfortunately, the member of the Registry staff who prepared the return for 1969 had counted with quite admirable precision the wrong set of heads. He returned the figures for our *graduate students* (i.e. research students and the like) rather than those relating to our *graduating students* (i.e. the undergraduates who had just completed their degrees). The great majority of graduate students do, of course, have relatively 'good' degrees, so for that year we appeared to have had an outstandingly distinguished crop of first degree graduates. The error was pointed out to the UGC, but too late to correct the printed report. The UGC's reaction to the idea of a correction in the next edition was that to do this systematically would start a never-ending paper chase! To have this erroneous information buried in the mass of statistics of these reports could have been faced with some equanimity, but unfortunately the UGC went on to supply the individual figures, which by then they should have known to be wrong so far as we were concerned, to a researcher engaged on a detailed study of the well-known variability in the distribution of degree classes as between subjects and as between universities. The result of this study, published in an academic journal, was picked up in the more popular press, and led to snide comments along the lines that we were 'evidently the university most anxious to give its young men and women a good start in life'.

All this would have been bad enough, but to compound it there appeared at about the same time an analysis by the Publishers' Association of university library expenditure, in which we appeared to come very close to the bottom of the list. In short, we had discovered how to produce really good degree results without having to spend anything very much on books! These figures were also derived from the UGC's tabulations, and although misleading they were technically correct. What had happened was that in the year 1968–69 most of our expenditure on library books had been charged to the residue of an initial setting-up grant, and this was counted as 'capital', rather than 'recurrent' expenditure, and thus did not appear in the same table in the UGC's returns. This episode is now, of course, long since forgotten, although it did provide an opportunity for sport in the columns of the educational press, and was the sort of publicity we felt that we could well do without.

The second instance caused a great deal of alarm and despondency particularly among the lay members of the University Council. Again, it was the result of the application of journalistic effort to the statistics compiled on the performance of British universities. In this case, it related to the proportion of each year's graduating class who had found 'employment' in the six months after graduating. 'Employment' here is a term of art, rather

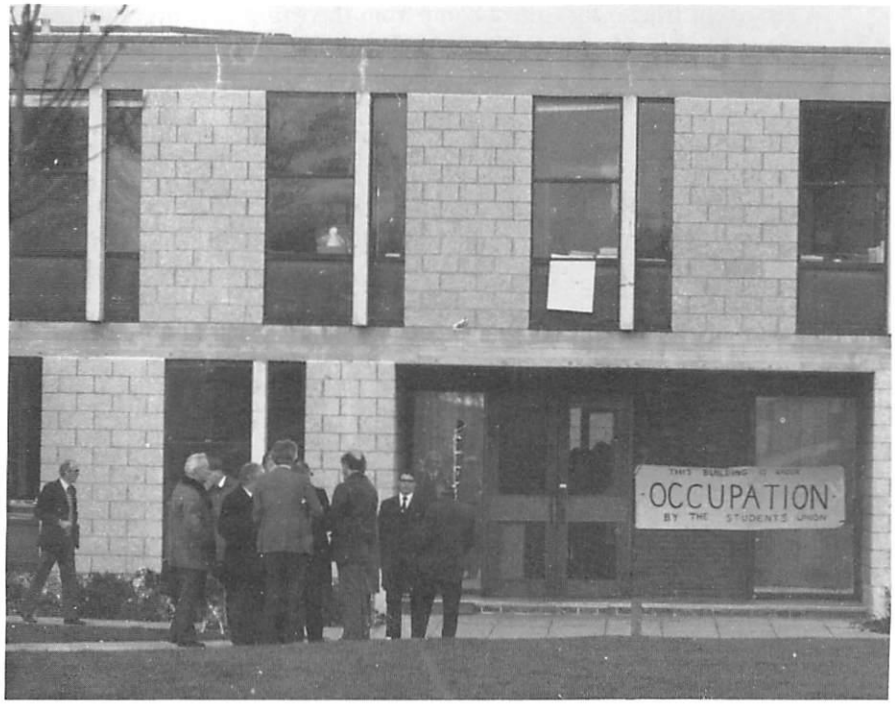
closely defined so as to convey the sense of *permanent* employment. This is not, in fact, too easy a thing to pin down: what employment, indeed, in these difficult times, is truly permanent, anyway? And the situation differs a good deal as between subject areas: medical students, obliged to do a spell as a 'houseman' before they are fully qualified, are more or less guaranteed a job immediately on graduating; those from the more vocationally-slanted courses (engineering subjects, accounting, law, and so on) will most commonly find what look to be 'permanent' positions quite quickly. On the other hand, many humanities graduates may well feel that they would do better to explore the world a little (at least metaphorically) before settling down to a career, and who is to say that they would not be the better for having done so? So we, with no medical school and relatively few directly vocational courses, did really rather badly in the 'league table'. In fact, what was revealed by a much more thorough and detailed later study was that virtually the whole of the apparent differences in performance as between universities could be explained in terms of the differing 'mix' of subjects which one finds. In any case, the snapshot at the end of the first six months must be a pretty poor guide to the life-time worth of a graduate. In fairness to the journalist who produced these tabulations, one has to say that the six-month snapshot was the only information of this kind easily accessible (something really relevant could, in the nature of things, only be produced too late to be of much use), and the more detailed information on which the later study was based probably was not available to him.

Much more recently, a tabulation has appeared of universities ranked in order of the proportions of their graduates achieving 'good' degrees (first and upper second class honours, as before). Although the reasons are not well understood (and probably would not bear too close a rational analysis) it is a long-established fact that the proportion of 'good' degrees varies a great deal as between *subjects*, in all universities across the country. The apparent performance of a university will therefore depend a lot on the local subject 'mix', just as for the employment record mentioned above. To be fair, the newspaper which produced this tabulation did mention this effect, but it did not go on to add that as a consequence perhaps as much as three quarters of their table was really rather meaningless.

These matters are, in one sense, rather trivial. But the danger is that any 'small print' which may accompany the tabulations (and often there is none) will not uncommonly be omitted when they are reproduced. And many readers will, in any case, not appreciate the significance of the caveats. The results of this modern passion for assessing and quantifying everything in sight should really be subject to very careful scrutiny; at least they should carry a 'Government Health Warning'!

Problems of 'student unrest', student discipline, and the like were hardly ever a matter of concern in this country before the mid-1960s. From that time on the situation changed quite markedly, not just with us, not even just in the U.K., but in universities right across the western world. The change was one which academics – especially the older members of staff – found very difficult to understand or to come to terms with, calling into question as it did the long-established concepts of the nature and purposes of a university.

To some extent the changes simply reflected changes in attitudes in



A disconsolate group of Registry staff, excluded from the 'occupied' building. The rather grim-visaged figure on the extreme left was Jimmy Rome, the Buildings Superintendent. In normal circumstances a cheerful Scot, he was often the contact-man between the student body and the authorities.

society as a whole – an increasing questioning of the decisions of 'authorities'; a growing tendency to resort to precipitate, even more-or-less violent, methods to obtain redress for real or imagined wrongs; and so on. For the universities, the troubles seemed first to have erupted in the United States, probably triggered by the Vietnam war. Perhaps the most alarming manifestation came with the Paris student disturbances of 1968, which seemed set at one stage to threaten the whole fabric of French society. In this country matters never reached such a pitch, and there is no reason to think that our local experiences were worse (or, for that matter, notably less bad) than those of the universities generally.

The common form taken by this unrest is the 'sit-in', in which parts of buildings are occupied, by force or by subterfuge, to the exclusion of their proper occupants. This is an infuriating and most unpleasant experience for the academic and related staff affected; it is one which it is most unfair to inflict upon non-academic staff, who cannot by any stretch of the imagination be seen as legitimate targets; and for young women clerical staff, for example, it can really be a frightening and upsetting business. It need hardly be added that these events did no good at all for the public image of the University, or for that of the universities generally.

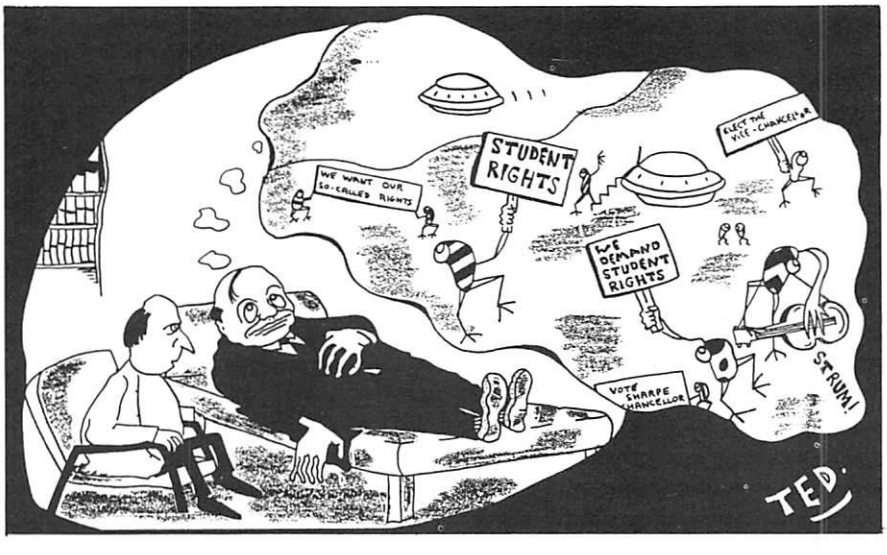
In some cases one has to say (without in any way condoning the action) that one can understand the cause of the discontent. But often it is based on matters totally beyond the control of the University – a case in point was the sit-in provoked by the governmental decision to impose 'full economic fees' for overseas students. In this instance the University (as mentioned elsewhere) was actually already exerting what influence it could bring to bear on the government against the proposal.

A recurrent trigger for unrest came from the fixing of charges for meals and accommodation. Here, of course, the University *can* be made out as a legitimate target, and with hindsight it might have been wiser if the student body had been more closely involved in this whole process, as was eventually done through representation on the College Services Management Committee. The problem was to get across to students the point that the University was not 'grinding the faces of the poor' for the benefit of some shadowy body of shareholders: it was trying, within the constraints under which it was obliged to work, to do the best it could for its student customers. And not only for those immediately concerned – future generations would not be best pleased to find that money which should have been devoted to maintaining the fabric had been spent on enabling their predecessors to live in a style strictly beyond their means.

However, our first real student 'uprising' came towards the end of May 1968, although by comparison with events earlier that month in Paris it was a very mild affair. The rallying cry "No withholding of degrees for non-academic reasons", referred to the provision in the Ordinances which gave the University the power to withhold degrees from students with outstanding debts. The University had declared an intention of using this provision to ensure that debts were cleared by departing students, as being a far better method than the alternative of pursuing such people through the courts, at a cost which would often exceed the size of the debt.

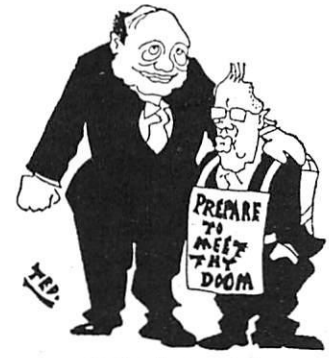
As a general principle (if sensibly applied) few would quarrel with it, but it did provide an opportunity for calling into question two items in the account: the 'house charge' levied on all students, and a fee of £3 proposed to be charged to students wishing to take their degrees *in absentia*. The latter fee was one common to most universities at that time, and was intended to encourage students to come and take their degrees in person at the formal degree congregation. (Most would have done so in any case, if only to please

From time to time people make remarks which might have been more tactfully expressed. Geoffrey Templeman in his annual report to the Court in 1967, in the course of encouraging students to give more attention to their studies and less to campus politics, referred to their 'so-called rights'. The students, of course, preferred to regard them as 'rights' without the qualification, and this cartoon by TED was the inevitable outcome.



"Tell me Vice-Chancellor, how long have you been seeing these things?"

their fond parents!). The house charge was a more contentious matter, and had started off in 1965 at a flat rate of £10 per term (included in the composite fee) for each student, whether living in College or not, intended as a contribution to the cost of maintaining those amenities which were available to all. By 1968 it had been conceded that the flat rate could not be justified – students in lodgings would make less use of the common rooms, and those living on the coast would make less use (or, as some argued, more) than those in Canterbury. But even the more sophisticated, graded, charge which had by then evolved was resented, especially by those then living in 'unsupervised lodgings'. They, by withholding payment of it, came within the scope of the regulation about debts. So, on May 24th, a group of some 200 students marched on the Registry (still then located at Beverley Farm). They squatted on the lawn outside (at least the weather was fine!); speeches were made; the Registrar came out and entered into a dialogue; and eventually they all rose up and dispersed.



. . . and after a bit more of this psychological warfare, they'll be damned glad to get a degree, however conferred.

TED's contribution to the 'no withholding of degrees . . . ' argument.

What was the outcome? The *in absentia* charge was abandoned by the Senate on the grounds that most students would be able to recover it from their grant-giving bodies: it would thus fail to serve its intended purpose, and would simply be an unreasonable extra imposition on Local Authorities. And it was agreed that the rule preventing the admission of debtors to degrees would be held in abeyance for that year, so that discussions could proceed in a calmer atmosphere.

The business of the 'house charge' high-lighted a dilemma which faced the University. The original arrangement was that the University would insist on being responsible for finding and allocating accommodation for all its undergraduates: lodgings in the town and surrounding country for those not in College. Partly, of course, this was a consequence of the generally paternalistic attitude then prevalent. But it was an important consideration for incoming students (and for their parents): especially if they were coming from a distance, they were not well placed to find lodgings for themselves. This would have been an especially acute problem once there were second and third year students, able during the summer to scour the district for accommodation for the following year. There was, in addition, severe competition from other institutions, especially Christ Church College, with needs very similar to our own. Initially, there was a uniform and inclusive charge made by the University, which covered meals and accommodation, with the University making the appropriate payments to landladies. This arrangement was convenient for the landladies, who were guaranteed their payments, and it gave the University a firm basis for planning. The uniform charge, however, flew in the face of 'market forces': some lodgings were less conveniently situated than others; some involved the sharing of rooms; some made more, some less, provision for heating; some made little or no provision for study space; some were much more restrictive than others about the provision of hot water for bathing; and so on. Then there were a few married students, in accommodation of their own, and some others whose parental home was close enough for daily travel. So, with seemingly endless discussions in the Senate's Lodgings Committee, the uniform charge was slowly unpicked, and differentials introduced. And once identified in this way, the 'house charge' became an obvious target: some students genuinely had

Photo: Kentish Gazette

When the Cornwallis 'sit-in' was 'adjourned' on March 18th 1970, the occupiers marched in a procession to Beverley Farm, where the Registrar's office still was. He is seen here, holding a loud-hailer, about to address the mob (or read the Riot Act?).

more need than others for the communal facilities in the Colleges, but to try to quantify these differences was an impossible task. Thus the 'house charge' was eventually replaced by an 'amenities charge' at the much lower rate of £1 per term. A victory, perhaps, for common sense, although it did, of course, mean that the College amenities were the poorer to the extent of the income thus foregone.

The events of March 1970 brought a far less pleasant flavour to the proceedings. The trouble had arisen from unrest in two other British universities, where, it was alleged, 'secret files' had been kept on students' political activities. The Registrar had foreseen possible trouble, but had been assured by the Secretary of our Students' Union that this was not a matter of contention here. And whatever substance there may have been in the allegations so far as the other universities were concerned, a magnificent mountain was no doubt being made out of what should have been no more than a molehill.

There was, in fact, a genuine and growing problem in this area for the universities: for their own purposes there was no legitimate reason to interest themselves in the political activities (even less, the opinions) of their students. But some potential employers of those students *did* have a legitimate reason for such an interest, to the extent that they were concerned with security-sensitive work. This was not a new problem, of course, and in earlier years it had been tackled (not always successfully, as the history of the past half-century shows) on a rather informal basis. The scale of the problem, however, was growing by leaps and bounds – student numbers were much larger and the range of employments deemed to have security implications was also increasing. As a consequence, the old informal channels – relying on personal impressions and memory – were increasingly seen as less than adequate. As soon as such matters are formalised and recorded, however, a more sinister question has to be faced: how does one prevent such information being passed on to those – employers and others – with *no* legitimate security concern?

Photo: Kentish Gazette

Left: A 'warts and all' account cannot in all honesty suppress this sort of occurrence, revealed in the aftermath of a 'sit-in' about 'files'. The physical damage was far from negligible, but the damage to relations between staff and students was immeasurably greater.

Right: Two of the Registry porters, outside the building at the time of the February 1974 disturbances. Len Daniels (on the left) received an injury to his hand in the course of trying to secure the doors against the invaders. Both he and Doug Tuttle (on the right) have since retired; the latter, sadly, did not live long to enjoy his well-earned rest.

And how does one ensure that it is reliable? This last is a vital question if such information is to dog a student potentially throughout his whole career. Across the whole university community there was a strong balance of opinion that the potential risks involved in holding such information far outweighed any possible legitimate benefits which there might be.

The universities initially involved seemed to have failed to realise that this whole matter was going to be a very explosive issue, and it was the discovery that such records had been kept, and the suspicion that they were being misused, which led to a vigorous questioning of the practices of universities right across the country. Student suspicions, incidentally, extended far beyond the narrow issue of 'political' information: just what 'confidential information' was stored about them; how accurate and complete was it; how relevant to the university's real needs? It is instructive to note that these concerns mirror quite closely those now covered by the provisions of the Data Protection Act, although that, of course, only covers data stored on computers.

We were faced with two problems: there is, of course, always the notoriously difficult business of *proving* a negative; for us this was compounded by the consequences of the physical and organisational structure of the University, which had the result that information about students held by the Masters of Colleges, Deans of Faculties, Tutors, Chairmen of Boards of Studies as well as the master copies of student records kept by the Registry, was not confined to one location, but was dispersed, along with those holding it, across the campus. The University had made a virtue of what was a practical necessity by limiting access to this information to those having a genuine need for it, and best able to interpret it. It is ironic that this attempt to safeguard the interests of individuals had the consequence that no one person was really in a position to make categorical assertions about the information recorded by various people across the campus. Nevertheless, a reassuring statement to the effect that the University did not keep political files was issued, and Eric Fox, the Registrar, attended a Union General Meeting with the offer of a mechanism for checking that this was indeed so. This offer was not taken up; instead, the meeting voted to adopt as Union policy a list of eleven 'demands' set out in a paper by Dave Lawrence, the Union President.

This same set of demands was laid on the table at a meeting of the Senate/Student Liaison Committee on the afternoon of March 3rd. Nine of the points appeared to raise no problems in principle, although further discussion might have been needed on any details of implementation. On two linked matters, however – students' right of access to personal files, and a right to appeal against information contained in them – no agreement was reached that afternoon. Guy Chilver, who chaired the meeting, had wound up the discussion in the firm belief that both sides were to go away and give further thought to the problems which remained.

On the following afternoon – which happened to be the occasion of a regular Senate meeting – a Union General Meeting was told by the student members of the Liaison Committee that in their considered opinion there was no basis for further discussion on the principle of personal access to files and right of appeal against their contents. The meeting then decided to embark upon a 'sit-in', and chose the Cornwallis Building, rather than Westgate House (still housing a major part of the Registry, and thus thought to be a repository for 'files') which had been recommended by the Union Executive. Whether this change of venue was dictated by the heavy fall of snow which had started that afternoon, or whether it was (as some senior members believed) the outcome of a sinister conspiratorial plan by some radical group involving outsiders, will probably never be quite certain. It may indeed simply have been determined by the attraction of the large Cornwallis Lecture Theatre for holding mass meetings – a facility certainly not available at Westgate House.

The occupation of the Cornwallis Building lasted from March 4th until it was declared 'adjourned' at 2.28 p.m. on Wednesday, March 18th. A certain amount of physical damage was caused, but the main casualty was the morale of staff – excluded from their rooms, subjected to intimidation, their work disrupted, and their papers rifled. On this occasion, the University took the view (to the disgust of some) that it was best simply to 'sweat it out', even though this involved a fortnight's inconvenience and loss of work for quite a lot of people – staff and students in Mathematics, Computing, the Language Centre and the Social Sciences Research Centre, amongst others. In particular, the University stuck firmly to the principle (as, indeed, it still does) that information provided to it in confidence – references for applicants for posts or for admission as students, for example – must remain confidential. Access by individuals to files which might contain such information was thus non-negotiable.

The Senate Executive Committee immediately set up a sub-committee (Professor Patrick Fitzgerald, Professor Noble and Dr Todd) to gather factual information on any acts against individuals, together with direct evidence of physical damage to the building or its contents. A fair amount of evidence was collected, but the view of the Senate Executive was that it did not provide a sufficiently solid basis for disciplinary proceedings against anyone. Nonetheless, a further committee (Professors Gibson, Hagenbuch and Noble, with Professor Fitzgerald as legal adviser) was asked to look in more detail at certain incidents revealed by the first investigation, again with a view to disciplinary action. In the end, no satisfactory basis could be found. There is no doubt that many senior members would have liked to have had some

culprits brought to book, if only *pour encourager les autres*. And the lay members of the Council were surprised (as they were on subsequent occasions) at the inability – or unwillingness – of academic staff to identify miscreants, save in the most extreme circumstances. Such inability merely reflects the fact that a given staff member will only have direct personal contact with a tiny proportion of the whole student body. And the unwillingness (for it is undoubtedly there) arises from a sense of the unfairness of 'fingering' a student one happens to have taught – and may have to teach again next term – knowing full well that the vastly more culpable ring-leaders may be getting away scot-free, for lack of verifiable evidence.

Once the dust had properly settled yet another committee was set up to see what could be done to meet any legitimate student worries about their records. This committee reaffirmed the view that information obtained in confidence had to remain so, but it did express concern that there was no reliable mechanism for ensuring that non-academic information about a student was correct and up-to-date in all the copies of the record kept around the campus. This was especially important when it came to the writing of references, and such-like activities. To cope with that aspect, a procedure was devised to enable a student to add that sort of information to his record, via his Tutor, in such a manner that it would be copied to everyone holding a copy of that student's record card – College Master, Dean, Chairman of Board of Studies, plus the master copy held in the Registry. The Tutor could equally add information, subject to comment by the student. In this way, it was hoped, anyone called upon to write a reference would have access to a rounded account of the student – non-academic as well as academic – on which to base it. A recent search, incidentally, has failed to reveal any evidence of the chits provided for this purpose having been used by students, and one has to conclude that the whole problem was more theoretical than real!

Later, the membership of this committee was modified, with the addition of three student members, in order to look into the possibility of introducing some sort of audit of the files, by someone trusted by students and staff alike, to check that a code of practice (which would explicitly prohibit the keeping of 'political' files) was being observed. A person of the standing of a High Court Judge, it was cheerfully suggested, would admirably fill the bill, and he could descend periodically upon the University and look at a random selection of the files. The cost of the operation was to be shared equally between the University and the Students' Union. Perhaps because of this breaking through of reality, perhaps because in calmer moments it was realised that there really was no perceived need, or perhaps because of a realisation that all that could ever be achieved in this way would be to drive 'underground' any tainted information that anyone might wish to record, the scheme never seems to have been implemented. Perhaps this was just as well, for it would have carried the sad implication that the University could not be trusted to deal honourably with its own students.

There have been a number of other occasions over the years when the 'sit-in' has been used as a means of expressing dissatisfaction with some act (or omission) on the part of the University or, as often as not, on the part of

The Senate Building is 'picketed', in an attempt to influence some decision which the Senate was to take at its meeting that afternoon. This sort of action, although usually very good-natured, was viewed with considerable distaste, especially by the older members of the Senate, and it was probably counter-productive. In the doorway can just be seen the Surveyor (David Edwards) and the Buildings Superintendent (Jimmy Rome) who would normally be found trying to maintain some sort of order on such occasions.

the government or of some other body over whom the University had little or no influence. Although it is proposed to spare the reader the tedium of a blow-by-blow account of these happenings, there is one which must still be mentioned in some detail, for it had far-reaching side-effects within the University. The cause which precipitated the trouble, in February 1974, involved a third-year student in the Faculty of Humanities, who was being 'sent down' for failure to meet his academic obligations. The student in question had been given a 'final warning' during the preceding November, on account of persistent failure to attend supervisions and seminars (which are prescribed by the regulations as occasions of obligation). By the end of the Michaelmas Term his performance had improved in respect of one of his courses, but for another (which happened to be one drawn from the programme of the Faculty of Social Sciences) there was still no evidence of attendance or of work performed. Accordingly, the Humanities Faculty Board moved to 'terminate his membership of the University' as the regulations put it, although he still had the opportunity to appeal to their Academic Review Panel.

In Keynes the Master's attitude, which has no doubt helped to prevent fragmentation of the College, has always been 'business as usual' — dinners, coffee and newspapers are simply re-routed to the Private Dining Room if the Senior Common Room is otherwise occupied.

The Review Panel looked at great length at the whole sorry tale, but came to the conclusion that the Faculty Board's decision had to stand. That Michaelmas Term had been, on the student's own admission, 'a complete write-off', and if final warnings are to mean anything, then the Faculty Board could hardly have acted differently. There is no doubt that the Faculty Board and its Review Panel had followed meticulously the procedures laid down. However, the Review Panel, having done what was strictly required of it, was invited to look again at the student's past record in the hope that a basis might be found for recommending some softening of the verdict: sadly, it could find none. Perversely, this compassionately-intended extension of their review was later turned against the Panel, who were accused of having

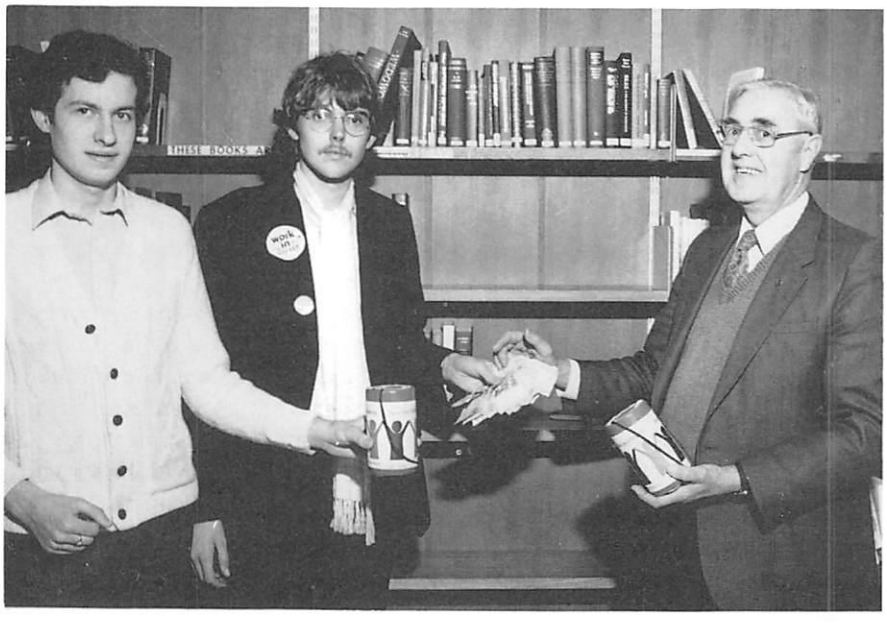
'moved the goal-posts' by going back to a period which had not been at issue in the original complaint.

On the morning of February 5th, a number of students occupied several offices in Eliot College, including that of Professor Chilver, then Dean of the Faculty of Humanities. Although the rooms were vacated again by the end of the day, papers were disturbed and some were removed. During the afternoon, by a rather disreputable subterfuge involving a blind student, a much larger body of students gained access to the Registry building: in the process minor injuries were inflicted upon some of the Registry porters. This occupation, which lasted for two weeks, did involve quite substantial physical damage – doors broken down, furniture and office equipment damaged, and so on – and again files were ransacked. Action which had started from sympathy (misplaced though it may, or may not, have been) for an individual student also took on a more general aspect, with a Students' Union policy not to allow the University to send down anybody – a principle guaranteed to be unacceptable to the Senate.

Eventually, of course, the physical damage was repaired (and the cost charged to the Students' Union funds, incidentally) but the emotional damage was not so easily put right. The student who had precipitated this affair was, in the end, allowed to remain and complete his course (he graduated with a lower second class degree in the following July). But this was a decision of the Senate, over-ruling the Humanities Board, on the grounds that the whole business had dragged on so long, and seemed likely to drag on much longer if a contrary decision had been – as seemed likely – contested in the Courts. In these circumstances this seemed the most humane course of action, for the student and, perhaps no less, for the University generally. But as a result, a great deal of bad feeling remained for some time. The Humanities Faculty as a whole felt let down by the Senate and the Vice-Chancellor, and Guy Chilver felt that his authority as Dean had been so badly eroded that he should resign that office. He had given a decade of devoted and distinguished service to the Faculty and to the University, and although there had been a feeling that the time for a change of leadership was perhaps coming, it was a singularly sad way to end his term of office. There was a reciprocal feeling of mild disenchantment too, for the Vice-Chancellor felt that he should have had more timely warning that so potentially explosive a situation was developing. Within the Senate, feelings ran quite high as between the Humanities and the Social Sciences members, for it was from the latter faculty, the home of so many lawyers, both amateur and professional, that there came the most vigorous questioning of the legal basis of the whole action.

From all this some lessons were learnt, even more questions were raised, and morals were drawn. One unfortunate feature which was pointed up was the implicit conflict between the traditionally sympathetic (paternalistic, if you will) attitude of academics, and the need for rather legalistic precision in handling these matters. This, with the need to demonstrate the observance of 'natural justice', including provision for an appeals mechanism, does tend to slow up procedures, and it was beginning to be questioned whether it was possible for the University to get rid of an unsatisfactory student at all, save by examination failure: it would always be either too early or too late. Although this possibility ought not to be needed very often, the reputation of the

University, and the interests of other students and of staff make it an essential 'long-stop'. If correspondence is to be stolen (not to put too fine a point on it) from the files of academic staff, then they have to make sure, when they write notes to one another, not just that the recipient understands what the writer means, but that a Court will accept that interpretation. Then, in nearly ten years of operation, the faculties had come to expect that the Senate (as the ultimate academic authority) would automatically endorse whatever they had decided. This showed up in two respects: there was the indignation of the Humanities Faculty when the Senate over-turned its decision about this particular student; and a weakness in the system which resulted from the way that the conventions in the faculties had grown apart, simply through having been developed in relative isolation from one another. This latter point showed up here in the respective attitudes of the Humanities and Social Sciences Faculties towards students' absences from obligatory classes. In strictness, every such absence should be reported to the student's Tutor for further investigation, but in the real world this sort of rigour has to be tempered with some common-sense. The traditions of the two Faculties seemed to have differed quite appreciably in this respect, with Humanities leaning towards rigour, Social Sciences towards a more laid-back attitude. Perhaps our student was unfortunate in not being chased up sufficiently vigorously for his absences from those classes which did provide the 'last straw'. A procedural point (which was later conceded) was that students were entitled to be accompanied only by their Tutors when 'carpeted' and not by an advocate of their own choice. One reason for this formulation originally was to keep the proceedings as informal as possible. The whole tone of these essentially domestic hearings would be changed for the worse if the student and the panel were to be supported by lawyers, or so it was held at the time. In this particular case, the student's Tutor, although belonging to the same Board of Studies, had not taught any of the courses which he had been



To end this group of pictures on a more up-beat note, this event does have several positive aspects. Instead of a 'sit-in', the idea of a 'work-in' was adopted, in which students spent the night in the Library, and contributed to a worthy charity whilst doing so. The sum of £50 is here being handed over to Dr Malcolm Harvey, the local representative of the Save the Children Fund, by Jez Middleton, President of the Students' Union. Although the students involved were able to demonstrate their commitment to some point or other, and some extra academic work did get done, there was a hidden cost, in that it was necessary to keep at least a skeleton staff in the Library overnight. But at least the students could leave in the morning with the righteous glow of a worthy cause supported.

taking since he came into the Faculty: the student felt that he could have been more appropriately represented by someone with a direct knowledge of him as a pupil, but this was not allowed by the rules.

Two things ought to be added about the student at the centre of this rumpus. Although he provided the original cause on to which everything was hung, he was not directly involved in the unpleasantness which followed. And although even he would not have claimed to have been an excessively diligent student, he did have more than his share of misfortunes. No-one was left very happy in the outcome: the student certainly suffered extra worry, the Humanities Faculty did not like the decision, and lost its Dean; the Senate was badly divided by the angry arguments which ensued; the cost was far from negligible, in repairing the physical damage, and in payments to staff prevented from working; and the reputation of the University was left somewhat bruised.

A rather general feeling at this time that things were in danger of running out of control was probably a major factor in triggering a petition, signed by over a hundred academic staff, asking for a thorough review of the way the University was governed. This, eventually undertaken by three working parties of the General Committee, has been mentioned already in Chapter 5. It was a time-consuming exercise, and although it did not result in very much change, it was probably a healthy, even a necessary, exercise at that point in the University's development.

Turning now to the financial type of crisis, we have at least been spared the acute form of the disease which has afflicted some universities. But we have shared in the chronic state of more-or-less severe financial stringency which has been endemic in the whole university system now for the past several years. That the effects have been, for us, rather less painful than in some universities can probably be attributed to two causes. As remarked in a previous chapter, our 'management' in the earlier years was often criticised for what was regarded as an excessively cautious and conservative attitude to financial matters. The criticism, incidentally, came not only from internal sources (particularly those whose pet schemes had not found support) but even, at times, from the UGC itself, who thought that we might usefully have been more 'adventurous'. But, right or wrong, this cautiousness did have the effect that we were much less over-extended financially when the frost did start to bite.

The second cause of our relative good fortune (and *relative* should be stressed) seems to have arisen from a change in emphasis in the UGC's grant-assessing process. The allocation mechanism is still shrouded in some mystery, and many people think that, on balance, it is better so. But what seems to have happened is that, during the years of university expansion, when additional funds were being made available, the extra grant was allocated in relation to the projected increases in student numbers in each institution that year. If (as turned out to be the case with us) expansion happened to coincide with relatively lean years, the result was to reduce the average 'unit cost' for the institutions concerned. On one occasion, indeed, the respective allocations to us and to an institution which happened to be adjacent in the alphabetically-ordered grant list seemed so anomalous that the 'Kremlinologists' in our Registry were reduced to postulating that the box

of punched-cards waiting to be processed by the UGC's computer had fallen on to the floor and thus introduced a measure of randomness! This was, of course, a wildly implausible explanation, but by the late 1970's officers of the UGC were privately conceding that we *were* being underfunded through the historical accident of the repeated application of their allocation rubrics.

More recently, the UGC has moved towards an allocation system based more directly on national average unit costs, gradually bringing all universities on to the same basis. As a result our earlier anomaly has been progressively removed. For the past several years we have indeed appeared quite near the top of the 'league table' of percentage increases in UGC grant. No doubt this is, to some extent, a consequence of this change in the UGC's system, but at least it can hardly be regarded as any mark of disapprobation on the part of the UGC. It has given rise to some quiet satisfaction within the University, and it has, of course, eased the problem of adapting to our more straitened circumstances.

Eased though it may have been, the problem has certainly not gone away, and the process of careful scrutiny of the University's expenditure, seeking savings which could be made without excessive detriment, continues with increasing rigour. This process was, in fact, already well under way by the mid-70s, and such 'fat' as there had been, was soon cut from the budget. Making substantial savings can then really only be achieved by shedding staff: by leaving casual vacancies unfilled, and by generating vacancies by means of various schemes for making premature departure attractive to staff members. The trouble with all schemes of this kind is that, given the cussedness of life, the casual vacancies tend to occur in areas where the University can ill afford to leave a post vacant if it is going to fulfil its obligations. And those who opt for 'early retirement' are by no means always the ones the University can best spare.

One matter which had considerable political as well as financial implications was the decision of government in the late 1970s to introduce a requirement for overseas students to be charged 'full economic fees'. It was a decision which was resented across the whole university system, not so much for its financial consequences (although these were potentially grave) but more because it was seen as an abrupt and unpleasant breach with a long-standing university tradition. It is not to be seen, incidentally, as a 'party political' question. It was an uncomfortable fact that over the years the overseas contingent had been growing, not just in absolute numbers, but also as a proportion of the total student population. The Great British Public, to the extent that they thought about the matter at all, were inclined to question whether they, as taxpayers, really did have this open-ended obligation to pay almost the whole cost of the education of that part of the youth of the world who were qualified, and who wished, to partake of a British university education. Put in this grossly over-simplified form it was hard for politicians of any party not to agree that it was an indefensible proposition, and the decision was scarcely resisted in Parliament at all.

The universities did not take at all kindly to the idea, and the opposition was vocal at all levels, from students to Vice-Chancellors. With hindsight, it was probably a mistake to base opposition on the argument that the scheme was an interference with the academic freedom of universities – the freedom

to admit students of their own choosing. In fact, this principle was not really at issue at all; the only question concerned the pocket into which one dipped to meet the cost. It did, incidentally, highlight an anomaly which had grown up over the years. University funding came principally from two sources: from fees paid by students (or in most cases, by grant-giving local authorities), and from grant-in-aid coming directly from central government. The latter component had more-or-less kept pace with increasing needs, but the former had declined in real terms until it bore scarcely any relation to the cost of the operation. For 'home' students this mattered very little: local versus central government financing was a distinction almost without a difference, since most of the local government expenditure in this area was reimbursed by grants from central government. For an overseas student the distinction was a real one, and it was undoubtedly an anomaly that the fees were so unrealistic.

There were, in fact, several quite good reasons for continuing the old system, illogical though it may have seemed. In the short term, overseas students were good for the 'balance of payments', for they brought in with them the funds to cover their living expenses. They were liable to bring long-term benefits as well: engineers would go home and order machinery from U.K. suppliers with whom they had become familiar – even a student of philosophy might have become addicted to British motor cars! But there were other, more intangible, reasons: many of these students came from poor, third-world countries, often from what had been British colonies. For them we did, perhaps, have some sort of moral obligation to help, and with luck they might return with an understanding of British ways and some affection for this country which might well have a very real, if unquantifiable, value in the future. There were good domestic reasons for welcoming these students, too: they diversified the cultural background for our 'home' students, and they made viable some courses which would not have been worth running for the home students alone.

Persuasively though these arguments were put, the Government were adamant, and apart from some (as it happened, inadequate) transitional provisions for hardship cases, the battle was lost. For the universities the result was a competitive search for such overseas students as had sufficient resources to pay the whole cost of their stay, including tuition fees which now range upwards from £4000, according to the course involved. For us, this involved a great deal of work for Maurice Vile (Professor of Political Science, later Deputy Vice-Chancellor) whose professional specialism was American politics. He took charge of our overseas student recruitment operation, and managed it with great success, so that we now have considerably more overseas students than before, although their national origins are somewhat different: American students on a 'Junior Year Abroad' programme, and students from Singapore and Hong Kong, where the British style of education is still highly regarded, and funds on the necessary scale still seem to be available.

As a result of this effort (and it has to be a continuing campaign, with considerable expenditure of effort by staff) the fees which the UGC deemed us to be receiving have actually been received. The immediate financial consequences have thus been averted, although there is an instability now

built into the whole system, in that overseas recruitment, and thus a substantial part of the University's income, will be much more subject to economic or political factors beyond our control.

Worrying, even traumatic, many of these episodes have been, but the University has come through them in very good shape. Indeed, it would seem fair to say that the University has acquired the strengths needed to cope with crises, and looks set to ride out such storms as the future may bring.

The picture opposite shows Professor Roger Vickerman (Director of the Channel Tunnel Research Unit) on the left, and John Craven (Chairman of the Unit's Management Committee) 'doing some field work' above Folkestone, near the site of the proposed entrance to the tunnel. Although never intended as a serious photograph (John Craven's suggested caption was 'No, you catch the Information Officer, I'll bury him') it does seem to catch the spirit of the way forward for the University into the '90s. This Unit is just one of a number of similar arrangements which facilitate contacts between the University and the world outside our gates, to the advantage of both parties. Then, being the University closest to the continent of Europe, we have an obvious interest in anything which improves the physical links. In fact, we are the official U.K. contact point for the European Community's ERASMUS programme, set up to encourage interchange of students between the member-states of the Community, an activity in which the University plays a prominent part.

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Postscript

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Postscript

A STORY, so it is said, has to have a beginning, a middle and an end. The story of the University of Kent at Canterbury certainly has a very clear-cut beginning: it started, as we have seen, with a small group of local enthusiasts, the torch then being picked up by the first Vice-Chancellor, Geoffrey Templeman, and the original band of senior administrators and academics.

As to the 'end' of the story, why, perish the thought that it should even have one! It is true that, during the seventies, there was the occasional story in the press originating with people who claimed to have seen a list of half-a-dozen or so universities judged ripe to be removed from the scene. Sometimes we figured in these lists, sometimes not. Whether any of the lists had a status higher than that of a product of a party-game in rather poor taste never was very sure, but it does now seem clear that the reported imminent demise of the University was, like the reports of the death of Mark Twain, grossly exaggerated.

We have seen in these pages a good deal of the beginning of the 'middle' of our story. But an institution still only in its early twenties can hardly be reckoned to be anywhere near middle age, and this part of the story has still to run and run. What course it will take, however, can only be divined, in the present state of the world, with the aid of a crystal ball far more powerful than any available to the present writer. What we can do, however, is to summarize the position from which the University has to meet the challenges of the nineties.

In earlier chapters, we have seen how the academic functions of the University were built up. Recently, a few 'loose ends' in the organisation have been tidied up, through the establishment of the Faculty of Information Technology and the School of European and Modern Language Studies, which have brought the Computing Laboratory and the Institute of Languages and Linguistics within the regular academic organisation. Throughout the University, responsibility for budgeting has been, effectively, moved from the Faculties on to a larger number of 'cost centres' corresponding to the UGC's way of dividing up the whole academic sphere. This will undoubtedly diminish the functions of the Faculty Boards in the scheme of things, and it remains to be seen what the effect of this administrative change will be on the strictly academic functions of the Faculties. It *ought*, at least, to make for tighter and more realistic control of expenditure, and thus put the University in a better position to cope with any future financial stringency.

Financial stringency, it seems, has to be reckoned a continuing fact of life for the universities generally for the indefinite future. This is not said in a

complaining tone, for such large amounts of public money are now involved in the funding of the university system that it is right and inevitable that the spending of it should be subject to careful scrutiny. What can be called into question is the manner of doing this. In effect, the universities are increasingly being required to be run as though they were commercial businesses, with the implication that the techniques of 'cost/benefit analysis' should be applied to the operation. The danger in this is two-fold: it is really very difficult to analyse the running costs of a university so as to make reliable and meaningful attributions of expenditures to particular functions – how should time spent reading in the library (or even just thinking) be attributed as between the teaching, research and scholarly functions of staff, for example? But if this is difficult enough, much more so is the attribution of a cash value to the 'benefit' which eventually results. On the teaching side, one can (at one end of the spectrum) attach some sort of cash value to, say, a surgeon produced by a medical school; but at the other end of the spectrum, what is the cash value to the community of a graduate in, say, philosophy, who is unlikely to make much career use of his technical equipment as a philosopher?

The 'spectrum' from which these two examples were, quite arbitrarily, plucked, is not to be seen as a spectrum of assumed values of graduates to the community; rather is it a ranking in terms of perceived difficulty in *assessing* their values. A civilised society needs members whose lives have been enriched by the study of literature, philosophy, and so on, just as much as it needs its scientists, engineers and surgeons. Without them its culture will slowly wither away, but there is just no way in which the benefits which accrue from the presence of such people can be expressed in cash terms. The same types of argument can be applied in the research area. There are some sorts of research (although they may often be better described as 'development') which could have an immediate cash value attached to them: engineering topics, especially, but quite a lot of work in science and medicine, too. But equally there is a great deal of 'curiosity-orientated' research in science with no immediately assessable value, and the same must be true of most research in the humanities and in the social sciences. To write off all such work as being of no value simply because no-one can think how to put a sensible cash value on it would be a tragedy of the first order. So this really is a plea (in case any of the 'powers-that-be' have read so far through this book) to tread very warily along the road which causes the universities to operate in this way. Cost/benefit analysis has very little point unless one can make realistic assessments of the benefits as well as the costs.

All this having been said, there remains a genuine problem of how to organise the funding of the university system. Here, it has to be said, the universities (this one included) must take some of the blame for the present situation. It was clear, as long ago as the late 1960s, that there was eventually going to be trouble on this front, and in 1969 Mrs Shirley Williams, then Minister of State in the Department of Education, formulated her famous 'thirteen points' for consideration by the universities, amongst others. The reactions of the universities were almost universally hostile, and it is true that many of those suggestions would have quite radically changed the whole university scene, in a way that was not likely to find favour with the

universities. However, this initiative by Government could have provided an opportunity to start a more constructive dialogue, from which a more rational basis for determining funding might have emerged. That the universities missed this chance is, of course, water now long gone under the bridge, but we are paying the price year by year for the collective belief, on the part of the universities, that if one pretended the problem did not exist, it would just go away. It has not done so, and is not likely to.

Although our problems have been (for the reasons outlined in the previous chapter, amongst others) less severe than have been found in some institutions, the business of keeping the books balanced has not been achieved without a good deal of pain. Some of it has been at a personal level – staff persuaded to 'do the decent thing' and take early retirement, for example – and some at the institutional level – courses dropped because they required too large an input of staff effort, the Library weakened by cancelling periodical subscriptions when the cost seemed no longer commensurable with the potential readership, and so on. Painful though the whole process was, however, we can now claim to be 'leaner and fitter', and to that extent better able to face the coming years.

On the 'real estate' front, things have taken a rather surprising turn. In the mid-seventies the building programme seemed badly stuck in the doldrums, with little genuinely new work in prospect once the extensions to Eliot and Rutherford were completed. By the end of that decade, however, the situation had changed quite radically: a major programme of student housing (in self-catering units) was started, with funding mostly from the commercial mortgage market; a substantial extension to the Sports Hall provided space for some of the more specialised activities; an extension to the 'Temporary Library' brought together in one unit all the operations of the Estates and Buildings Department; the first stage of an exciting new development – the Science Research and Development Centre, intended to facilitate collaboration between the University and industry – has been completed; and, with UGC funding, a splendid extension to the Computing Laboratory has been erected. The University was honoured, in March 1987, with a visit by Her Majesty the Queen, in the course of which she performed the official opening ceremony for this last building.

But more is to come: already nearing completion is a new 'General Teaching Building' (which first appeared in our programme of building projects some twenty years ago, only to be delayed by lack of funding) which is to be named The Grimond Building in honour of our Chancellor. Also under construction (or at an advanced stage of planning) are schemes for more student accommodation and for dedicated facilities for drama and music. So what might have been expected to be a rather dead period on the building front, given the national shortage of funds for universities, turns out to be a very lively one indeed.

All told, it seems possible to leave this account of the early years in the life of the University of Kent at Canterbury in quite a relaxed and cheerful mood. As indicated at the start, it has been a sketch, rather than a proper history: perhaps one of our young history graduates could eventually be persuaded to do a more thorough job as part of the celebration of our golden jubilee!

Appendix I:
Holders of Principal Offices

Appendix II:
Chronology of events

THE LISTS of lay and of academic and administrative officers only call for one qualification: until the granting of our Charter of Incorporation in January 1965, some of the offices technically did not exist. Some liberties have been taken in ascribing earlier starting dates to those who were performing essentially the same duties, as 'officers-designate', in the lead up to our formal incorporation.

The compiling of a reliable and comprehensive list of the officers of the Students' Union proved quite a difficult task, in spite of help from the Union's secretariat, and the perusing of back-numbers of *inCant*, Union *Handbooks*, the Registrar's files of correspondence with Union officers, and other sources. The list now appended attempts to attribute names to academic years for three offices: President, Secretary and Treasurer. Especially in the early years of the Union's turbulent history there were changes of officer at various (often unpredictable) seasons – the result of resignations following votes of 'no confidence', or pressure of academic commitments, for example. Consequently, several names may appear for a given year against a particular office. I can but apologise in advance for the errors, omissions and other blemishes which I am sure a careful scrutiny will reveal.

Appendix I: Holders of Principal Offices

Honorary 'Lay' Officers

Visitors

[Archbishops of Canterbury, *ex officio*]

Jan. 1965–Nov. 1974	†Most Rev. Dr Michael Ramsey
Nov. 1974–Jan. 1980	Most Rev. Dr Donald Coggan
Feb. 1980 to date	Most Rev. Dr Robert Runcie

Chancellors

Jan. 1963–Aug. 1968	†H.R.H. Princess Marina
Jul. 1970 to date	Lord Grimond of Firth

Pro-Chancellors

Jun. 1960–Dec. 1971	†Lord Cornwallis
Dec. 1971–Dec. 1977	†Sir Paul Chambers
Dec. 1977–Sept. 1984	Dr R.Leigh-Pemberton
Oct. 1978 to date	Rt. Rev. Dr R.D.Say

Deputy Pro-Chancellors

Jun. 1960–Oct. 1970	†Sir George Allen
Jul. 1968–Mar. 1971	Lord Irving of Dartford
May 1971–Dec. 1971	†Sir Paul Chambers
May 1971–Dec. 1977	Dr R.Leigh-Pemberton
Dec. 1977–Sept. 1984	Rt. Rev. Dr R.D.Say
Jun. 1984 to date	Lord Brabourne

Treasurers

Sept. 1963–Jul. 1977	†Dr T.E.G.Baker
Aug. 1977 to date	Dr U.H.B.Alexander

Deputy Treasurers

Jun. 1965–Jul. 1977	†Dr T.B.Bunting
Aug. 1977 to date	Dr J.A.Lawson

Academic and Administrative Officers

Vice-Chancellors

Apr. 1963–Sept. 1980	† Dr G. Templeman
Oct. 1980 to date	Dr D. J. E. Ingram

Deputy Vice-Chancellors

Aug. 1966–Jul. 1972	† Prof. G. E. F. Chilver
Aug. 1972–Jul. 1981	Prof. G. R. Martin
Aug. 1981–Feb. 1984	Prof. M. J. C. Vile
Feb. 1984 to date	Prof. G. Rickayzen

Pro-Vice-Chancellors

Aug. 1974–Jul. 1977	Prof. M. Kinkead-Weekes
Nov. 1975–Jul. 1981	Prof. M. J. C. Vile
Aug. 1981–Feb. 1984	Prof. G. Rickayzen
Aug. 1981–Jul. 1982	Prof. M. Irwin
Aug. 1982–Jul. 1985	Prof. I. C. S. Gregor
Apr. 1984 to date	Prof. J. J. Hughes
Aug. 1985–Apr. 1988	Prof. S. C. Holt
May 1988 to date	Prof. Christine Bolt

Registrars

Mar. 1963–Sept. 1981	Mr E. Fox
Oct. 1981 to date	Mr A. D. Linfoot

Librarians

Oct. 1963–Sept. 1977	Mr G. S. Darlow
Oct. 1977 to date	Mr W. J. Simpson

Deans of the Faculty of Humanities

Jan. 1964–Feb. 1974	† Prof. G. E. F. Chilver
May 1974–Jul. 1977	Prof. R. A. Foakes
Aug. 1977–Jul. 1980	Prof. M. Irwin
Aug. 1980–Jul. 1984	Prof. C. H. Wake
Aug. 1984 to date	Mr A. B. Webster

Deans of the Faculty of Natural Sciences

Aug. 1964–Jul. 1973	Prof. G. R. Martin
Aug. 1973–Dec. 1976	Prof. K. A. Stacey
Jan. 1977–Jul. 1981	Prof. G. Rickayzen
Oct. 1981–Sept. 1984	Prof. K. A. Stacey
Oct. 1984–Dec. 1987	Dr D. H. Niblett
Jan. 1988 to date	Prof. J. A. Connor

Deans of the Faculty of Social Sciences

Oct. 1964–Jun. 1969	† Prof. W. Hagenbuch
Jul. 1969–Mar. 1975	Prof. M. J. C. Vile
Apr. 1975–Jul. 1978	Prof. A. W. B. Simpson
Aug. 1978–Jul. 1981	Prof. C. K. Seymour-Ure
Aug. 1981–Apr. 1984	Prof. J. J. Hughes
May 1984–Jul. 1987	Mr D. G. Morgan
Aug. 1987 to date	Prof. J. A. Craven

Dean of the Faculty of Information Technology

Oct. 1987 to date	Prof. E. B. Spratt

Chairmen of the School of Mathematical Studies

Apr. 1970–Jul. 1973	Prof. M. E. Noble
Aug. 1973–Sept. 1976	Prof. J. S. R. Chisholm
Oct. 1976–Sept. 1982	Prof. G. B. Wetherill
Oct. 1982–Sept. 1987	Dr G. J. Makinson

Masters of Eliot College

Apr. 1965–Mar. 1969	Prof. W. A. Whitehouse
Apr. 1969–Dec. 1972	† Prof. F. S. L. Lyons
Jan. 1973–Dec. 1976	Prof. W. A. Whitehouse
Jan. 1976–Mar. 1985	Mr D. M. Taylor
Apr. 1985 to date	Dr Shirley Barlow

Masters of Rutherford College

Apr. 1967–Jul. 1971	Prof. J. M. Cameron
Aug. 1971–Sept. 1974	Mr R. T. B. Langhorne
Oct. 1974–Jul. 1975	Mr C. Collard
Aug. 1975–Jul. 1985	Dr J. F. J. Todd
Aug. 1985 to date	Prof. R. D. D. Gibson

Masters of Keynes College

Apr. 1968–Sept. 1973	† Prof. R. Spence
Oct. 1973 to date	Mr D. Crabtree

Masters of Darwin College

Apr. 1970–Sept. 1974	Prof. B. Keith-Lucas
Oct. 1974–Sept. 1982	Prof. Claire Palley
Oct. 1982–Sept. 1987	Mr M. J. S. Butler
Oct. 1987 to date	Dr P. Brown

Students' Union Officers

	Presidents	*Secretaries*	*Treasurers*
1965–66	John Harwood	Vivian Sutton / Philip Simpson	Charles Good / Adrian Underwood
1966–67	Dudley Winterbottom / John Beck / David Hooper	Judie Molloy / Elizabeth Beasley / Jenny Thomson	Greville Rumble / Stewart Kempston / Iain Murray /
1967–68	David Hooper / Ruth Bundey / Richard Sharpe	Jenny Thomson / Barnaby Horwood / Tristan Allsop	Chris Hancock / Tony Davison
1968–69	Richard Sharpe / Jan Saunders / Philippe Bacon	Jim Whittaker	Penny Woodward
1969–70	Francis Goddard / Dave Lawrence	Geoff Kennedy	Stephen Black / Hamish Calder
1970–71	Dave Lawrence / Richard Jones	Geoff Kennedy / Chris Vanderweele	Pete Anwyl
1971–72	Pete Richardson	Jerry Park	Nick Shore
1972–73	Ken Spencer	Frank Sturrock	John Murray
1973–74	John McGeowan	Dave Edye	Kevin Fulcher
1974–75	Graeme Henderson	J.H.(Igg) Williams	Pete Bennett
1975–76	Hilary Barnard	Wink Hackman	Phil Mullan
1976–77	Paul Box-Grainger	Tom Roper	Dave Webber / Chris Moran
1977–78	Colin Campbell	Jakki Hawkes	Pamela Holmes
1978–79	Roger Smith	Dave Vasmer	Graham Coles / Andy Dean
1979–80	Steve Page	Mark Gurney	Bruce Meredeen
1980–81	Tony Horrocks	Jane Merritt	Simon Hornby
1981–82	Jez Middleton	Vickie Wood	Adrian Bryant
1982–83	Nick Wells	Mandy Coxon	John Davis
1983–84	Robin Britton	Andrew Hornsby-Smith	Tim Hazell
1984–85	David Morpurgo	Corinne Calame	John Firmin
1985–86	Dominic Cox	John Craddock	Matthew Smith
1986–87	Ramesh Perrin	Tim Fox	Andrew McFall
1987–88	Rohan Kariyawasam / Steve Smith / Maria Burton	James Nicholls / Ben Osborne	Sean Bovingdon / Trevor Harris
1988–89	Lucy Kilkenny	Mark Sandell	Rob Yeldham
1989–90	Steve Smith	Mike Schofield	Andrew Ellis

Appendix II: Chronology of events

As it would be impossible to offer anything like a full account of the University's academic history, the editor has interpreted 'events' mainly as significant stages in its physical development. Events within each year are not necessarily listed in the order in which they occurred.

1959	Setting-up by Kent County Council, through its Education Committee, of sub-committee to explore possibilities of Kent offering a site for a new university
1960	Letter from Sponsors to University Grants Committee setting out Canterbury as good location
1961	Principle of university in Kent accepted by Government
1962	Acceptance by Sponsors of name of University of Kent at Canterbury and setting-up of Interim Committee
1963	Site first taken over by the University
1964	Transfer of Library from Station Road West to Beverley Farm First meeting of forerunner of Senate
1965	Granting of the Royal Charter Opening of Eliot College Arrival of first undergraduates Transfer of Library to Eliot and Physics
1966	Moving of Library to what is now the Maintenance Centre Opening of Rutherford College Start of UKC Radio Service of Thanksgiving and Dedication in the Cathedral Formal Installation of Princess Marina as Chancellor
1967	Arrival of Letters Patent, granting arms, at the University Opening of Chemical Laboratory First T S Eliot Lectures given by W H Auden
1968	Moving of Library to first stage of permanent home Opening of Keynes College Opening of Sports Hall Graduation of first intake of students Completion of Cornwallis Building Launch of *FUSS* (University Newsletter) Memorial Service for Princess Marina
1969	Opening of Electronics Laboratory Opening of Gulbenkian Theatre and Cinema 3 Establishment of Oaks Day Nursery
1970	Hiving-off of Mathematics from Natural Sciences as School of Mathematical Studies Opening of Darwin College Opening of Registry and Senate

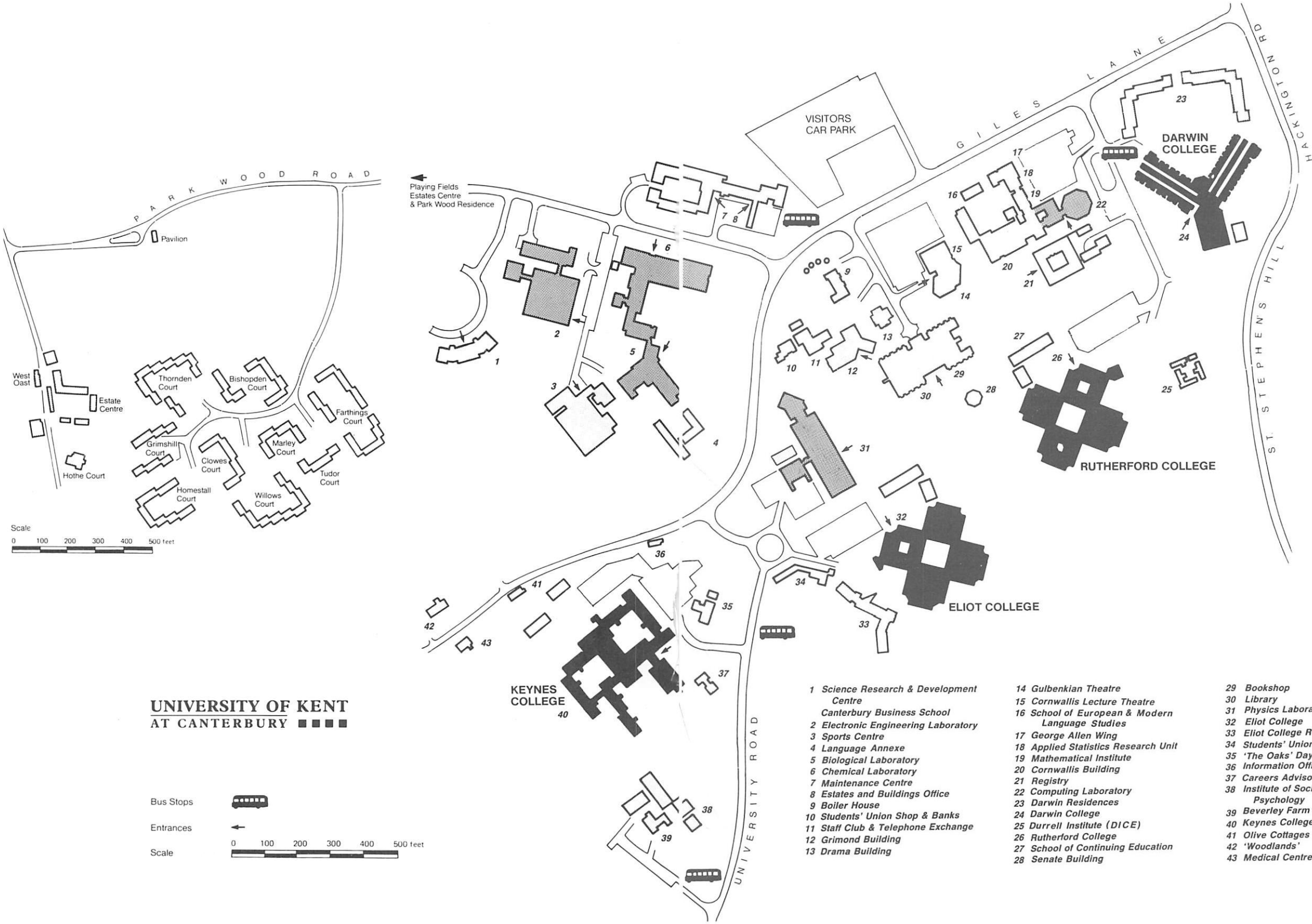
1971	Opening of Biological Laboratory
1972	Foundation of Health Services Research Unit
1973	Establishment of Urban & Regional Studies Unit
1974	Expansion of Library into second stage of building, and computer-isation (first on-line system in a UK university)
	Establishment of Unit for the History, Philosophy and Social Relations of Science
	Collapse of Cornwallis Building
	Establishment of Personal Social Services Research Unit
1975	Establishment of School of Continuing Education
	Opening of Cartoon Centre
1976	Critical appraisal by General Committee Working Parties of the first ten years
1978	Assumption of responsibility for validation of degrees awarded to students from Christ Church and Nonington
1979	Launch of *Newsletter*
1980	Establishment of Applied Statistics Research Unit
	Opening of self-catering accommodation at Park Wood
1981	Start of operation of Kent Scientific and Industrial Projects Ltd. (KSIP)
1982	Opening of School of Continuing Education's Centre at Tonbridge
	Opening of Physics Observatory
	Opening of Graphics Gallery
1983	Inaugural meeting of Kent Society for Members and Friends of the University of Kent at first Reunion of former students
1984	Opening of extension of Oaks Day Nursery
	Move of Information Office to Tanglewood
1985	Inauguration of Library's Maddison Collection
	Opening of new Estates & Buildings Office, the first major building on campus to be designed in-house
	Major Open Day held to celebrate the University's twentieth anniversary
	20th Anniversary Reunion of former students
	Opening of Centre for Continuing Legal Education
	Production of first video prospectus
	Opening of Nature Trail
1986	Opening of first phase of Research & Development Centre
	Establishment of Institute of Social & Applied Psychology
	Setting-up of Channel Tunnel Research Unit
	Restoration of Beverley Farm
	Conversion of Woodlands into student accommodation
	Establishment of Institute of Management
	Opening of Unit for Space Sciences
	First Careers Fair run by Careers Advisory Service in association with the Kent Society
	Establishment of Centre for Social Anthropology & Computing
	Building of new telephone exchange

1987 Establishment of Faculty of Information Technology
Selection of University as centre for national agency to distribute student support grants under ERASMUS programme
Agreement concluded with University College of North Wales, Bangor for transfer to Kent of the College's Department of Drama
Formal opening of Computing Laboratory Extension by Her Majesty the Queen
First 'Class' Reunion for former students

1988 Establishment of Development Office
Establishment of School of European and Modern Language Studies in Faculty of Humanities, incorporating Institute of Languages & Linguistics

1989 Opening of Grimond Building
Opening of Drama Studio
Opening of Durrell Institute of Conservation & Ecology
Opening of first phase of new Darwin accommodation
Establishment of Canterbury Business School
Production of second video prospectus
Re-naming of Health Services Research Unit as Centre for Health Service Studies

1990 Establishment of Centre for Language and Business in Europe
Year-long Silver Jubilee celebrations, including Open Days in June



UNIVERSITY OF KENT
AT CANTERBURY

Bus Stops

Entrances

Scale 0 100 200 300 400 500 feet

1 *Science Research & Development Centre*
Canterbury Business School
2 *Electronic Engineering Laboratory*
3 *Sports Centre*
4 *Language Annexe*
5 *Biological Laboratory*
6 *Chemical Laboratory*
7 *Maintenance Centre*
8 *Estates and Buildings Office*
9 *Boiler House*
10 *Students' Union Shop & Banks*
11 *Staff Club & Telephone Exchange*
12 *Grimond Building*
13 *Drama Building*
14 *Gulbenkian Theatre*
15 *Cornwallis Lecture Theatre*
16 *School of European & Modern Language Studies*
17 *George Allen Wing*
18 *Applied Statistics Research Unit*
19 *Mathematical Institute*
20 *Cornwallis Building*
21 *Registry*
22 *Computing Laboratory*
23 *Darwin Residences*
24 *Darwin College*
25 *Durrell Institute (DICE)*
26 *Rutherford College*
27 *School of Continuing Education*
28 *Senate Building*
29 *Bookshop*
30 *Library*
31 *Physics Laboratory*
32 *Eliot College*
33 *Eliot College Residences*
34 *Students' Union Offices*
35 *'The Oaks' Day Nursery*
36 *Information Office*
37 *Careers Advisory Service*
38 *Institute of Social & Applied Psychology*
39 *Beverley Farm*
40 *Keynes College*
41 *Olive Cottages*
42 *'Woodlands'*
43 *Medical Centre*

Cover photographs by Jo Nelson

KENT

UNIVERSITY OF KENT
AT CANTERBURY