

Item: Board of Governors Minutes, April 1994
Call Number: Board of Governors Fonds UA-1, 60.5

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AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
Thursday, April 21, 1994 (4:00 p.m.)
University Hall, Macdonald Building

- 4:00 1. Approval of Agenda
2. Approval of Minutes of Board Meeting of March 15, 1994 (enclosure)
3. President's Report (to be distributed at the meeting)
- 4:10 **Items for decision**
4. Report of the Review Committee on the Size and Composition of the Board (enclosure) (Cowan)
5. Appointment of new DSU representatives to the Board of Governors (Walker)
6. Dalhousie Student Union Fees (Walker)
- 5:15 **Items for discussion**
7. Rationalization (Clark)
- 5:55 **Items for information**
8. "Putting People First" - Final Report to the President, Committee on Employee Morale (enclosure) (Clark)
- 6:00 9. **Adjournment**

Minutes of a meeting of the
Board of Governors held on Thursday,
April 21, 1994 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw
Chairperson
Dr. D. Wayne Bell
Mr. Dov Bercovici
Mr. Robin N. Calder
Dr. Howard C. Clark
President
Mr. James S. Cowan
Vice-Chairperson
Mr. J. Dickson Crawford
Dr. Kenneth Dunn
Dr. Brian Flemming
Mr. Fred S. Fountain
Dr. Margaret Hansell
Hon. T. Alex Hickman
Mr. Lewis Jacobson

Mr. Thomas E. G. Lynch
Ms. Bernadette Macdonald
Ms. Suzan MacLean
Hon. Jacqueline Matheson
Dr. Norman G. O. Pereira
Mrs. Ann Petley-Jones
Honorary Secretary
Mr. Jefferson Rappel
Ms. Cynthia Robertson
Mrs. Patricia Roscoe
Mr. Kenneth C. Rowe
Mr. Byron G. Sarson
Ms. Tina Sweeney
Miss Barbara Walker
Vice-Chairperson

Also present were Dr. James S. Palmer (Associate Member, Board of Governors); Ms. Lisa Lachance, Mr. Rod McLeod, and Mr. Thomas McPhee (incoming student representatives to the Board of Governors); Dr. Deborah Hobson (Vice-President, Academic & Research); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Dr. Colin Stuttard (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Julia Eastman (Co-ordinator of Policy Development); Mr. W. L. Lord (Director, Physical Plant and Planning); Mr. B. D. Christie (Executive Director, Office of Institutional Affairs); Mrs. Charlotte Sutherland (Director, Development Office); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mrs. Charlotte Cochran, Mr. George W. MacDonald, Dr. Carmen Moir, Mr. Bryan G. Mason, Dr. Sharon Oliver, Mr. John C. Risley, and Mrs. Carol Young, *Mr. Peter Bryson and Mrs. Josie Richard*

The Chairperson called the meeting to order at 4:10 p.m.

Approval of Agenda

Board Members agreed to accept the agenda as circulated along with the addition of a brief report from the Development Committee and an announcement about the Alumni Annual Dinner under items for information.

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Minutes of Board Meeting of March 15, 1995

Board Members accepted the Minutes of the March 15, 1994 meeting of the Board of Governors with a revision on page five to indicate that the renovation project on Henry Street includes the land and premises known as civic numbers 1250, 1258, 1260 and 1266 Henry Street. It was noted that the original motion inadvertently omitted numbers 1260 and 1266.

The Chairperson then, as a matter arising from the Minutes of the March 15, 1994 Board of Governors meeting, referred to the decision that had been taken at that time with respect to the proposed policy on discriminatory harassment. He noted that there is genuine concern about the issue among a significant number of members of the University, which therefore suggests that the demise of the proposed policy has left the campus with some unfinished business. He commented that the Board's rejection of the proposed policy did not reflect indifference to the concern about discriminatory harassment on campus, but rather strong disagreement with the proposed policy as a means of dealing with it. He observed that, while the Senate was willing to accept the policy as a way of addressing discriminatory harassment concerns, the decision was a contentious one and there remained substantial misgivings in the academic community about the impact of the policy if it was implemented. He suggested that the Board and the Senate positions on this issue are not as polarized as they might appear to be and recommended that, in these circumstances, and, given that the issue of discriminatory harassment is the subject of ongoing concern on campus, it seems worthwhile to initiate some informal discussions between two or three representatives each of the Board and Senate to see if there are further constructive steps that could be taken to address the discriminatory harassment issue.

He then requested reactions from Board Members to the concept of establishing a small committee that would engage in informal discussions. Mr. Crawford indicated that while the legal points that had been raised when the proposed policy was discussed on March 15 were valid, he would have preferred to see the discussion go beyond that point and therefore was pleased with the recommendation put forward by Mr. Shaw. Mr. Rappell observed that there had been a lot of backlash to the decision the Board had taken and he considered it a positive step to initiate informal discussions between representatives of the Board and of Senate. Dr. Pereira commented that this would place a positive construction on what had happened and would show that this is a continuing concern that needs to be addressed promptly. Dr. Dunn indicated that he expected Senate would be fully supportive of the proposal to hold informal discussions. Mr. Jacobson also supported the proposal and recommended that a broad-based survey

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of the university community also be done which suggestion, it was agreed, would be referred to the Board\Senate committee. Dr. Pereira recommended that as much of the university community as possible be involved and expressed his interest in the committee identifying those issues and concerns for which we do not currently have available mechanisms in place to manage.

Board Members agreed to proceed with the formation of a committee and it was agreed that Dr. Dunn and Mr. Shaw would meet to discuss who might represent the Senate and the Board on the committee.

Introduction

At this point, Mr. Shaw introduced Dr. James S. Palmer, an Associate Board Member from Calgary, and welcomed him to the meeting.

President's Report

Dr. Clark reviewed in detail his President's Report which contained information about Rationalization, the Dalhousie Student Union Agreement, a recent Trade Mission to Korea led by the Premier in which he had participated, and he noted with regret that he has accepted the resignation of Dean Douglas Myers as Dean of Henson College effective June 30, 1994. He commented that Dean Myers has provided excellent leadership to Henson College since 1986 and has contributed greatly as a member of the senior administrative team of the University. A copy of the President's Report is attached to these Minutes.

Items for decision

Report of the Review Committee on the Size and Composition of the Board

Mr. Shaw observed that the Report of the Review Committee on the Size and Composition of the Board had been pre-circulated and that the Report was one of the topics covered at the two special In-Camera sessions of the Board held on April 5 and April 7. He noted that the Senate is also actively engaged at the moment, and making progress, with Senate reform and he commented that the Officers of the Board met recently with the Senate Steering Committee at which time they had a preliminary discussion about Board and Senate reform that was very worthwhile.

Mr. Cowan observed that Board reform was a topical issue that many other Boards across the country are looking at and he

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recalled that the survey done in connection with our Capital Campaign had contained many comments about the size of the Board being a problem. He noted that the Review Committee had been greatly aided by and were most thankful to Ms. Jane Spurr and Mr. Brian C. Crocker for the invaluable assistance and support they had provided to the committee.

He then reviewed the history of the size of the Board of Governors during which he noted the Board's composition was first set by statute in 1863 and has been amended many times to change the number of Board Members and the constituency representation of the Board. He observed that in 1820 the six members of the Board of Governors were the Governor General, the Lieutenant Governor, the Bishop of Nova Scotia, the Treasurer of the Province, the Chief Justice, and the Speaker of the House. He noted that in 1841 the Board was comprised of "such and so many fit and proper persons as deemed proper"; that in 1881 Board membership could exceed fifteen but only by endowing chairs; and that the membership in 1934 and 1935 most closely approximates the total proposed by the Review Committee.

He briefly reviewed the Final Report of the Review Committee and he noted that the Committee had agreed that the current maximum membership of 54 was definitely too large to be workable and they felt that the Board size should be more in line with similar institutions across the country. He noted that they had looked at constituency representation and the criteria for membership on the Board and then determined that a Board of approximately thirty members was desirable. With respect to criteria for membership on the Board, he noted that the Review Committee had examined the criteria for Board Membership that had been approved by the Board of Governors on February 23, 1993 and had concluded that no changes were necessary at this time. He noted that they then deliberated about how downsizing might be achieved and he explained the rationale for their recommendations. He commented that the Review Committee has also recommended that we should continue and enhance the participation of non-Board Members through service on Standing Committees. He observed that the By-Laws allow for non-Board Members to serve on Standing Committees but that at all times the committee must be chaired by a Board Member and Board Members must form a majority on the committee.

He noted that their recommendations included downsizing the Governor in Council appointments from twenty-five to fifteen; the Alumni appointments from twelve to six; the Dalhousie Student Union representation from four to three; and the Senate representation from five to three. He acknowledged that the Alumni Association have given leadership in this process by volunteering to reduce their representation.

He observed that we have had various anomalous appointments such as the Mayor of Halifax, and a United Church representative. He noted that the Committee felt that our relationship with the City of Halifax would not be negatively affected were we to discontinue that appointment; and with respect to the United Church it was observed that Dalhousie University has been non-sectarian for a long while and therefore this appointment was probably no longer required. He noted that since 1935 we have had University of King's College representatives and since 1976 Mount Saint Vincent University representatives on the Board of Governors and that it was the view of the committee that there are many linkages already in place between the University of King's College and Mount Saint Vincent University at different levels so they had concluded that such representation did not need to be continued. He observed that further consultations would occur with the University of King's College and Mount Saint Vincent University, but that preliminary discussions had already indicated that we would probably not receive significant objections to the proposed changes.

Mr. Cowan moved and Ms. Robertson seconded a motion THAT the Board of Governors approve the Final Report of the Review Committee on the Size and Composition of the Board of Governors.

Mr. Fountain commented that the conclusions reached by the Review Committee were sensible although he would have preferred to see a slightly smaller Board size being recommended with perhaps a maximum of twelve or thirteen, rather than fifteen, Governor in Council appointments. He indicated that he hoped the Review Committee's recommendations would be approved, and that they could be implemented expeditiously.

It was noted that through consultation and attrition it is thought that the downsizing objective could be reached quite quickly. It was also noted that the quorum for Board of Governors meetings would remain at fifteen.

Dr. Flemming, who acknowledged that he is a representative of the University of King's College, expressed support for the principle of downsizing but in light of the unusually close relationship between the two universities, he indicated that he was not prepared without the benefit of the matter being discussed with the University of King's College Board to endorse anything more than a reduction from two to one representative from the University of King's College on the Dalhousie Board of Governors. He also observed that in light of current rationalization proposals it might not be the ideal time to alter the existing arrangement. It was noted that approval of the recommendations of the Final Report of the Review Committee would not preclude discussions that would take place with the University of King's

College and others; and if agreement could not be reached with respect to any the recommendations then the matter would come back to the Board of Governors for further deliberation.

Mr. Rappell applauded the Review Committee for a long needed initiative and then raised a question regarding when the changes would occur during which he noted that the student representatives to the Board of Governors did not want to reduce their representation from four to three until such time as the recommended size of twenty-nine was to be achieved. It was then noted that the expected time to reach the recommended size would be July 1, 1994 and it was agreed this should be added to the motion.

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Dr. Stuttard inquired, and was informed that the Review Committee had referenced and considered the CAUT Governance & Accountability document during the course of its deliberations. He observed that many of the Review Committee's recommendations were remarkably similar to recommendations contained in that document. In response to a further inquiry from Dr. Stuttard, Mr. Cowan noted that the Board has established criteria for selecting Board Members that were approved by the Board a little over a year ago, and that conflict of interest is adequately dealt with in our By-Laws.

Panel a reference to the Report of the Independent Study Group on University Governance's Conflict of Interest guide lines

except for the CAUT Independent Study Group on University Governance's inclusion of two staff members on its Model Board of Governors.

Mr. Calder indicated his support for the thesis of the Report but noted that, as a representative of the University of King's College, he could not at this time indicate whether or not the University of King's College Board would find the recommendation to no longer have representation on the Dalhousie Board of Governors acceptable and therefore he was reassured to know that approval of the recommendations today would not preclude discussions with the University of King's College.

Mr. Rowe recommended that at some point in time we consider the establishment of a standing committee that would be known as the Governance Committee which would have as part of its mandate the responsibilities currently held by the Nominating Committee.

There being no further questions or comments the Chairperson called for a vote on the motion THAT the Board of Governors approve the Final Report of the Review Committee on the Size and Composition of the Board of Governors, and that the recommendations contained within the Final Report be implemented by July 1, 1994. The motion carried.

Appointment of new Dalhousie Student Union representatives to the Board of Governors

In Mr. Piercey's absence, Miss Walker moved and Mr. Rappell

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seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the appointment of the following individuals from May 1, 1994 to July 1, 1994 to represent the students of Dalhousie University on the Board of Governors: Rod MacLeod, Lisa Lachance, James Connor and Thomas McPhee, and that, effective July 1, 1994 student representation on the Board of Governors will be reduced from four to three. The motion carried.

Miss Walker acknowledged with thanks the Dalhousie Student Union participation in discussions about downsizing the Board of Governors and their willingness to support this effort. She then introduced Mr. MacLeod, Miss Lachance and Mr. McPhee and invited them to take a place at the table. Regretfully Mr. Connor was not able to be in attendance.

Mr. Shaw, on behalf of the Board of Governors, then expressed gratitude and appreciation to Mr. Bercovici, Mr. Jacobson, Mr. Rappell and Ms. Sweeney for the contribution they had made during their term as Board Members.

Dalhousie Student Union Fee

Having noted that it was customary for Dalhousie Student Union fees to come to the Board of Governors for approval, Miss Walker moved and Ms. Sweeney seconded a motion THAT, on the recommendation of the Student Relations and Residence Committee, the Board approve that the 1994-1995 Dalhousie Student Union fee for full-time students be increased from \$141.00 to \$144.00. The motion carried.

Item for discussion

Rationalization

Dr. Clark observed that the Green Paper on the prospects for the Nova Scotia University System is very much in draft form and that it was recently distributed only to University Presidents who were requested by NSCHE (Nova Scotia Council on Higher Education) to restrict circulation of the Green Paper to one or two individuals. He noted that despite that the contents of the Green Paper have become quite widely known at all Universities in Nova Scotia. He explained that the purpose of the Green Paper is to provide a "system plan" and it intends to do that by outlining the challenges to and pressures on Universities today; characterizing the role of the University in a contemporary context, and the resulting expectations of a University system; and the proposed changes necessary to meet those expectations.

He commented that the preamble to the Green Paper emphasizes, and it is repeated in several places throughout the document, the partnership that the NSCHE believes exists between the Council and CONSUP (Council of Nova Scotia University Presidents) which it indicates will lead the necessary action for revitalization of the system. He noted the Green Paper goes on to refer to the new environment and economy, and the highly competitive world with declining government resources in which we are living, and draws attention to the following five particular challenges:

1. How to restructure the university to be an intellectual force in a community of learning that is accessible to and embraces all components of society.
2. How to educate graduates in a timely fashion with a valuable blend of depth and breadth for the challenges of tomorrow, or even today; how the curriculum and employment should be related.
3. How to modify the relationship between the academic discipline "guild" and the world external to that guild. Academic disciplines and their practitioners are traditionally self-referential; their future vitality, however, may depend on an interactive partnership with the rest of the knowledge network that incorporates other disciplines, and the external worlds of business and government.
4. How to exercise judicious selectivity in areas of activity without unduly foreclosing on future opportunities.
5. How to strengthen an institution and pursue new opportunities in education and research at a time of budget reductions.

He observed that many individuals at Dalhousie and at other Universities have expressed concern that the above five challenges really say nothing about how we can manage to maintain quality programs at a time of declining financial resources, and no mention is made of the tension between maintaining quality and ensuring accessibility.

He noted the document then refers to the University as a persistent, evolving institution and points out the need for change in the university and emphasizes the need for lifelong learning within the University and outside. The document, he noted, then has a fairly lengthy section on the financial challenges we face and the likely future in terms of government

support followed by commentary on the student perspective on tuition fees.

The document, he noted, then turns to the Nova Scotia University System itself and states that "At the core of the provincial system is Dalhousie - a mid sized university that has a significant presence in a wide range of arts, social sciences, humanities, natural and physical sciences, medicine and dentistry and other professional programs at both undergraduate and graduate levels." Following that, he observed that the document makes some recommendations and outlines what it thinks the shape of the system should be and starts by noting there will be a major strengthening of the community college system in the province and that will have a significant impact on the universities. He suggested that statement should be coupled with an observation stated earlier in the Green Paper that in Nova Scotia 23 percent of the total university enrollments are in business oriented programs and across the rest of the country it is only 15 percent.

He noted the Green Paper then points to the need for universities to review and modify their relationships with their internal communities, the need for change in university governance, and structural and operational opportunities among which they mention shared and common systems, services and policies. He noted that the particular recommendation with regard to that is as follows: "Council asks that all Nova Scotia universities make a firm commitment to the principle of shared/common/interactive support systems and policies, and that a target date of April 1995 be established for definition of what elements are appropriate for inclusion and in what way; and that a target date of January 1999 should be set for system-wide implementation." He observed that this was to be done largely through CONSUP which he noted has not exactly demonstrated its ability to achieve very much to date.

He noted that the document then comments on the consolidation of institutions and the need for considering institutional consolidation with a view to benefits such as economies in administration and other overheads, a greater depth and breadth of course offerings being available to students, and improved career advancement opportunities for faculty and staff.

He noted that the document next indicates that NSCHE therefore recommends serious consideration of each of the following two models of institutional consolidation that could involve Dalhousie, TUNS, NSAC, NSCAD, King's College and AST:

1. consolidation into a single major intergrated university that would retain geographical presence in both Halifax and Truro, or

2. consolidation of the component elements of these institutions into two or three institutions that would be characterized by the intellectual coherence of their missions and/or culture.

He noted that NSCHE goes on to suggest that examples of the sort of linkage that might be considered include a federation of a new College of the Arts (NSCAD and architecture from TUNS) with Dalhousie; a federation of TUNS with the Agricultural College; or a University of the Arts. He observed that Council has requested specific proposals for action should be made to the Council within eighteen months and decisions should be made on changes within two years.

He noted that the document then points out that there are a number of institutions that in Council's view should remain distinct and autonomous, namely Acadia, St. Francis Xavier and the University College of Cape Breton. He observed that the Green Paper then, without any justification, indicates that Council believes Nova Scotia would be best served by the continued, separate identity of Saint Mary's University and Mount Saint Vincent University.

He observed that the Green Paper then goes on to suggest innovative joint ventures that should be considered, one of which, the evolution of the system of graduate studies for Nova Scotia, Dalhousie will have to pay particular attention to. He then noted the proposed implementation of a vigorous "institutions to market" technology assistance and commercialization activity in partnership with the Nova Scotia Research Foundation.

The document, he noted, then refers to a need for a mechanism for quality assurance in graduate studies to which we take some exception because we have had in place for many years a process for external review of all graduate programs at Dalhousie. The document then advocates that the province consider investing in university research in areas of direct provincial interest, and it mentions that cost recovery on professional and master's level degree programs should be explored as well as raising the possibility of universities becoming private.

He concluded by noting that when you sum it all up, while some of the vision that is given fits well with many of Dalhousie's thoughts, many of the specific steps have a lot of difficulties raised with them and in many cases the proposed steps are so tentative and there is so little leadership in terms of the direction that we should be headed that we are not particularly encouraged and have made that point in responding to the Council.

During the discussion that followed Dr. Clark's presentation the following was noted. In response to an inquiry from Mr. Rowe, he noted that the Business School was not specifically mentioned in the Green Paper. In addition he noted we had received NSCHE's institutional commentary on what we had said about Dalhousie's role and capacity, but we have not seen the commentaries they have made about other institutions. He noted that there are some peculiar statements in the commentary about Dalhousie such as a suggestion that Dalhousie should change the balance of enrollment by significantly increasing graduate enrollment and decreasing undergraduate enrollment in its core undergraduate programs. The difficulty with this, he noted, is that we are in no financial position to do that as graduate studies are considerably more expensive. This is an example of an idea being put forward, he noted, without any financial analysis having been done.

Mr. Rowe commented that he would be greatly concerned if there was a pre-emptive decision made about the Business School without any participation from this University and its Board of Governors.

In response to an inquiry from Dr. Flemming, Dr. Clark noted that the next step is that we are to provide comments on the Green Paper which it is expected will then be revised and made public. He observed that thereafter the process is vague and whether or not it will lead to a White Paper some time in the fall remains mysterious. He also noted that the process that had been expected in connection with the Shapiro Report was not followed.

Mrs. Roscoe suggested that there is a public perception that Dalhousie can manage just fine because it has so many programs that nobody else has and she asked what can we do about increasing public awareness of our situation because politicians do respond to what the public is thinking. Dr. Clark noted we had been thinking a great deal about this and recalled that in terms of the Shapiro Report we fought the process all along and will continue to object, but it does appear clear that the government has announced its decision. On the other hand, he noted that in our Role and Capacity statement we have clearly shown support for rationalization for Dalhousie and for the system and we believe that the peer review process is the way for it to be done. He suggested we could not back away from that, but that we need to be clear about what our vision is and where we intend to go, and be prepared to stand up for that. He observed that we know that we cannot continue to support everything we are currently doing.

Dr. Pereira commented that the chief paradox which we face is that academic excellence and cost efficiency are certainly not

going hand in hand while we are trying to influence government decisions.

Ms. Sweeney inquired what planning was being done for faculty and for students so that we can react to decisions when they are made by government. Dr. Clark noted, that assuming the government's position stands, we will at some point have to make a decision with regard to future enrollment of students and define our responsibility to students in programs that might be closed. He noted we had made it very clear to government that we had no ability to close programs and we do not know how that will be resolved, which should be a matter of concern to all Board Members as it could mean that we could have a situation in which we have no students in a program but are committed to faculty members and staff for a long period of time.

Mr. Jacobson asked why we weren't first looking at administrative inefficiencies and Dr. Clark responded that Dalhousie has argued for a substantial period of time that reasonable savings will only be achieved through actual consolidation of institutions, which view has thus far been rejected by the NSCHE.

Dr. Dunn expressed concern about whether the Council or the Minister had given any indication if they had considered the implication of program closures on faculty members, staff and students. Dr. Clark noted they are aware of the situation and know that there needs to be a response to such concerns pretty quickly.

Mr. Rowe emphasized that when the Collective Agreement between the University and the Dalhousie Faculty Association is being negotiated we will have to give clear direction if we are having to close programs.

Dr. Clark commented that the financial analysis tables contained in the Green Paper which are supposed to explain the cost of the various recommendations are riddled with errors.

Dr. Palmer asked if there was an Advisory Committee on Rationalization and if a report from that group was available. Mr. Shaw explained that the Officers of the Board are the main group dealing with the issue and that there is no report from that group, although there are a great many from government. He confirmed that everyone is very frustrated with the process and the many deviations from the process that have occurred. He noted there continues to be a fundamental lack of understanding about what it costs for Dalhousie to run its graduate and research programs. He noted that we continue to exert pressure on government and suggested that all Board Members can help when they have an opportunity to be talking with people in government

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if they too express their concern that what is being proposed is bad for Dalhousie and for the region.

Dr. Stuttard asked to what extent was the process leading to government intrusion on the university's autonomy and if it is what can this Board do about it. Mr. Shaw said he had nothing further to add at this point beyond his recommendation noted above. Dr. Flemming commented that the Green Paper lacks rigorous analysis and suggested we cannot sit and wait, that we must develop a public relations and political strategy.

Mr. Lynch suggested that we have been far too polite, and that we are not talking to enough of the right people and exerting as much public pressure as we should. He suggested we need a proactive approach, that we need to coalesce the alumni and other supporters of the university.

Mrs. Petley-Jones noted that the core issue is that there are very few facts on the table, that the process has not been well articulated, understood or followed and she suggested that our main defence is to put the facts on the table so that it does not remain an irrational and illogical process.

Items for information

"Putting People First" - Final Report to the President, Committee on Employee Morale

Dr. Clark observed that the Final Report of the Committee on Employee Morale will be referred to the Staff Relations Committee for comment, and that, in the next few weeks, he would be putting together a response to the Report. He noted the Committee on Employee Morale would be meeting with the Deans and Administrative Directors to discuss the Report and shortly thereafter we would be moving to an Implementation Committee to work on some of the recommendations. He noted that the Committee has done a very good job but that clearly there are more recommendations in the Final Report than can be implemented all at once.

Development Committee

Mr. Fountain noted that the fundraising year was completed just three weeks ago and that the Development Committee would have a full and final Report at the May Board Meeting. He said he wished now to make a brief preliminary report as he had good news which he thought it was important for all Board Members to be aware of. He noted that the annual fundraising activities during the past year have been very successful with the Annual Fund

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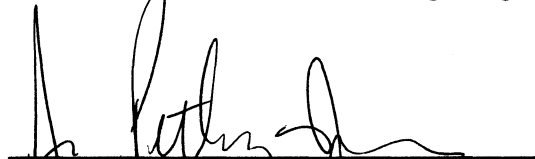
having surpassed its \$1.5 million goal and the 1818 Society having reached a new high. He noted that in all cases the amounts raised and the number of donors are up considerably and that he was very pleased to be able to announce that there had been 100% participation from the Board of Governors. He acknowledged with gratitude the contribution made by Mrs. Charlotte Sutherland, Mr. Cecil Hawkins and Dr. Ruth Goldbloom in our various fundraising efforts.

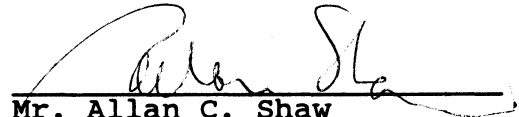
Alumni Annual Dinner

Ms. Robertson noted that the Alumni Annual Dinner will be held on Wednesday, May 25th at the World Trade and Convention Centre and, at that time, Dr. Reuben Cohen is to be honored for his significant contribution to Dalhousie University. She encouraged as many Board Members as possible to attend, and noted that all net proceeds will go to the scholarship fund at the university. She also noted a Toronto Alumni Chapter Dinner on May 12th in the event that any Board Members were to be in Toronto at that time.

Adjournment

At 5:55 p.m., Ms. Sweeney moved and Ms. Macdonald seconded a motion that the meeting adjourn. The motion carried.


Mrs. Ann Petley-Jones
Honorary Secretary


Mr. Allan C. Shaw
Chairman

Attachment : Report of the President