

Item: Board of Governors Minutes, February 1993  
Call Number: Board of Governors Fonds UA-1, 58.8

Additional Notes:

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**BOARD OF GOVERNORS  
DALHOUSIE UNIVERSITY  
AGENDA**

Tuesday, February 23, 1993 - 4:00 p.m.  
University Hall - Macdonald Building

1. Approval of Agenda (A. Shaw)
2. Minutes of Board Meeting of January 21, 1993 (enclosed) (A. Shaw)
3. President's Report (H. Clark)
4. Briefing on Campaign Feasibility Study (H. Eberhardt)
5. Items for Decision
  - (a) Board Matters
    - (i) Appointment of Members to Governors Awards Ctee (G. Piercey)
    - (ii) Appointment of Board Secretary (A. Shaw)
    - (iii) Schedule of Board Meetings for 1993-94 (attached) (A. Shaw)
  - (b) Academic Matters (H. Clark)
    - (i) Proposed M. A. in Social Anthropology (enclosed)
    - (ii) Proposed Contemporary Studies Program  
(Joint Dalhousie/King's Combined Honours B.A.) (enclosed)
    - (iii) Proposed Certificate Program in Addiction for  
First Nations Counsellors (enclosed)
  - (c) Resolution re Sir Charles Tupper Medical Building (H. Clark)  
(enclosed)
  - (d) Changes to Dalhousie Faculty Association  
Collective Agreement (enclosed) (H. Clark)
6. Items for Discussion
  - (a) Challenges Facing the Board (H. Clark)
  - (b) Rationalization of Nova Scotia Universities (H. Clark)
  - (c) Criteria for Board Membership (enclosed) (G. Piercey)
  - (d) Board of Governors/Students/Faculty -  
How can we work together? (A. Shaw)
7. Items for Information
  - (a) Reports of Standing Committees:
    - (i) Buildings and Grounds Committee (D. Kerr)
    - (ii) Development Committee (enclosed) (N. Newman)
    - (iii) Nominating Committee (G. Piercey)
  - (b) Credit transfers (H. Clark)
  - (c) Ombud's Report 1991-92 (enclosed) (E. McKee)
8. Other Business
9. Adjournment

Minutes of the Meeting of the  
Board of Governors held on Tuesday,  
February 23, 1993 at 4:00 p.m. in  
University Hall

Dalhousie University  
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw  
          Chairperson  
          Mrs. Cynthia Gorman  
          Mr. Donald A. Kerr  
          Ms. Hermie Abraham  
          Ms. Lale Kesebi  
          Dr. Marie Battiste  
          Dr. Patricia Lane  
          Mr. Robin N. Calder  
          Ms. Bernadette Macdonald  
          Mr. Daniel M. Campbell  
          The Hon. Jacqueline Matheson  
          Dr. Howard C. Clark  
          Mrs. Ann Petley-Jones  
          President  
          Honorary Secretary  
          Dr. Fay Cohen  
          Mr. George C. Piercey  
          Mr. James S. Cowan  
          Ms. Patricia Roscoe  
          Vice-Chairperson  
          Mr. Byron G. Sarson  
          Mr. J. Dickson Crawford  
          Dr. William M. Skerrett  
          Mr. Peter R. Doig  
          Miss Barbara Walker  
          Mr. Fred S. Fountain  
          Vice-Chairperson  
          Mrs. Linda Fraser  
          Mr. Robert Zed  
          *Ms. Carolyn Johnson*

Also present were Mr. Bryan G. Mason (Vice-President, Finance and Administration), Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External), Dr. Marion G. Fry (President, University of King's College); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association), Mr. W. L. Lord (Director, Physical Plant and Planning); Mrs. Betty Flinn (Director, Alumni Affairs); Ms. Mary Somers (Editor, "Dal News"); Mr. Steven D. Gaetz (General Manager, Student Union Building); and Ms. Joann Griffin (Secretary).

Regrets were received from Mrs. Jean Addison, Mr. David J. Almon, Dr. Wayne Bell, Dr. Ken Dunn, Dr. Margaret Hansell, The Hon. T. Alex Hickman, Mr. George W. MacDonald, Dr. Carmen Moir, Dr. Norman Pereira, Mr. Peter Pottier, Mr. John C. Risley, Mr. Kenneth C. Rowe, Dr. Maxine Tynes and Mr. Sherman Zwicker.

The Chairperson called the meeting to order at 4:05 p.m.

#### Approval of Agenda

The Agenda as circulated was approved by Board Members along with the addition of a Report from the Alumni Association as an agenda item to follow immediately after the Reports of the Standing Committees.

#### Minutes of Board Meeting of January 23, 1993

Mr. Fraser Matte commented that what happened at the January 23, 1993 Board of Governors Meeting and what transpired in the Minutes was not entirely accurate. He noted that while it was not his intent to revisit the tuition fee issue he would like the Minutes to reflect that he had exercised his choice to defer his

remarks until the fire alarm ceased. Mr. Shaw acknowledged that while the Minutes recorded what he thought occurred at the Meeting with all of the noise and excitement some things might have been missed. Mr. Matte then moved and Mr. Zed seconded a motion THAT it was the will of the Board to accept the suggested amendment to the Minutes to indicate that Mr. Matte thought he was exercising his choice to defer his remarks until the fire alarm ceased. The motion carried with Mr. Kerr and Ms. Macdonald opposing the motion.

Mr. Matte then requested and it was agreed that the Minutes should also state that the four student representatives on the Board, namely Ms. Hermie Abraham, Ms. Lale Kesebi, Mr. Fraser Matte and Mr. Peter Pottier had opposed the motion to increase tuition fees, and had objected to the question being held at that time. The Minutes should also reflect that Dr. Norman Pereira abstained when the vote was called.

Ms. Kesebi commended the Secretary for her recording of the Minutes under very difficult circumstances.

#### President's Report

A copy of the President's Report which was distributed at the Meeting is attached to these Minutes. Dr. Clark reviewed the items contained in the Report. In addition to those items he observed that Dalhousie had taken the lead some years ago to have legislation passed to create a University Foundations Act, which legislation was proclaimed on February 9, 1993 by the Government of Nova Scotia. He noted that we would now be taking the necessary steps to create a Dalhousie University Foundation which, once established, would offer an attractive alternative to people who were considering making significant gifts to the University.

Dr. Clark then commented that the Minister of Education had recently announced funding increases for the School Board which clearly contrasted with the University's situation where we were confronted with a zero percent increase. Dr. Clark noted that, in his absence, Dr. Stairs as acting President contacted Dr. Janet Halliwell to request a meeting of representatives from Senior Administration, the DSU, the Senate, the DFA, the DSA and the Board with the Minister. Subsequent to that meeting being scheduled other Universities became involved and the Minister now wanted to first meet with the various University Presidents. That meeting is scheduled for March 9, 1993 and after that we will decide whether to seek a separate meeting with the Minister.

Briefing on Campaign Feasibility Study

Mr. Eberhardt noted that fundraising for the Chair in Black Canadian Studies last week exceeded one million dollars.

A copy of a Campaign Planning Process Flow Chart that was distributed at the meeting is attached to these Minutes. Mr. Eberhardt observed that the Feasibility Study was just one of many steps in the process now that the various Task Forces had successfully completed their work. He noted that Mr. John Leslie, Campaign Consultant, was now doing interviews with key people about the campaign and that he had completed sixteen of the fifty interviews that were to be conducted. Mr. Eberhardt noted that following the interviews and focus group sessions, there will probably be a report to the Board of Governors in May.

Items for decision

(a) Board Matters

Mr. Shaw commented that when the President and the Officers received the recommendation of the Search Committee for the Dean of Law, Ms. Griffin was then asked to contact as many Board Members as possible to request their support for the appointment of Mr. Joe Ghiz as Dean of Law. He noted that calls were placed to all Board Members, 38 of whom were reached, all of whom confirmed their support for the appointment with many doing so with great enthusiasm. Mr. Shaw then noted that the following day a press statement was released to the media announcing the appointment which was to be effective March 1, 1993 for a six year term to June 30, 1999.

(i) Appointment of Members to Governors' Award Committee

Mr. Shaw observed that the Governors' Award had been established a year ago on the occasion of the 125th anniversary of the founding of the Dalhousie Student Union in recognition of the fact that students contribute to the quality and vitality of the University and the achievement of its mission, both through their academic accomplishment and through their involvement in other aspects of campus life. The Award provides for up to three awards each year for exceptional contributions or leadership in such areas as university governance, development of a sense of community on campus, community service, internationalizing the campus, visual or performing arts, minority access and athletics.

It was moved by Mr. Piercey and seconded by Mrs. Gorman THAT, on the recommendation of the Nominating Committee, the following Members be appointed to serve on the Governors' Awards Committee for this year: Ms. Lale Kesebi, Dr. Carmen Moir and Miss Barbara Walker. The motion carried.

(ii) Appointment of Board Secretary

It was moved by Mr. Sarson and seconded by Mrs. Gorman THAT, on the recommendation of the Officers of the Board, Ms. Joann Griffin be appointed Secretary of the Board of Governors effective immediately, replacing Ms. Elizabeth Merrick. The motion carried.

Dr. Clark commented that Ms. Merrick had taken early retirement and Board Members then expressed the wish that a letter of thanks should go to Ms. Merrick for the contribution she had made as Secretary to the Board over the past six years.

(iii) Schedule of Board Meetings for 1993-94

It was moved by Mrs. Petley-Jones and seconded by Mr. Calder THAT, the proposed Schedule of Board Meetings for 1993-94 be approved, subject to any changes that may occur. The motion carried. Dr. Clark observed that the January, 1994 meeting of the Board would be held on Wednesday, January 19.

(b) Academic Matters

(i) Proposed M.A. in Social Anthropology

Dr. Clark reviewed the background information that had been distributed with the Agenda regarding the proposed M.A. in Social Anthropology.

Dr. Clark then moved and Dr. Cohen seconded a motion THAT, on the recommendation of Senate, the proposed Master of Arts in Social Anthropology be approved. The motion carried.

(ii) Proposed Contemporary Studies Program (Joint Dalhousie/King's Combined Honours B.A.)

Dr. Clark briefly described the background leading up to this proposal and acknowledged the presence of Dr. Marion G. Fry, President, University of King's College. Dr. Clark moved and Mr. Calder seconded a motion THAT, on the recommendation of Senate, the Board approve the proposed joint Dalhousie University/University of King's College combined honours B.A. programme to be known as The Contemporary Studies Programme and which is scheduled to commence in September 1993. The Board

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authorizes the Officers to execute an agreement with the University of King's College regarding said Contemporary Studies Programme on such terms and conditions as are considered appropriate by the Officers of the Board and hereby authorizes the President and Vice-Chancellor to take such other steps as are necessary to proceed with the implementation of The Contemporary Studies Programme. The motion carried.

Mr. Calder, in seconding the motion, acknowledged the appreciation felt by the University of King's College for the co-operation they had experienced with everyone at Dalhousie and noted that this Program was significant and the culmination of many years of work.

In response to an inquiry from Ms. Kesebi, Dr. Fry explained that the new Contemporary Studies Programme would be phased in over three years with twenty students being admitted in each of those years until the program was fully implemented at which time it would have sixty students.

(iii) Proposed Certificate Program in Addiction for First Nations Counsellors

Dr. Clark reviewed the background material that had been pre-circulated about the proposed Certificate Program in Addiction for First Nations Counsellors. In response to an inquiry from Mrs. Fraser, Dr. Clark noted that the program could be continued beyond one year if external funding was available.

Dr. Clark moved and Dr. Cohen seconded a motion THAT, on the recommendation of Senate, the proposed Certificate Programme in Addictions for First Nations Counsellors be approved. The motion carried.

(c) Resolution re Sir Charles Tupper Medical Building

Dr. Clark observed that the Resolution which had been pre-circulated regarding the Sir Charles Tupper Medical Building followed the usual format.

Dr. Clark moved and Mr. Cowan seconded a motion THAT, the Board approve the Resolution relating to the Sir Charles Tupper Medical Building as set out in the document which was pre-circulated with the agenda. The motion carried.

(d) Changes to Dalhousie Faculty Association Collective Agreement

Dr. Clark noted that information had been pre-circulated about the changes to the Dalhousie Faculty Association Collective Agreement. It was noted that these changes related to Parental Leave Provisions and that the amendments were the underlined portions of the information that had been distributed. Mr. Crocker observed that the changes were required to make the Collective Agreement consistent with the Legislation.

It was agreed that information regarding health benefits for those on parental leave would be presented at the next Board Meeting in response to a request for same from Dr. Battiste.

Dr. Clark moved and Mr. Fountain seconded a motion THAT, the Board approve changes to the Collective Agreement with the Dalhousie Faculty Association at Clauses 30.08, 30.09 (b) and 30.09 (c) as recommended by the Association-Board Committee in the document dated 19 January 1993 which was pre-circulated with the agenda. The motion carried.

Items for Discussion

(a) Challenges Facing the Board

Dr. Clark noted that he had identified five main headings under which he had placed major challenges that the Board would need to address over the next few years. Those challenges were as follows: Governance and the role of the Board in a rapidly changing era; the role the Board must play in planning and accountability and seeing that difficult decisions are made; rationalization and the resulting direction for Dalhousie; the complicated financial challenge facing the university; and the selection and performance of Board Members and the President.

With respect to governance and the role of the Board Dr. Clark suggested that this was a matter of concern not just for Dalhousie but for all Canadian Universities with the prevailing view being that over the last 40 to 50 years Boards had perhaps become less effective in their management of universities. He suggested that problem was compounded by the frustration that many Board Members felt because they did not have the level of involvement that they wanted. He noted that the Board had the final authority for the institution and that went beyond financial responsibility. He suggested that the responsibility of the Board must be much broader and that the Board probably would become more involved in educational matters. He observed that Senate had become more involved in financial matters in



recent times and we could expect to see the Board now becoming more active in educational matters.

He suggested that it would become increasingly more important for Board Members to know the University well, to visit, to ask questions, and to get answers. Also, in terms of governance and the role of the Dalhousie Board, we must become more of a national Board than we have been in the past and we needed to recognize that speaking externally to government and to the public about Dalhousie was essential for Board Members.

He noted that historically Boards had not been involved in planning and accountability. He said that thorough strategic planning needed to be done and to be followed, and that the same was true for accountability. He recalled remarks made recently by Mr. Pottier who had suggested that we would have difficult decisions to make as a result of such planning exercises and the Board must see that those decisions were made effectively and well.

With respect to rationalization, or revitalization as Dr. Halliwell prefers to call it, Dr. Clark noted that the Board would have to play a major role in determining what we wanted Dalhousie to be, and what we were willing to relinquish, as well as ensuring that Dalhousie continued to be a nationally competitive university.

He acknowledged that the financial challenge was important but suggested that it was not more important than the governance, planning and accountability, and rationalization challenges. He remarked that the Board would have to strive to make the case for financial support to both government and alumni.

He concluded by stating that the Board would need to devote some time to considering both the selection and performance review process of the President and the Board with a view to exploring ways to achieve improvements over the current approach to these matters.

Mr. Shaw confirmed that all of the above items that Dr. Clark had identified as challenges for the Board would appear regularly on agendas for Board Meetings over the next year. Mrs. Gorman suggested that although the issues were inter-related it might be beneficial nonetheless to have them addressed separately in a committee structure and Ms. Macdonald then suggested that the various issues should be addressed as much as possible by existing committees rather than creating new ones. It was agreed that the Officers of the Board would develop an approach for dealing with these matters and would bring their recommendations back to the Board.

(b) Rationalization of Nova Scotia Universities

Dr. Clark observed that things were happening very quickly with respect to rationalization and that it was causing workload problems in many institutions. He noted several matters as follows that were currently under way. The credit transfer issue is to have been considered by all Senates and Boards very shortly. The final draft of the Role and Planned Capacity Statement update will go to the Senate on March 8th and then, if possible, be presented to the Board of Governors on March 16th. The Nova Scotia Council on Higher Education (NSCHE) and the Maritime Provinces Higher Education Commission (MPHEC) will review the Role and Planned Capacity Statements and will then seek clarification as required from the various universities in April and May prior to having formal meetings with the various University Presidents. In September it is expected that NSCHE would prepare a draft report to be circulated to the universities for comment. That report will give a macro view of how the Council thinks the University system should develop over time. The NSCHE Report is expected to become a public document in November.

He then noted that a system-wide evaluation of key disciplines was also under way beginning with Education and with Management, Computing Science and Engineering expected to follow by the time NSCHE's macro report was released. Following that Earth Sciences and possibly Environmental Science will become part of a system-wide evaluation.

Dr. Clark commented that he had just received new guidelines for Targeted Funding. A major change had been the reduction to three categories, namely Indirect Costs of Research, Access, and Rationalization. A fourth category, Technology and New Equipment, had been dropped as it can be handled through Alterations and Renovations funding. Another change was the implementation of two competitions for 1993-94 primarily as a result of funding uncertainty.

Dr. Clark then referred to a letter written on February 5th by Dr. Halliwell about current issues in "Rationalization/Revitalization". In that letter Dr. Halliwell provided some guidance on the Council's attitude to individual institutional initiatives and the potential human resources implications of structural change.

Dr. Clark then noted that Dr. Halliwell was supportive of the Dal/TUNS/NSAC proposal but had expressed concern that the proposal was too tentative and did not go far enough. He noted that there was now agreement between the three institutions and Dr. Halliwell that targeted funding would be re-designated to

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look at how the proposed areas of co-operation might be realized and that a study would take place over the next couple of months.

It was suggested by Mr. Campbell, and Board Members agreed, that it would be useful to invite Dr. Halliwell to attend a Board Meeting at the earliest possible time to discuss Rationalization/Revitalization.

Ms. Mary Somers, Editor of "Dal News" commented that she had recently interviewed Dr. Halliwell and that an article would appear in the March 10th issue of "Dal News" which she hoped Board Members would find to be of interest.

(c) Criteria for Board Membership

Mr. Piercey noted that the Nominating Committee had developed the proposed Criteria for Board Membership which in turn had been reviewed by the Officers of the Board prior to the criteria being placed on the agenda for this Board Meeting.

Mr. Piercey moved and Mr. Cowan seconded a motion THAT, on the recommendation of the Nominating Committee, the Board approve the proposed Criteria for Board Membership. The motion carried. A copy of the Criteria for Board Membership is attached to these Minutes.

In response to an inquiry from Ms. Kesebi it was noted that if all else was equal, alumni would be given preference in determining who would be invited to join the Board.

It was also noted that gender balance and minority representation would continue to be considered when the Nominating Committee was determining who to recommend for Board Membership.

It was acknowledged that if we were to have national representation on the Board we would have to be prepared, if required, to cover travel expenses in a small number of cases.

(d) Board of Governors/Students/Faculty - How can we work together?

Mr. Shaw noted that he had requested this item be placed on the agenda as an outcome of last month's Board Meeting and he stated that it was very important that we learned how to work together despite divisive issues so we can find a way to further the aims of the University. He noted that he had received calls, visits and letters from Board Members since the last Board Meeting all of whom indicated they shared his concerns. He encouraged Board Members to be forward thinking about how we

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could cooperate and called upon Board Members to contribute now to the discussion.

Mr. Fountain observed that a lot of effort had gone in to providing opportunities for discussion prior to the January Board Meeting but that in the end we had a terrible time. Mr. Cowan then reminded Board Members that if we looked back a number of years we would see that great strides had been made and that we had become more open and consultative. He suggested that we did have to recognize that there were some issues we would never be able to agree on and that does not mean the process was wrong, and he expressed the view that we were on the right track in encouraging input.

Miss Walker agreed with Mr. Cowan's remarks but suggested we did still have a problem with getting information conveyed. For example, she suggested that if many more students had heard Mr. Mason's recent presentation on the financial situation confronting the University that would have been most helpful.

Ms. Abraham agreed with Miss Walker but suggested that we should also be exploring as well the impact on students of a tuition fee increase and that students should be able to make a presentation about that to Board Members. She stated that the students wanted to work with Board Members to achieve the same goals and that communication needed to be open on both sides.

Dr. Tom Sinclair-Faulkner then distributed to Board Members a copy of the most recent edition of the "DFA Dialogue" which he said had been received very positively for some while by DFA Members and others. He suggested that the Newsletter effectively improved communication and he formally requested a mailing list for Board Members so they could be sent a copy of the Newsletter each month.

Ms. Kesebi expressed her thanks that this particular item had been placed on the agenda for this Board Meeting and suggested that good communications were essential if we were to effectively work together. She agreed with Mr. Cowan's earlier remarks and suggested that there would be times when we simply had to agree to disagree. She suggested we needed to be mindful of the unique position that students were in at the University and she suggested that it was a complex series of factors and frustrations that had brought the students to the previous Board Meeting. She encouraged Board Members to consider alternatives that promote communication and hoped that whenever possible we would avoid adversarial relationships. She concluded by stating we needed a commitment to a community relationship.

*See revision  
in Mar 16/93  
minutes p 7*

Mr. Shaw then recalled that Mr. Pottier, in a recent meeting, had made interesting comments about how we could move forward which he would like to have discussed at a future Board Meeting.

Dr. Clark referred to a recent meeting he had with three students, namely Candida Rifkind, Alex Boston, and Scott McCrossin, at which time they raised the question of how we could work together, especially with a provincial election expected in the near future, to keep the question of tuition fees, student aid, and the financial need of the University at the forefront. Mr. Shaw suggested that we should respond to that suggestion quickly.

Mr. Shaw stated that discussions about how we can work together would be continued at future Board Meetings.

Items for Information

(a) Report of Standing Committees

(i) Buildings and Grounds Committee

Mr. Kerr noted that the Sir Charles Tupper Building project was still on budget and on schedule. He indicated that in the Life Sciences Building a back-up emergency generator system for the water supply to the Aquatron had now been installed. With respect to Alterations and Renovations he explained the process involved to review requests and noted that the approximate value of requests were far in excess of what was available. He noted that we would probably have \$1.5 million available for alterations and renovations.

(ii) Development Committee

In Mr. Newman's absence, Mr. Eberhardt noted that a comprehensive report from the Development Committee had been prepared by Mr. Newman and pre-circulated.

(iii) Nominating Committee

Mr. Piercey noted that the Nominating Committee's task of preparing recommendations regarding Board appointments was proceeding well and it was expected that recommendations would be forthcoming at the March Board Meeting.

(b) Report from the Alumni Association

Mrs. Petley-Jones observed that the Alumni Association had 60,000 members from more than 120 countries. She noted they had

recently reviewed the Association's mandate and were now evaluating what was needed to serve alumni in the future. She noted that the four major focus areas of the Alumni Association were the alumni magazine, the annual dinner, the alumni reunion and chapters in other cities. She noted that the Annual Dinner this year would be held on May 18th and that Dr. Cedric Ritchie would be the guest speaker.

(c) Credit Transfers

As the Senate Meeting at which credit transfers were to be discussed had been cancelled, this matter was not ready to come to the Board at this time.

(d) Ombud's Report 1991-92

It was noted that the Ombud's Report for 1991-92 had been pre-circulated and Board Members agreed to accept the Report.

Other Business

Vending Arrangements Contract with the Student Union

Ms. Kesebi raised the matter of the notice of cancellation of the vending machines contract that had recently been sent to the Student Union. She noted that this contract had been managed by the students for twenty-five years and she expressed concern about the financial loss that would result for the Student Union should they no longer have this contract.

Dr. Clark noted that the matter had been fully discussed with the Officers of the Board on various occasions prior to Mr. McKee being asked to write to the Student Union to convey notice of the cancellation of the vending machines contract and that the letter contained a guarantee of the same income for the Student Union for the next year. It was also observed that we had endeavoured to have constructive discussions with the students about this matter for a long time.

Dr. Cohen suggested that mediation be considered in order to avoid costly court costs that could result if this matter could not be resolved without both parties engaging the service of lawyers.


Mr. Fountain requested that information on this matter be presented to the next Board Meeting.

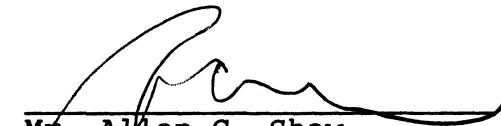
Mr. Campbell observed that we may have some Board Members in a conflict of interest with respect to this matter and, if so, they should withdraw.

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**Adjournment**

At 6:10 p.m. Ms. Macdonald moved and Mrs. Petley-Jones seconded a motion THAT the meeting adjourn. The motion carried.

  
\_\_\_\_\_  
Mrs. Ann Petley-Jones  
Honorary Secretary

  
\_\_\_\_\_  
Mr. Allan C. Shaw  
Chairperson

**Attachments:**

- President's Report
- Campaign Planning Process Flow Chart
- Criteria for Board Membership