

Item: Board of Governors Minutes, May 1993
Call Number: Board of Governors Fonds UA-1, 58.11

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for May 1993. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional materials for this year which have not yet been digitized can be found in the Dalhousie University Board of Governors fonds (UA-1) at the Dalhousie University Archives and Special Collections.

This document is a digital facsimile of the materials described above. It was digitized on 3 July 2012.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

AGENDA

**BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY**

Tuesday, May 18, 1993 (4:00 p.m.)
University Hall, Macdonald Building

- 4:00 1. Approval of Agenda
2. Minutes of Board Meeting of April 20,
 1993 (enclosed)
3. President's Report (enclosed)
- 4:20 4. Presentation by Mr. Joseph A. Ghiz,
 Dean, Faculty of Law
- 5:10 Items for decision
5. Nominating Committee Recommendations : (Piercey)
 Board appointments
 - Officers of the Board
 - Standing Committee Chairs
 - Governor in Council Appointments
 - Associate Members
 - Alumni Association Representatives
6. Recommendations for 1993-94 Student (Walker)
 Assistance Program
- 5:25 Items for discussion
7. Critical Issues for the Board of (Clark)
 Governors
8. Recent changes in Student Aid (McKee)
- 5:45 Items for information
9. Standing Committee Reports (if any)
- 6:00 11. Adjournment

Minutes of the Meeting of the
Board of Governors held on Tuesday,
May 18, 1993 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw Chairperson	Mr. Lewis Jacobson
Ms. Jean Addison	Mr. Thomas E. G. Lynch
Dr. Marie Battiste	Ms. Bernadette Macdonald
Mr. Dov Bercovici	The Hon. Jacqueline Matheson
Dr. Mona L. Campbell	Dr. Carmen F. Moir
Dr. Howard C. Clark President	Dr. Sharon Oliver
Dr. Fay Cohen	Dr. Norman G. O. Pereira
Mr. James S. Cowan Vice-Chairperson	Mr. George C. Piercey
Mr. J. Dickson Crawford	Mrs. Ann Petley-Jones Honorary Secretary
Mr. H. Lawrence Doane Honorary Treasurer	Mr. Jefferson Rappell
Mr. Peter R. Doig	Mr. John C. Risley
Dr. Kenneth Dunn	Dr. Cedric E. Ritchie
Mr. Fred S. Fountain	Ms. Patricia Roscoe
Mrs. Cynthia Gorman	Ms. Tina Sweeney
	Dr. Maxine N. Tynes
	Miss Barbara Walker Vice-Chairperson

Also present were Dr. Denis Stairs (Vice-President, Academic and 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), Mr. Brian D. Christie (Executive Director, Institutional Affairs), Mr. Joseph A. Ghiz (Dean, Faculty of Law), Ms. Marilyn MacDonald (Director, Public Relations), Mrs. Charlotte Sutherland (Director, Development Office), Mrs. Betty Flinn (Director, Alumni Affairs), Ms. Mary Somers (Editor, "Dal News"), and Ms. Joann Griffin (Secretary).

Regrets were received from Mr. David J. Almon, Dr. Margaret Hansell, The Hon. T. Alex Hickman, Ms. Carolyn Johnson, Dr. Patricia Lane, Mr. George MacDonald, Mr. Kenneth C. Rowe, Mr. Byron Sarson and Mr. Sherman Zwicker.

Mr. Shaw called the meeting to order at 4:00 p.m.

Welcomes

Mr. Shaw noted that we had many welcomes to extend today, the first of which was to Mr. Cliff Shirley, Executive Vice-President of the Canadian Imperial Bank of Commerce and an Associate Member of the Board of Governors. He noted that arrangements had been made for Mr. Shirley to present a contribution for the Canadian Imperial Bank of Commerce (CIBC) Special Collection in Black Canadian Studies to be housed in the Killam Library. Mr. Shaw

Board of Governors
May 18, 1993
Page Two

then welcomed members of the Nova Scotia Campaign Committee for the Johnston Chair and members of the University Community who were able to be with us for the presentation. Mr. Shirley's signing of the cheque to Dalhousie was then greeted by a round of applause. Ms. Wanda Thomas Bernard, Alternate Chair for the Nova Scotia Campaign Committee for the Johnston Chair, and Dr. Bill Birdsall, University Librarian, were invited to join Mr. Shirley and Mr. Shaw while photographs were taken. In his brief remarks Mr. Shirley noted that the CIBC had been encouraged by what Dalhousie University was doing by way of establishing a Chair in Black Canadian Studies and through employment equity efforts which were consistent with what the CIBC was endeavouring to do as well. He expressed the wish that together we were setting an example for the private sector. Ms. Wanda Thomas Bernard offered thanks, on behalf of the Campaign Committee, to Mr. Shirley for the substantial gift the CIBC had given noting how much it was appreciated. Dr. Clark noted that this contribution was very, very important for the university's students and faculty and the entire Nova Scotia community in pursuing Black Canadian studies and noted that we should be at the point in 1994 where we could make a permanent appointment to the Chair.

Mr. Shaw welcomed the following Associate Members to the meeting: The Hon. Allan Blakeney (Saskatchewan), The Hon. Charles Collis (Bermuda), Mr. Rowland Frazee (Montreal), Mrs. Brenda McCarthy (Toronto), Mr. William Rand (Vancouver) and Mr. Clifford Shirley (Toronto).

He then welcomed the following new Student Representatives to the Board of Governors: Mr. Dov Bercovici, Mr. Lewis Jacobson, Mr. Jefferson Rappell, newly elected President of the Dalhousie Student Union, and Ms. Tina Sweeney and noted that he looked forward to working co-operatively with them in the year ahead.

Finally, he welcomed Dr. Colin Stuttard, newly elected President of the Dalhousie Faculty Association, as the Association's Observer at Board Meetings, to the meeting.

Approval of Agenda

Board Members agreed to accept the agenda as distributed along with the addition of a brief In Camera session during which a recommendation from the Nominating Committee regarding a Governor in Council appointment to the Board would be presented.

Minutes of Board Meeting of April 20, 1993

Ms. Gorman moved and Miss Walker seconded a motion THAT the minutes of the Board Meeting held on April 20, 1993 be approved as circulated. The motion carried.

Board of Governors
May 18, 1993
Page Three

Dr. Tynes commented that, while she had been absent for the April 20, 1993 Board Meeting, she appreciated the update provided by Mr. Kerr at that time with respect to the terms of the agreement between the University and the Women's Centre, but that nonetheless she would like to have further discussions that would be in keeping with the spirit of accessibility that she believed the University should espouse.

President's Report

In addition to matters contained in the President's Report which had been pre-circulated, Dr. Clark noted that Dr. W. C. Winegard, who had been engaged by TUNS, the Nova Scotia Agricultural College and Dalhousie to recommend on the appropriate organizational and structural relationships between the three institutions, had begun his work and was now concluding a series of meetings at the three institutions.

Dr. Clark extended an invitation to all Board Members to attend a Buffet Dinner at the President's House in honor of retiring Board Members immediately following the Board Meeting on June 22.

He noted that he had attended meetings the last few days of the Corporate Higher Education Forum, which body had already done some very valuable work during the course of seventeen meetings held in various locations across Canada at which they had discussed the future of universities. He observed that it was clear that there were concerns particularly among the private sector members of the group that Canadian Universities collectively were not giving as much attention to students as they should, were less responsive to the needs of society than should be, and were not willing to adapt to change. He suggested that it was important for Board Members to be aware of the Corporate Higher Education Forum's views and noted that they were now considering what steps they thought universities should take to address these concerns.

Presentation by Mr. Joseph A. Ghiz, Dean, Faculty of Law

Mr. Shaw noted that the presentation by Dean Ghiz would be the second in a series of presentations to the Board from Deans. He noted that Dean Ghiz would talk about the Law School as well as offering some insights about government's view of universities. In introducing Dean Ghiz, he noted that he had graduated from Dalhousie in 1966 with a B. Comm. and in 1969 with a LLB. He noted that Dean Ghiz then graduated from Harvard University in 1981 with a LLM and that in 1987 an honorary degree was conferred upon him by the University of Prince Edward Island. He then became Leader of the Liberal Party of Prince Edward Island in 1981 and from 1982-86 was the Leader of Her Majesty's Loyal

Board of Governors
May 18, 1993
Page Four

Opposition. In 1986 he became, and served most ably until very recently, as Premier of Prince Edward Island. In conclusion, Mr. Shaw said how fortunate we were and pleased that Mr. Ghiz was now serving as Dean of the Dalhousie Law School.

Dean Ghiz thanked Mr. Shaw for his introduction and commented that he was glad to share his views of the Law School after only a couple of months as Dean. He began by stressing that the primary purpose of the Law School was to provide a first class legal education for its students and that the school strived to ensure that graduates were imbued with the Weldon tradition of a sense of service to the community. He explained that the Weldon Tradition was named after the first Dean of the School, Richard Chapman Weldon, himself an elected politician at the time of his appointment in 1883, who fostered in students the desire to serve the community in addition to practising law.

He then noted a need to enhance the School's reputation as a national Law School observing that we had lost ground in that regard, but that we could gain it back. He noted there was an opportunity for a greater international reputation for the School in areas such as marine and environmental law and health law. He also noted that relationships with the Nova Scotia Bar, law societies and Dalhousie graduates across the country could benefit from improvements, and that the obligation was on the Law School to make this happen. He described the Faculty of Law as hardworking, conscientious, loyal and collegial and noted that the School was a well-functioning institution with faculty and staff committed to the institution and to the students.

He observed that various recommendations resulting from the recent Senate Review of the Law School had been acted upon such as funding of the Dalhousie Legal Aid Clinic, the establishment of a Teaching Excellence Award, and conducting a Professional Development Day on teaching. He noted that the School's capacity in Business Law and Marine and Environmental Law had been strengthened through four new appointments within the Faculty in recruitment priority areas that had been suggested by the Senate Review.

With pride he noted that the Third Year Dalhousie Mooting Team had not only won the Gale Cup placing first in all of Canada but that they had then gone on to Cyprus for the Commonwealth Moot at which they had earned first place.

He expressed concern with respect to a funding shortfall of \$300,000 which the Law School was endeavouring to raise by way of the Annual Giving campaign in order to balance the budget. He noted that he would be attending a fundraising event in Toronto later in the week and then another in Ottawa on June 3rd and he

Board of Governors
May 18, 1993
Page Five

acknowledged that the Dalhousie Law School had friends who were prepared to help.

He suggested that there was a change occurring in legal education across the country noting that two major changes in legal education over the last quarter century had been an enhanced emphasis on public law as a result of the rapid expansion of the administrative state since the 1960's and 1970's and, of course, more recently the impact of the Charter of Rights and Freedoms. He also observed that there had been a growing concern that the study of law should take account of the social context and that while the formal analysis and dissection of legal rules and doctrines was still essential it had been complemented by a consideration of the impact of those rules upon individuals, groups and society as a whole. He noted a trend evident at every Law School in the country in that students were being challenged to also understand the political, economic and social rationale behind the law. He suggested that this trend was one of the reasons why the Law School had dropped in the esteem of the local Bar, and that he intended to address this matter and work hard to rebuild the relationship with the practising Bar.

He observed that the Law School has much to be proud of, but they were not communicating that very well. Their program, he suggested, was comparable to that of any law school in the country with the core program being the same now as it always had been; for example, a grounding in contracts, criminal law, public law, legal writing, property, torts - and an innovation at Dalhousie - a compulsory course on ethics called "The Legal Profession and Professional Responsibility". He observed that we were leaders in health law with the Health Law Institute and leaders in marine and environmental law.

He expressed concern about the decline in University funding for the Law Library which he described as their laboratory which must be up to date for both students and faculty. He commented that this was a difficult problem, but one that would have to be addressed over the next few years. Additionally he expressed concern over the salaries paid to Assistant, Associate and Full Professors at the Law School noting that this issue had the potential, in the long run, to affect quality and our ability to compete.

He suggested that the Law School Faculty was involved at the cutting edge of legal research in Canada in addition to the onerous teaching responsibilities that they carried. He cited several areas where research was being conducted by Faculty Members noting that it would take a great deal of time to present a comprehensive list of research activity within the School.

Board of Governors
May 18, 1993
Page Six

With respect to the relationship between the University and Government, he suggested that we would have to strike a better balance between autonomy and accountability, and that a greater degree of co-operation would stand us in good stead over the long term.

Dean Ghiz then responded to questions from Board Members. Ms. Gorman asked that congratulations be extended to all of the students who were part of the Dalhousie Mooting Team for their outstanding achievement. It was noted that the names of the team members were as follows: Subrata Bhattacharjee, John Craig, Donnaree Nygard and Laura Stewart.

Mr. Shaw expressed his thanks to Dean Ghiz for such an interesting presentation and noted that Board Members were enthused about what he was doing and the goals he had set for the Law School. At this point Dean Ghiz left the meeting.

Items for Decision

Nominating Committee Report

Mr. Piercey noted with respect to Governor in Council appointments that the names of the two new appointments had been approved for recommendation to the Governor in Council at the March 16 Board Meeting. He then noted that additional recommendations regarding Associate Members would probably be presented at the June Board Meeting. With respect to the four Associate Member appointments being presented at this meeting he provided information as follows. Dr. Dale Dauphinee is Physician in Chief, Royal Victoria Hospital, Montreal and is a highly respected doctor and administrator who grew up in Halifax and is a graduate of the Dalhousie Medical School. Dr. Judith Maxwell, also a Dalhousie graduate and one of our Honorary Degree recipients, is an economist and former Chair of the Economic Council of Canada who is currently Executive Director, Economic Projects, Queen's-University of Ottawa. Dr. James Palmer, who is a graduate of Dalhousie with an LLB (1952) and an Honorary Degree (1987), is a lawyer in Calgary and a Director of several companies. Mr. Howard Pye, a graduate of our Law School, is a retired Vice-President and Secretary of Canadian National Railways and lives in Montreal where he has always been very helpful to our Alumni Association.

Mr. Piercey then noted that he would be seeking approval, upon the recommendation of the Alumni Association, for the appointment of three individuals recently elected by the Alumni Association to represent them on the Board of Governors.

Board of Governors
May 18, 1993
Page Seven

He then observed with regret that two individuals, namely Dr. Marie Battiste and Mr. H. Lawrence Doane, whose Governor in Council appointments had been approved, had now both indicated that they would be unable to accept reappointment to the Board. He requested that the Minutes record with gratitude the contribution made by Dr. Battiste and Mr. Doane during their terms on the Board, and Board Members joined in a round of applause in recognition of these two individuals.

With the permission of the Board that the Nominating Committee recommendations be put forward in a single motion, Mr. Piercey moved and Dr. Pereira seconded a motion **THAT**, upon the recommendation of the Nominating Committee, the Board of Governors approve the following appointments effective July 1, 1993:

Officers of the Board

Chairperson	Mr. Allan C. Shaw
Vice-Chairperson	Mr. James S. Cowan
Vice-Chairperson	Miss Barbara Walker
Honorary Secretary	Mrs. Ann Petley-Jones
Honorary Treasurer	Mr. John C. Risley

Standing Committee Chairs

Audit	Mrs. Ann Petley-Jones
Buildings & Grounds	Mr. Donald A. Kerr
Finance & Budget	Mr. John C. Risley
Investment	Mr. J. Dickson Crawford
Nominating	Mr. George C. Piercey
Development	Mr. Fred S. Fountain
Staff Relations	Ms. Patricia Roscoe
Student Relations & Residence	Miss Barbara Walker

Governor in Council Reappointments (for a three year term)

Mr. J. Dickson Crawford
Mr. Fred S. Fountain
Mr. George W. MacDonald
Mr. Cedric E. Ritchie
Ms. Patricia Roscoe
Mr. Allan C. Shaw
Dr. Donald C. R. Sobey

Governor in Council Appointments (for a three year term)

Ms. Suzan MacLean
Mrs. Carol D. Young

Board of Governors
May 18, 1993
Page Eight

Associate Members (for a five year term)

Dr. Dale Dauphinee (Montreal)
Dr. Judith Maxwell (Ottawa)
Dr. James Palmer (Calgary)
Mr. Howard Pye (Montreal)

Alumni Association Representatives (for a three year term)

Mr. David Almon
Mr. Peter Bryson
Ms. Josie Richard.

The motion carried.

Recommendations for 1993-94 Student Assistance Program

Miss Barbara Walker noted that the Student Relations and Residence Committee had met last week and that she was pleased to present their recommendations for the 1993-94 Student Assistance Program.

Miss Walker moved and Dr. Battiste seconded a motion THAT, upon the recommendation of the Student Relations and Residence Committee, the Board of Governors approve the following allocation of Student Assistance Program Funds for 1993-94:

- Student Employment	\$ 500,000
- Undergraduate Bursaries	904,000
- Dentistry, Law & Medicine Bursaries	152,000
- Graduate Scholarships/Bursaries	212,000
- Contingency	<u>40,000</u>
TOTAL	\$1,808,000

The motion carried.

Items for Discussion

Critical Issues for the Board of Governors

Particular for the benefit of Associate Members, Dr. Clark reviewed the background leading up to today's discussion about Critical Issues for the Board of Governors and noted that a priority listing of the Critical Issues for the Board of Governors had been distributed at the meeting. A copy of that priority listing is attached to these Minutes. He observed that

Board of Governors
May 18, 1993
Page Nine

while there had been considerable discussion and suggestions made by various individuals with respect to identifying the critical issues for the Board of Governors, the order of priority had been very much his own decision.

Dr. Clark observed that six issues had been identified and then placed in the following priority order:

- The financial future for Dalhousie
- Capital Campaign
- Search for new President
- Rationalization/revitalization
- Role of the Board
- Vision for the future of education.

Dr. Clark then commented that, in his view, by far the most important issue was the financial future for Dalhousie and he suggested that there would be a crucial role for Board Members to play in that regard in the very near future. To respond to this issue, he noted that Board Members would need to support the further implementation of the Financial Strategy Committee Report and implementation of the President's response to the recommendations of the Budget Advisory Committee. With respect to the Financial Strategy Committee Report he noted that the assumptions had been based on government funding expectations that we now knew would not be forthcoming. He indicated that he expected to receive the Budget Advisory Committee's final report and recommendations within the next two weeks and that, while he was unaware of any of the details, he anticipated that the recommendations would be substantial. He therefore indicated that the Board would need to encourage those involved from within the university to work on alternative funding sources and to support, encourage, and approve program and structural changes necessary to maintain Dalhousie as an innovative national university.

With respect to what Dr. Clark had determined to be the second priority issue, namely the Capital Campaign, he noted that planning was well along with the Feasibility Study virtually completed. He observed that the Board's responsibilities in this regard would be to actively support and participate in the Capital Campaign and to promote the role and mission of Dalhousie as a leading national university with special areas of emphasis in Ocean Studies and Health Studies.

He observed that the search for a new President, in accordance with the University Governance document regarding such appointments, required that a committee be struck at least eighteen months prior to the completion of the current President's term which therefore meant that a committee must be in place before the end of 1993.

Board of Governors
May 18, 1993
Page Ten

Dr. Clark noted that the Board could assist with respect to rationalization/revitalization by monitoring the process to ensure that Dalhousie played a leadership role and that we had a clear understanding about what we wanted to achieve.

With respect to the Role of the Board, Dr. Clark suggested that Board Members should develop a clear focus on policy and strategy development and make efforts to avoid being diverted by day to day operational concerns. As well, Board Members should play a leadership role for the institution and ensure that Dalhousie was fully accountable in terms of its use of public resources and of its service to students. He noted that the Board should develop a position with regard to the optimal size of the Board for the long term. In that regard, as an example, he noted that apparently Mount Allison University had a sixty-three member Board which they had decided to reduce to twenty-five and at the same time they planned to have a small executive group.

He then commented that the Board's involvement with a vision for the future of education was an ongoing concern which included the need to ensure that Dalhousie maintained a vision of future directions in education, especially in terms of the use of new forms of delivery of education and of research services, and the need to communicate with governments concerning economic development in Atlantic Canada and ensuring that Dalhousie leads in providing the necessary educational and research programmes.

Mrs. Gorman then recommended, and it was agreed, that Board Members should be given an opportunity to absorb and consider the critical issues, and their priority, which should be discussed further at the June Board Meeting if possible, or failing that at the September Board Meeting.

Dr. Pereira indicated that he did not appreciate the rationale for the priority order and expressed concern that we were in danger of losing sight of the need for a vision for the future of education by placing it last on the list. Dr. Clark acknowledged that he had considered placing this first on the list but while he certainly believed this was an important and ongoing responsibility, the order had been developed specifically with the Board's role in mind, and he suggested that those from within the University should be developing the vision and then convincing Board Members that it is sound.

Mrs. Petley-Jones observed that she thought we had the structure in place to deal with the first three critical issues (the financial future, the capital campaign and the search for a new President) whereas we needed to develop a tactical plan for

Board of Governors
May 18, 1993
Page Eleven

managing the rationalization/revitalization process and that items five and six (the role of the Board, and a vision for the future of education) were strategic issues for which we did not have the structure in place.

Dr. Tynes suggested that the Board consider pairing the financial future for Dalhousie and the vision for the future of education as the number one priorities. She then indicated that she would like to address the current item six, vision for the future of education, at the next Board Meeting.

Mr. Risley recommended that each issue should be addressed separately at subsequent Board Meetings so that an in-depth discussion of each could occur. It was also noted that some issues might require more discussion than could be managed at a single meeting.

Mr. Rand inquired whether Dalhousie had made any progress in the past year in terms of deciding what it was prepared to give up as part of the rationalization/revitalization exercise. Dr. Clark responded that Dr. Janet Halliwell's appointment as Chair of the Nova Scotia Council on Higher Education had introduced a very systematic approach that would aid that decision-making process.

Dr. Stuttard inquired whether Dr. Clark's response to the report and recommendations of the Budget Advisory Committee would be considered by the Board in retrospect or in advance. Dr. Clark indicated that it was difficult to say as, not having received the Report as yet, he did not know if he could formulate a response for the Board to consider by the time of its next meeting.

Recent Changes in Student Aid

Mr. McKee began his presentation by explaining the basic structure of various student aid programs that are in place. He then reviewed the Canada Student Loan Program established in 1964 noting that it was the cornerstone of student aid. He observed that the Canada Student Loan Program was funded and managed by the Federal Government and administered by the provinces. He noted the maximum loan under the Program was \$3,360 for an undergraduate year and that loans were consolidated upon graduation, with repayment beginning six months later, at the prevailing interest rate. He then commented on the current 1992-93 Nova Scotia program which has a similar assessment criteria to the Canada Student Loan Program, and provides for up to \$2,300 per year in the form of a non-repayable bursary. He then commented that the Nova Scotia Program for 1993-94 would see the elimination of bursaries with a new loan program

Board of Governors
May 18, 1993
Page Twelve

providing up to \$4,740 for an undergraduate year. He noted that the combination of the Canada Student loan plus the Nova Scotia loan produced an effective maximum student aid of \$8,100 per academic year for undergraduates. He observed that there would be a revised assessment criteria for the 1993-94 Program which included cost allowances, parental contributions, handling of scholarship, and bursary assistance and of part-time earnings. He commented that the loans would be consolidated upon graduation with repayment beginning six months later, or as much as twenty-four months later in the event of low income or unemployment. In his summary comments, Mr. McKee observed that there had been improvements and the amount of assistance now available to students came closer to what was needed but that the implications in terms of the debt load that students will have when they graduated were not a plus and for some it was a disincentive to come to university at all.


In response to an inquiry from Miss Macdonald, Mr. McKee noted that there is an annual assessment that occurs with respect to loan remission. In response to an inquiry from Dr. Cohen, he commented that the criteria for remission did not at this point include anything with respect to excellence in marks received.

Items for Information


The Chair inquired and it was noted that none of the Standing Committee Chairs had a report to present.

Adjournment

At 5:50 p.m. a motion to adjourn was carried with Board Members then being asked to remain for a brief In Camera session.



Mrs. Ann Petley-Jones
Honorary Secretary



Mr. Allan C. Shaw
Chairperson

Attachment: "Critical Issues for the Board of Governors :
A Priority Listing"

**CRITICAL ISSUES FOR THE BOARD OF GOVERNORS
A PRIORITY LISTING**

1. The Financial Future for Dalhousie

- support the further implementation of the Financial Strategy Committee Report, and implementation of the President's response to the recommendations of the Budget Advisory Committee.
- encourage the development of alternative funding sources.
- support, encourage and approve programme and structural changes necessary to maintain Dalhousie as an innovative national university.

2. Capital Campaign

- actively support and participate in the Capital Campaign.
- promote the role and mission of Dalhousie as a leading national university with special areas of emphasis in Ocean Studies and Health Studies.

3. Search for a New President

- this process will commence before the end of 1993.

4. Rationalization/Revitalization

- ensure that Dalhousie plays a leadership role in this process.
- ensure that Dalhousie knows what it wants to achieve in this process.

5. Role of the Board

- develop a clear focus on policy and strategy development.
- play a leadership role for the institution; change begins with the Board.
- develop a Board position with regard to the optimal size of the Board for the long term.
- ensure that Dalhousie is fully accountable in terms of its use of public resources and of its service to students.

6. Vision for the Future of Education

- ensure that Dalhousie maintains a vision of future directions in education, especially in terms of the use of new forms of delivery of education and of research services.
- communicate with governments concerning economic development in Atlantic Canada and ensure that Dalhousie leads in providing the necessary educational and research programmes.

May 17, 1993