

**DALHOUSIE UNIVERSITY ARCHIVES AND SPECIAL COLLECTIONS DIGITAL
SEPARATION SHEET**

Separation Date: March 4, 2015

Fonds Title: Elisabeth Mann Borgese

Fonds #: MS-2-744

Box-Folder Number: Box 355, Folder 2

Series: Administrative records of the International Centre for Ocean Development

Sub-Series: Administrative records

File: Memos regarding the International Centre for Ocean Development (ICOD)'s board of directors

Item: N/A

Description of item:

Discussion of potential board members, and accompanying Curriculum Vitaes.

Reason for separation:

Pages have been removed from digital copy due to privacy concerns.



Memorandum

To: See Distribution Below

Our File: 1004.5

From: Gary C. Vernon

Date: April 28, 1986

Re: Board Meeting - Letter from D. Lindores

Attached is a copy of a letter to the Chairman which I received from Doug Lindores' office. Regrettably, the document did not arrive until after the Board Meeting of April 17/18. I am circulating it now as requested by Mr. Lindores for the information of Board members.

Anne Irwin

for Gary C. Vernon
Attach.

DISTRIBUTION: John Vandermeulen
Roy Cheeseman
Gastien Godin
Robert Maguire
Ellen McLean
Sharon Proctor
Gerald Ewing

c.c. Elisabeth Mann Borgese
Douglas Lindores

circulate to Board members & return



Agence canadienne de
développement international

Canadian International
Development Agency

Hull (Québec)
Canada
K1A 0G4

Hull (Québec)
Canada
K1A 0G4

DATE	25/4/86
TIME	
INFO ONLY	
ACCOMMODATION	Your file
Notre référence	Our file

April 8, 1986

Mrs. Elisabeth Mann-Borgese
Chairman of the Board
International Centre for Ocean Development
5670 Spring Garden Road
9th Floor
Halifax, Nova Scotia
Canada
B3J 1H6

Dear Chairman:

I deeply regret that it will not be possible for me to attend the next ICOD Board meeting due to a conflict in timing with the annual session in New York of the UNICEF Executive Board. There are a few issues on which I nevertheless felt it would be useful to offer comments and place my views before the Board for consideration.

First, may I once again offer you my warm congratulations on your appointment as Chairman and wish you every success. I am convinced that under your guidance, the Board will be able to work closely with the President and his staff to advance the work of ICOD.

You are aware that ICOD's Corporate Plan has now been approved by Treasury Board. The proposed budget allocation of \$4.2 million for 1986/87 will pose a challenge for the Centre's management since it constitutes a large increase over actual expenditures in 1985/86. The quality of the program must be high. While it will hopefully not prove necessary, it will be better to leave funds unutilized rather than spend them without proper planning in order to meet the expenditure target. You will be aware that Treasury Board has recently issued new directives relating to the drawdown of cash requirements by Crown corporations. It is my understanding that these new regulations will be directly relevant to ICOD. Given the Government's intention to control spending, both the Board and management should ensure that expenditures outside of programs and necessary support services are tightly controlled.

...2

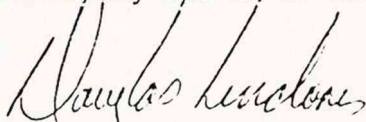
I have noted with interest the proposals submitted by you for Board consideration. I realize that these were put forward to stimulate discussion. As a principle of good management, it would be my expectation that proposals submitted for Board approval should first be assessed by ICOD staff and should be submitted with a recommendation by the President. I would suggest that this process be followed before any decisions are taken on the proposals.

I particularly regret that I will miss the policy discussion which you have scheduled for the next meeting. In my view, ICOD is on the right course. I consider that the draft brochure and accompanying document which were circulated, provide a fair representation of ICOD's policies and directions as approved by the Board. Both documents are acceptable to me.

I can accept the proposed criteria for selection of international directors which were circulated by the President in February. It is reasonable that we seek representation from the four major ocean areas we deal with: Latin America; Southeast Asia and the Pacific; Indian Ocean Area; and West Africa. This breakout should ensure both anglophone and francophone Directors from abroad. I have submitted the CV of Mr. Moise Mensah of Benin for the consideration of the Board as a possible representative of West Africa. As you are aware, Mr. Mensah is currently a candidate for the position of Director-General of the FAO and I think he would be an excellent addition. In view of his heavy schedule, I do not however know if he is prepared to serve.

Since ICOD's inception, an unwarranted amount of the Board's time has been spent on questions related to the reimbursement of remuneration and expense claims of the Chairman. I trust that this situation is now behind us. In my view, any member of the Board should meet the same requirements of full accounting of time spent for any claims for compensation from the Board. In addition, the principle of prior Board approval of any tasks performed by a Director where remuneration is expected should be maintained.

I have taken the liberty of forwarding a copy of this letter to ICOD's President with the request that copies be provided to the other Directors at the meeting. I wish you a successful session and trust that it will not be necessary for me to miss the next meeting.



Douglas Lindores
Vice-President
Multilateral Programmes Branch



Memorandum

To: Directors of the Board Our File: 1004.6

From: Garry A. Comber

Date: May 9, 1986

Re: BOARD MEETING, JUNE 12 & 13, 1986 - HALIFAX

The purpose of this memo is to provide official notification of the next Board meeting and to clarify the question of the dates involved.

Initially, during its deliberations in April 1986, the Board felt that the June board meeting could be restricted to one day. During the course of later discussions about commitments during fiscal year 1986/87 and project planning activities, it was requested that ICOD undertake concentrated activities to identify potential projects for the Board's consideration in June. It was therefore proposed that the Board meeting be scheduled for two days to take into account these extra discussions.

Although we are not sure at the present that there will be sufficient work to justify two days, we request the Board members make arrangements accordingly.

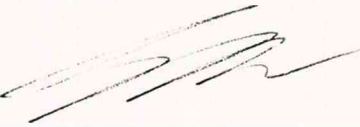
The agenda, a draft of which will be forwarded next week, will be arranged so that substantive discussions take place on Thursday, June 12. Friday will be reserved for any extra time required for the substantive discussions and for other activities such as a viewing of the film "Tuna Sandwich".

Board members should also know that the Audit Committee will meet on the morning of June 10 in Halifax rather than the night before the Board meeting. This will permit sufficient time to make any necessary adjustments in the financial statements which the Audit Committee may request. Officials from the Office of the Auditor General are expected to attend the Audit Committee meeting.



As Paula Scott is currently on vacation, I have asked Kathy Kenderes (whose direct number is 902-426-1542) to assume responsibility for hotel reservations here and for helping anyone who requires assistance with airline tickets, etc.

A copy of the draft minutes of the April meeting are attached hereto.



Garry A. Comber
Secretary-Treasurer

GAC/ad
Attachment

Elisabeth M. Borgese



Memorandum

To: Members of the Board of Directors Our File: 1003
1004.7
1006

From: Gerald N. Ewing, Director


Date: August 20, 1986

Re: LETTER OF AUGUST 19, 1986 RE INTERNATIONAL BOARD MEMBERS

In writing the referenced letter, I was under the distinct impression that John Vandermeulen had been named Chairman of the Executive Committee. However, upon reviewing the minutes of previous meetings I find no reference to this and, it appears therefore that the Chairman of the Board also chairs the Executive Committee.

Please disregard the reference in yesterday's letter to the Chairmanship. The letter is for the Executive Committee and was sent to all Members of the Executive Committee with attachments and copies of the letter to all other Directors.

Through this memo I am requesting all parties, including the Chairman, to consider the letter as addressed to her as Chairman of the Executive Committee. Thank you.


Gerald N. Ewing
Director

GNE/ad



Elisabeth Mann Borgese

Memorandum

To: Board Members Our File:

From: Gary Vernon

Date: September 4, 1986

Re: October Reception and Board Meeting

This will confirm that the reception for the official opening of ICOD will take place on October 14, 1986 from 6:00 to 8:00 p.m. at the Halifax offices. At present, it appears that Mr. Clark will not attend. The Hon. Stewart McInnes, Minister of Public Works, is expected to attend and will make remarks on behalf of the government. Mel Gass will attend on behalf of The Hon. Tom Siddon.

Pursuant to Section V.4 of the ICOD By Laws, this is to notify you that the next Board Meeting will be held on October 15 and 16, 1986, commencing at 9:30 a.m. in the Boardroom at 5670 Spring Garden Road.

A handwritten signature in black ink, appearing to be the initials 'G.V.' followed by a long horizontal line.

with the
compliments of

avec les
compliments de



Department of Finance and
Treasury Board of Canada

Ministère des Finances et
Conseil du Trésor du Canada

Crown Corporations
Directorate

Direction générale des
sociétés d'État

Ottawa, Canada
K1A 0R5

Canada

GUEST LIST
ICOD RECEPTION

Sept. 9, 1986.

OCTOBER 14, 1986
6:00 - 8:00 P.M.

OTTAWA

MINISTERS

The Rt. Hon. Joe Clark, Secretary of State for External Affairs
The Hon. John Crosbie, Minister of Transport
The Hon. Monique Landry, Minister for External Relations
The Hon. Marcel Masse, Minister of Energy, Mines and Resources
The Hon. Stewart McInnes, Minister of Public Works
The Hon. Elmer McKay, Minister of Revenue
The Hon. Thomas McMillan, Minister of Environment
The Hon. Tom Siddon, Minister of Fisheries and Oceans
The Hon. Monique Vezina, Minister of Supply & Services

SENATORS

The Hon. Pierre DeBane
The Hon. Henry Hicks
The Hon. Romeo Leblanc
The Hon. Heath Macquarrie
The Hon. Allan MacEachen

MPs

Howard Crosbie
Lloyd Crouse
David Dingwall
Mike Forrestall
John Fraser
George Henderson
Ray Skelley
Mel Gass

HOUSE COMMITTEES

Roger Clinch, Chairman, Fisheries & Oceans Standing Committee,
Lorne Greenaway, Chairman, Environment and Forestry Standing
Bill Winegard, Chairman, External Affairs Standing Committee,

AGENCIES/INSTITUTIONS/ORGANIZATIONS

CIDA	Margaret Catley Carlson, President Mr. William McWhinney, Senior Vice-President Lennox Hinds, Fishery Advisor Guy Leblanc, Fishery Advisor Michelle Levesque, Multilateral Branch
IDRC	Ivan Head, President James Mullin, Vice-President, Collaborative and Information Programmes Robert Auger, Secretary & General Counsel Gerry Bourrier, Director, Fellowships
PCIAC	Peter Towe, Chairman of the Board
World Food Day Assoc	Paul Ares, Executive Director
Canadian Hunger Foundation	John Laidlaw, Executive Director
Association of Universities and Colleges of Canada	Dr. Allan K. Gillmore, Executive Director Gail Larose, Director, International Relations and Scholarship Administration
Canadian Bureau for International Education	Marnie Girvan, Executive Director
CUSO	Mr. Chris Bryant, Executive Director,
World University Services of Canada	Mr. William McNeil, Executive Director
North-South Institute	Mr. Bernard Wood, Director
Asia-Pacific Foundation	Mr. R. Anderson, President

GUESTS

3

FEDERAL GOVERNMENT DEPARTMENTS

L.H. Legault	Legal Advisor, Department of External Affairs
Barry Mawhinney	Director-General, Legal Bureau, Department of External Affairs
Dr. Peter Meyboom	Deputy Minister, Department of Fisheries and Oceans
C. Taylor	Deputy Minister, Department of External Affairs

GUESTS

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INDUSTRY/ PROFESSIONAL

Ken Lucas
Pierre Trudeau

AGRODEV, Ottawa

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Cameroun
Gabon
Ghana
Ivory coast
Morocco
Nigeria
Senegal
Togo
Zaire

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Kenya
Tanzania
Somalia
Sri Lanka
Burma

Costa Rica
Barbados
Cuba
Dominican Republic
Guyana
Haiti
Jamaica
OECS
Trinidad and Tobago

GUESTS

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ATLANTIC REGION AND QUEBEC

AGENCIES/INSTITUTIONS/ORGANIZATIONS

Northwest Atlantic
Fisheries Organizations
(NAFO)

Esteves Cardoso, Secretary

GUESTS

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FEDERAL GOVERNMENT

Mr. Neil Bellefontaine	Regional Director, Fisheries Operations, Scotia-Fundy Region, Department of Fisheries and Oceans
Jean Hache	Regional Director General, Scotia- Fundy Region, Department of Fisheries and Oceans
Dr. Barry Muir	Regional Director, Science, Scotia-Fundy Region, Department of Fisheries and Oceans
Jean Boulva	Regional Science Director, Quebec, Department of Fisheries and Oceans
Wynne Potter	Regional Executive Director, DRIE
Dr. Roger A. Foxall	Director Designate, Atlantic Research Lab
Ronald Bourque	Director, Translation Bureau
Brian Pearce	Principal, Atlantic Region, Office of the Auditor General
Gordon Youngblut	Director General, COGLA Nova Scotia, Halifax
Mr. Kenneth C. Curren	Regional Director-General, Canadian Coast Guard
Mr. Ed Norrena	Acting Regional Director, Environmental Protection Services, Environment Canada
Vice-Admiral Wood	Commander, Maritime Command

UNIVERSITIES & SUPPORT

L. Harris	President, Memorial University
Dave Vardy	President, Newfoundland Institute of Fisheries and Marine Technology
Dr. Howard C. Clarke	President, Dalhousie University
Dr. Robert Fournier	Oceanography Department, Dalhousie University
Dr. Edgar Gold	Director, Dalhousie Ocean Studies Programme, Dalhousie University
Dr. Art Hanson	Resource & Environmental Studies, Dalhousie University
Dr. Doug Johnston	Professor of Law, Dalhousie University
Don Patton	Dalhousie University
Dr. Ian McAllister	Director, Dalhousie University
Mr. John Gratwick	Director, Canadian Marine Transportation Centre
Dr. Kenneth L. Ozmon	President, St. Mary's University
Dr. Clair Callaghan	President, Technical University of Nova Scotia
Dr. Graham Bligh	Director, Canadian Institute of Fisheries Technology
Dr. A.A. MacDonald	Director, Coady Institute, St. Francis Xavier University
Tom Nickerson	President, N.S. Research Foundation
Dr. Louis-Philippe Blanchard	President, University of Moncton
Dr. J.-G. Paquet	President, Laval University
Dr. Marcel Daneau	University of Quebec
Prof. Guy Massicotte	Recteur, University of Quebec à Rimouski
Dr. E.M. Fulton	President, Mount St. Vincent
J.R.C. Perkin, M.A.	President, Acadia University
Dr. Jagota	Pearson Institute

GUESTS

HALIFAX ICOD SCHOLARSHIP STUDENTS

Angelica Silva
Yanko Andrade
Chang Moon Chul
Mustafa Sadettin Erksoy
Srisuda Jarayabhand
Maria Laura Lazo
Patrick McConney
Mo Shijian
Tang Yong
Rao V.S.N. Tatavarti
Siew Lian Chung
Juan Correa
Zhang Xuecheng
Reuben Escribano
Mohamed Illyas
Guillermo Napolitano
Rene Ulloa
Parveen Chawla

PROVINCIAL GOVERNMENTSNOVA SCOTIA

The Hon. Alan Abraham	Lieutenant-Governor
The Hon. Roland Thornhill	Minister of Development
The Hon. John G. Leefe	Minister of Fisheries
The Hon. Tom MacInnis	Minister, N.S. Dept. of Education and Technical Training
S. MacLean	Deputy Minister, Department of Fisheries
J. McLevy	Director of Training, Department of Fisheries
James McNiven	Deputy Minister, Department of Development
Ivor Harrington	Ocean Industry Innovation Center, N.S. Department of Development, Halifax

NEW BRUNSWICK

The Hon. Fernand Dubé, Q.C.	Minister of Commerce and Industry
The Hon. John Gauvin	Minister of Fisheries

PRINCE EDWARD ISLAND

The Hon. O. Buffie	Minister of Development
The Hon. Ross Young	Minister of Fisheries

NEWFOUNDLAND

The Hon. Hal Barret	Minister of Development
The Hon. Thomas Rideout	Minister of Fisheries
The Hon. James McGrath	Lieutenant-Governor

QUEBEC

The Hon. Marc Yvan Côté	Minister of Development
The Hon. Robert Dutil	Minister of Fisheries

GUESTS

11

CITY OF HALIFAX

Ron Wallace

Mayor

Mr. Steve Parker

President, Halifax Board of Trade

CITY OF DARTMOUTH

John Savage

Mayor

Mr. Peter Dorrington

President, Dartmouth Chamber of
Commerce

INDUSTRY/PROFESSIONAL

Brian Flemming	Stewart, MacKeen & Covert
Joe MacDonald Q.C.	McInnes, Cooper & Robertson
Hanson Dowell	
Ross Munro	Marcil Trust
Alan Robertson	DPA
John Turton	President, Survival Systems Ltd., Dartmouth
Richard W. Welsford	R.W. Welsford Research Group, Halifax
Lawrence Zimmering	Regional Vice-President, Lavalin Group, Halifax
Clyde Beals	Ocean Industry Development Office (OIDO), Halifax
Geoff Lewis	Ocean Industry Development Office (OIDO), Halifax
Alan MacLean	Martec Limited, Halifax
Frank Nowlan	Director, OIDC, St. John's, Newfoundland
James Stanley	President, Maritime Resource Management Service, Amherst
Reg Gilbert	
Ian Langlands	Vice-President, National Sea Products
William Murphy	William R. Murphy Fisheries Limited
Roland Martin	Inter-Ocean
Stewart Aitken	Manager, Mobil Oil
Captain Kearsey	Principal, N.S. Nautical Institute
Michael Shepard	M.P. Shepard and Associates
Carl Mitchell	North-South Intermedium Limited
Joe Gough	
Michael Lezana	District Manager, Air Canada
Roy Rideout	District Manager, CP Air
George Cooper, Q.C.	McInnes, Cooper & Robertson

ICOD STAFF and spouses

PRESS

Jeff Watson to arrange

Rob Gordon

Halifax Chronicle Herald

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W. G. Saywell	President, Simon Fraser University
G.S. French	President, University of Victoria
Mr. Richard Johnston	President, Malaspina College
Dr. A.A. Lee	President, McMaster University
Mr. H.W. Arthurs	President, York University