

ROBERT EDWARD HAWKINS

3144 Angus Street, Regina, Saskatchewan S4S 1P4
Telephone: (306) 789-2888 robert.hawkins@uregina.ca

CAREER HISTORY

UNIVERSITY OF REGINA, Regina, Saskatchewan 2005 -
12,786 students (1,317 graduate students), 1,400 faculty and staff, \$123 million operating budget, approx. \$200 million total budget, 9 Faculties, 25 Departments, \$100 million capital campaign.

PROFESSOR OF LAW, JOHNSON-SHOYAMA GRADUATE SCHOOL OF PUBLIC POLICY 2006 –
Courses: Constitutional Law, Administrative Law, International Trade, Alternate Dispute Resolution.

PRESIDENT AND VICE-CHANCELLOR 2005 - 2006

Reporting to the Board of Governors, responsibilities included strategic direction for University, leadership of the senior management team, budgeting, community and government relations, and fundraising.

- Eliminated a \$1.8 million operating deficit and started pay down of a \$10 million capital debt.
- Established \$500,000 fund to encourage new undergraduate and graduate program initiatives.
- Launched the 'Quality Undergraduate Student Experience' program to provide students with improved academic and non-academic support.
- Provided all students on study abroad exchanges with up to \$1,000 to assist with travel.
- Made major improvements in the information technology and the food services areas:
 - Hired new leadership in information technology which resulted in a reorganization of the department, the introduction of updated systems and improved service delivery.
 - Halved an approximately \$600,000 deficit in food services by working with the provider to increase food choices, to offer more nutritious menus and to improve system monitoring.
- Obtained \$23.6 million to complete new Laboratory Building; this is the second largest non-operating government grant in University history.
- Signed new collective agreements with three University faculty and staff unions.
- Made 63 public speeches including Presidential Installation, receipt of an Honourary Doctorate, and gatherings including Convocations, University Town Halls, the Saskatchewan Cabinet, the Saskatchewan Deputy Ministers, the Saskatchewan Institute of Public Policy, the Mayor's Task Force on Regina's Future, the Regina Chamber of Commerce, the Regina Canadian Club, and Rotary Club.
- Increased the capital campaign goal from \$75 million to \$100 million by the addition of a \$25 million planned giving campaign; improved the success rate from 70% to 85% of the \$75 million goal and completed 50% of the planned giving goal through events in Vancouver, Calgary, Toronto and Regina; and, provided new base funding for the hiring of the first permanent fundraising director.
- Gave numerous media interviews including interviews with the Regina Leader-Post (September, 2005), Radio-Canada (French) (December, 2005) and The 'Globe and Mail' (May 26, 2006).
- Travelled to China to meet Presidents of three Chinese universities with whom the University of Regina had, or were developing, exchange agreements and with other Chinese government officials.
- Strengthened the partnership with the University of Saskatchewan through joint presidential submissions to government and through academic program cooperation; chaired the meeting of the Council of Western Canadian University Presidents; sat on the Association of Universities and Colleges of Canada Board of Directors and, in particular, contributed to discussions on the status of First Nations University of Canada.
- Strengthened University relationships with the Regina community through participation on the Boards of three community agencies and chaired the search for a new CEO of Communities of Tomorrow, a University, City, and Federal Government partnership to develop sustainable urban infrastructure.
- Met with elected and non-elected officials from all levels of government to press the case for university funding and, following submissions to the Provincial ministers concerned, received substantially the entire operating grant requested for 2006-07.
- 'What's Hot – Straight from the Students': Maclean's Guide to Canadian Universities, 2006, p. 123, "New president Robert Hawkins makes good first impression; admin's great working relationship with student union."

NIPISSING UNIVERSITY, North Bay, Ontario

2003 - 2005

3,071 students, 245 faculty and staff, \$32 million operating budget, degrees offered in Arts, Science, Business, Nursing and graduate and undergraduate Education.

VICE-PRESIDENT, ACADEMIC AND RESEARCH

Reporting to the President, responsibilities included academic strategic planning and budgeting, academic appointments and promotion, developing a research culture, supervision of Deans, Librarian and University Research Services.

- Obtained a \$793,000 grant from the McConnell Foundation to start a service learning program.
- Championed the approval and implementation of a concurrent Education program that enables students to study for an undergraduate arts or science degree, and an education degree, at the same time.
- Oversaw record hiring – 29 new tenure track positions in two years.
- Promoted the development of a research culture by sponsoring grant application workshops, instituting the Vice-President's Research Luncheon Series showcasing faculty research, establishing the Institute for Community Studies and Oral History, reviewing and reorganizing the Office of Research Services and hiring a new Director of Research Services.
- Oversaw a dramatic increase in research grants awarded to University professors including a 571% increase in grants made by the Social Science and Humanities Research Council, a 37% increase from the Natural Sciences and Engineering Council, and the first grants in a number of competitions including Community-University Research Alliance (CURA), Aid to Small Universities, Intellectual Property Mobilization (IPM) and Canadian Foundation for Innovation (New Opportunities grants).
- Authored the academic portions of Nipissing University's submission to Bob Rae's Review of Post-Secondary Education in Ontario and Nipissing's brief to the Social Sciences and Humanities Research Council Transformation exercise.
- Chaired 13 committees, and participated on 28 others, which resulted in extensive new curriculum development, the development of a new strategic plan for the University, eight new administrative hires and university representation on the Ontario Council of Academic Vice-Presidents (OCAV) and the Ontario Council of University Research (OCUR).

ST. FRANCIS XAVIER UNIVERSITY, Antigonish, Nova Scotia

2000 - 2003

Faculty of Arts: 2,600 undergraduates, 155 faculty, \$15 million budget, 22 departments and professional programs including Education, Adult Education, Business, Music and Celtic Studies.

DEAN OF ARTS

Reporting to the Vice-President, Academic, responsibilities included membership on the University Senior Administrative Council, administration of the Faculty of Arts, oversight of Department Chairs, faculty recruitment, promotion and tenure, curriculum development, research and student relations.

- Encouraged research: annual SSHRC grants increased from approximately \$19,000 to \$225,000 which resulted in StFX moving to #1 in the Maclean's rankings and the award of a CRC.
- Increased student academic support from 2 instructors to 10 with a 10-fold budget increase.
- Initiated Business Coop program and signed nine new student exchange agreements.
- Hosted first Faculty of Arts strategic planning exercises.
- Started Dean of Arts Annual Lecture series and Dean of Arts Culture Series.
- Sponsored extensive curriculum development including introduction of a theatre program and a creative writing program and elimination of three-year undergraduate degrees in favour of four-year programs.
- Interviewed all students in academic difficulty as part of improve retention rates, a program which reduced first year failures rates from 22% to 17%.

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| UNIVERSITY OF WESTERN ONTARIO , London, Ontario | 1992 - 2000 |
| FACULTY OF LAW | |
| <i>450 law undergraduate students, 25 faculty, major programs in business and tax law, family law, common law and negotiation, mediation and legal clinic.</i> | |
| PROFESSOR OF LAW | 1998 - 2000 |
| ASSOCIATE DEAN OF LAW, ADMINISTRATION | 1995 - 1996 |
| Reporting to the Dean, responsibilities included faculty hiring, budget and course assignments. Proposed and implemented a course scheduling reform to create a third term each year, the "January Term," in which students concentrate intensively on one area of practice skills or research. | |
| ASSOCIATE PROFESSOR OF LAW | 1992 - 1998 |

PREVIOUS EXPERIENCE

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| Visiting Director of Research, Genest Murray DesBrisay Lamek, Toronto | 1991 - 1992 |
| Assistant Professor of Law, Queen's University | 1988 |
| Associate Lawyer; Civil and Administrative Litigation, Weir & Foulds, Toronto | 1982 - 1986 |
| Executive Assistant to the Hon. Donald S. Macdonald, Royal Commission on the Economic Union and Development Prospects for Canada | 1983 |
| Articled to Ian G. Scott, Q.C., Cameron, Brewin & Scott, Toronto | 1979 - 1980 |

EDUCATION AND PROFESSIONAL CREDENTIALS

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| Doctor of Canon Law (Honoris Causa), St. John's College, University of Manitoba, | 2005 |
| Diplôme d'Etudes Approfondies, Université de Paris I (Panthéon - Sorbonne) | 1988 |
| Barrister-at-Law and Solicitor of the Supreme Court of Ontario, Osgoode Hall (Law Society of Upper Canada) (Toronto) | 1981 |
| Master of Law, Yale University (New Haven) | 1979 |
| Bachelor of Law, University of Toronto | 1978 |
| Master of Arts (1980) and Bachelor of Arts (1978), Corpus Christi College, Oxford (England) | |
| Bachelor of Arts (Honours), St. John's College, University of Manitoba | 1972 |

LANGUAGES

English and French (Functionally bilingual)

RECENT PROFESSIONAL DEVELOPMENT

Governing bodies of higher education institutions: Role and responsibilities, OECD Institutional Management in Higher Education (Paris, France), August 24 and 25, 2006.

The Harvard Seminar for New Presidents (Cambridge, Mass.), July 15 -20, 2005.

AWARDS (General)

- Saskatchewan Centennial Medal, 2006
- Honourary Lifetime Director, Children's Hospital Foundation of Western Ontario, London, 2004
- Queen's National Scholar, Queen's University, 1988 - 1991
- Yale Graduate Fellow Award, 1978
- Canada Council Scholarship, 1978
- Class of 1967 Prize, University of Toronto, 1978
- St. John's College Alumni Association Scholarship , 1969
- Governor General's Medal, Dauphin Collegiate, 1968

AWARDS (Teaching)

- 'Popular Prof – University of Western Ontario,' "The MacLean's Guide to Canadian Universities, 1999," p. 155 (6 U.W.O. Professors; 3 Canadian Law Professors)
- Award for Excellence in Undergraduate Teaching, University of Western Ontario, 1998
- Professor of the Year, Faculty of Law, University of Western Ontario, 1998
- University Students' Council Teaching Honour Roll, University of Western Ontario, 1996
- Alumni Award for Teaching Excellence, Queen's University (One award per year), 1991

BOARDS

Served on numerous professional, health and community boards, including:

Director of the Association of Universities and Colleges of Canada and Chair of the Council of Western Canadian University Presidents, 2005-2006.

Board Member of The Children's Health and Hospital Foundation of Saskatchewan, 2005 to present; Board of Trustees of the Children's Miracle Network, 2001-2004 (organizes North American Children's Hospital Telethons); President of the Children's Hospital of Western Ontario Foundation, 1999-2000 (grew Foundation fundraising to over one million dollars per year and undertook a 10 million dollar capital campaign).

Board Member of Communities of Tomorrow, 2005-2006 (partnership between the University, City and National Research Council to develop sustainable urban infrastructure; chaired committee to hire a new C.E.O.); Regina Regional Economic Development Authority, 2005-2006; Wascana Centre Authority, 2005-2006 (urban park authority); Saskatchewan Honours Advisory Council, 2005-2006; and, Board Chair of the Saskatchewan Institute of Public Policy, 2005-2006.

Director, Regina Symphony Orchestra, 2006 - 2009.

APPENDIX

ACADEMIC CAREER DETAILS

(a) TEACHING

(i) Courses Taught

International Trade Law, Administrative Law, Constitutional Law, Contracts, Commercial Law, Land Transactions, Negotiation and Alternate Dispute Resolution.

(ii) Supplementary Teaching Activities

Sessional Lecturer in Law (University of Toronto, Osgoode Hall at York University, Université de Sherbrooke, Dalhousie University and Université de Montpellier I) 1979 - 1996

Assessor (Faculté de droit, Université de Montréal, Tenure & Promotion to full professor) 2007
Assessor (Trudeau Fellows, Trudeau Foundation) 2007
Assessor (S.S.H.R.C. and Killam Research Fellowships) 1997 - 1998
Thesis Examiner (Queen's – LL.M.) 1996
(Western – M.A. Political Science) 1993/5/8/9
Program Leader - Tribunal Training Program 1993 - 1995
(with Peter P. Mercer and Eileen E. Gillese: - an annual, one-week program of lectures and simulations designed to instruct university administrators in tribunal procedure).
Lecturer (Law Society of Upper Canada Bar Admission Course) 1986-90, 94-00
National Judicial Institute: Alternate Dispute Resolution for newly Appointed Provincial Court Judges from across Canada 2004-05-06-07-08
Numerous negotiation skills seminars and academic legal presentations

(b) RESEARCH AND PUBLICATION

(i) Articles in Refereed Journals

1. "Wither Judicial Review" (2009) – submitted for publication to Can. Bar Rev. (approx. 30 pages).
2. "Reputational Review III: Delay, Disrepute and Human Rights Commissions" (2000) 25 Queen's L.J. 599-658 (60 pages)
3. "Lillian Beynon Thomas, Woman's Suffrage and the Return of Dower to Manitoba," (1999) 27 Man. L. J. (68 pages)
4. "Reputational Review II: Administrative Agencies, Print Media and Content Analysis" (with David Shoemaker), (1998) 12 C.J.L.A.P., 1-59 (59 pages)
5. "Reputational Review I: Expertise, Bias and Delay," (1998) 21 Dalhousie L.J. 5-48 (43 pages)
6. "Dower Abolition in Western Canada: How Law Reform Failed," (1996/97) 24 Man. L. J. 635-663 (28 pages)
7. "Behind Closed Doors II: The Operational Problem - Deliberative Secrecy, Statutory Immunity and Testimonial Privilege," (1996) 10 C.J.A.L.P., 39-76 (38 pages)
8. "Behind Closed Doors I: The Substantive Problem - Full Boards, Consensus Tables and Caucus Cabals," (1996) 9 C.J.A.L.P., 267-304 (38 pages)
9. Robert E. Hawkins and Robert Martin, "Democracy, Judging and Bertha Wilson," (1995) 41 McGill Law Journal 1-58 (58 pages)
10. "Negotiating Settlements in Estates Matters," (1992) 11 Estates and Trusts Journal 371-391 (21 pages)
11. "Interpretivism and Sections 7 & 15 of the Canadian Charter of Rights and Freedoms," (1991) 22 Ottawa Law Rev. 275-316 (42 pages)

12. "Lac and the Obligation to Bargain in Good Faith," (1990) 15 Queen's L.J. 65-95 (31 pages)
13. "Meech Lake: The Reality of the Time Limit," (1989) 35 McGill L.J. 196-205 (10 pages)
14. "The Making of a Constitution," 2nd Dean's Conference on Law and Policy (Institute of Intergovernmental Relations, Queen's University: 1989) 85-90 (6 pages)
15. Robert E. Hawkins and G.J. Smith, Q.C., "A Rights Tradition for Canada: A Framework for Thinking about the Charter", (1982) 1 Advocates' Society Journal 9-14 and (1983) 2 Advocates' Society Journal 9-19 (17 pages)
16. "In and Of Itself: Some Thoughts on the Assignment of Property Rights in Nuisance Cases" (1978), 36 U.T. Fac. L. Rev. 209-221 (13 pages)
17. "The limits of Contract Liability: A Re-examination of the 'Implied Clause'," (1977), 35 U.T. Fac. L. Rev. 262-275 (14 pages)

(ii) Chapters in Books

1. "Negotiation," Chapter 3 in Commercial Dispute Resolution, D. Paul Emond, ed. (Canada Law Book: 1989) 55-88 (34 pages)
2. "Making Section 1 Work," Chapter 7 in Charter of Rights and Administrative Law 1983-1984, Garry J. Smith, ed. (Carswell Legal Publications: 1983) 123-133 (11 pages)

(iii) Invited Conferences

1. "Using Simulation as a Teaching Tool," Canadian Association of Law Teachers Annual Meeting (June 1998, Ottawa).
2. "Representations on Bill C-16 re: constitutional requirements for arrest in a dwelling house by a police officer," The Senate of Canada, The Standing Committee on Legal and Constitutional Affairs, December 1997.
3. "Winners and Losers in the Free Trade Negotiations," The Dean's Conference on Law and Social Policy, Faculty of Law, Queen's University, 1988.

(iv) Case Comment

Young Estate v. 503708 Ontario Ltd. (1989), 67 O.R. (2d) 40 (Ont. H. Ct.). Comment published in (1989) 3 Real Property Reports (2d) 255-262 (8 pages).

(v) Book Reviews

I.A. Hunter, Three Faces of the Law: A Christian Perspective (Mississauga: Work Research Foundation, 1996) (1996) 75 Can. Bar Rev. 523-528 (6 Pages)

(vi) Unpublished Work

Casebooks

1. "Constitutional Law: Cases and Material," (1999: 17th edition) (with Berend Hovius and Robert Martin) (approx. 900 pages)
2. "Commercial Law": various editions 1994 to 1997 (with A. Duncan Grace, 1993) (approx. 1000 p.)
3. "Administrative Law in Canada" (1999: 7th edition) (approx. 800 pages)
4. "The Lawyer as Negotiator": various editions for Osgoode Hall Law School, University of Toronto Faculty of Law and Queen's University Faculty of Law, 1979 to 1991 (approx. 300 pages)
5. "Contracts": Civil Law/Common Law Exchange Program, 1990-1995 (Approx. 150 pages)

6. "Real Estate - Damages": Spring term, 1991 (Approx. 100 pages)
7. "Constitutional Law Supplement": Fall term, 1990 (Approx. 150 pages)
8. "Administrative Law Supplement": Fall term, 1990 (Approx. 125 pages)
9. "Charter of Rights": Fall term, 1989, 1990 (Approx. 125 pages)

Training Manual

(With Peter P. Mercer and Eileen E. Gillese), Manual for Tribunal Training Program, May, 1993; revised May, 1994; May, 1995 (119 pages)

Thesis

"L'enchassement de la Charte Canadienne des Droits et Libertés: les stratégies de négociation du gouvernement fédéral et des gouvernements provinciaux," (1988), accepted by the Université de Paris I (Panthéon-Sorbonne) in partial fulfilment of the requirements for the Diplôme d'Etudes Approfondies de Droit Public (162 pages).

(vii) Editorial

Member, Editorial Board – National Real Property Review (1990-94).

(viii) Public Addresses

Over 80 speeches and public commentaries on law and university affairs since 1988 including the following examples:

University of Saskatchewan Forum: Speech in reply to President Peter MacKinnon - 'Community of Scholars?: The Changing Nature of the University,' (January, 2009).

University of Regina: Presidential Installation (October 2005), Positioning the U of R (February 2006), Convocation (June 2006), Town Hall Speech (September 2006).

Government: Saskatchewan Deputy Ministers (January 2006), Regina Members of the Legislative Assembly (February 2006), Mayor's Task Force on Regina's Future (June 2006), Saskatchewan Cabinet (September 2006).

Service Organizations: Regina Chamber of Commerce (March 2006), Regina Rotary Club (April 2006), Canadian Club of Regina (May 2006).

Graduation Guest Speaker: Queen's Law (1989, 1991), St. Francis Xavier University (2001, 2003).