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*Where Tomorrow's Public
Policy Begins Today*

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Part One: Degrees of Opportunity: The benefits of a private university in Atlantic Canada.

"The first university that deliberately moves to private not-for-profit status would have a major marketing advantage in Canada and first-mover status for corporate and private philanthropy," says Kelvin Ogilvie, former President and Chancellor of Acadia University in *From Private U to Public U: An Atlantic Canadian Opportunity*. He calls it an opportunity whose time has come, and now is the time to move.

In *From Public U to Private U*, Ogilvie points out that private universities tend to have a curriculum carefully organized to meet their clients', that is the students', demands and needs, rather than leaving such matters to the "whims of faculty". He says Canada's public universities are sheltered from accountability, because provincial governments feel obliged to ensure their continued operation rather than allow such institutions to fail, regardless of the satisfaction of their students or the quality of the education offered. "Many universities seem to be run more for the benefit of faculty than of students," Ogilvie says.

Ogilvie, who spent ten years as head of Acadia University, writes:

For profits have other advantages as well. The performance and discipline of academic staff in the classroom tend to be much better scrutinized than in public universities, where administrators are often reluctant to set foot in the classroom and where vigorous labour unions typically influence the terms of employment. Tenure is also far less common in for-profit institutions, which prefer to offer stock options or share-purchase agreements that permit professors to have a real ownership interest in their universities. Moreover, in

for-profit institutions, governance devolves shared responsibility in line with market objectives and sound management practice, whereas public universities consider shared governance a sacred part of all aspects of operation — meaning that the faculty interest is the default position.

To read the paper, [click here](#).

Part Two: End the race for fish before the race ends the fishery.

To read the news, you'd think that the fishery in Canada is dying, yet it is making more money than ever. Here is a paper that explains what Canada can do to make the fishery more prosperous, more economic, and better managed.

Although no fisheries management system is perfect, in a growing number of fisheries, rights-based management, including individual transferrable quotas (ITQs), is proving highly successful in eliminating two major problems plaguing ocean fisheries: overcapitalization and overfishing.

In *"Fencing the Fishery: A Primer on Ending the Race for Fish (Canadian edition)*, author [Donald R. Leal](#) examines rights-based fisheries management systems.

Originally published by the Property and Environment Research Centre (PERC) in the US, the paper is adapted for Canada by [Peter Fenwick](#) and [Laura Jones](#). Their conclusions include two clear messages for Canada: stop issuing new commercial fishing licences and stop using the fishery as a make-work program.

To read the paper, [click here](#).

Part Three: Trade with the US: It's not a barroom brawl, but a chess game.

If the calls during the summer are any indication, it would appear many Canadians are itching to pick a fight with the US over free trade. But as Brian Lee Crowley points out in his fortnightly column, clever people do not pick a fight with people 10 times bigger than they are. To try to bend them to our will is laughable. Instead he says we have to find ways to make them want what we want.

As Crowley explains:

"Letting our emotions rather than our reason rule us in our relations with the US would be an error of monumental proportions. All these retaliatory strategies are simply daft. And the people proposing them made me think of the troublemaker in the pub who is always egging his buddies on to take a poke at the 280 pound guy at the end of the bar. Amusing entertainment for the audience, but extremely unwise for those throwing the first punch."

[Click here](#) to read the complete Commentary.

Part Four: Gateway to Atlantica: Port of Halifax ready for the biggest and the best.

"More and more, I think, Atlantic Canada is an outdated concept. In fact, if we stay in our minds where we are in Atlantic Canada, we are going to continue on the road of kind of a genteel decline," so explained AIMS president Brian Lee Crowley during a panel discussion on Atlantica at Halifax Port Days 2005.

The Atlantica concept encompasses an economic region that includes, Atlantic Canada, Maine, New Hampshire, Vermont and the northern portion of New York state.

Halifax Port Days 2005 drew media attention to AIMS' Atlantica concept. As Crowley explained in an article in the Halifax Daily News.

"Halifax is a pivotal position for world trade and we cannot sit still. Everything has to be shifted into a new configuration. If we wait for five or ten years it will be too late."

In an article in The Chronicle-Herald, reporter Tom Peters, wrote:

Brian Lee Crowley, president of the Atlantic Institute for Market Studies, discussed Atlantica's future in the global market and the importance of the Port of Halifax in that scheme. He said as a result of changes in technology and larger ships, world shipping patterns have changed.

To read more about The Daily News article, [click here](#).

To read more about The Chronicle-Herald article, [click here](#).

Part Five: Daily News Columnist Brian Flemming on AIMS' first decade.

In his regular newspaper column 'Perspective' Brian Flemming takes a look at the world of think tanks and, in particular, AIMS - its work, its accomplishments, and its president.


Flemming writes, "During the last decade-and-a-half, think-tanks have flourished in Canada. That's because they filled the vacuums left by deficit-cutting governments when our political masters eliminated many policy positions from the federal and provincial public services of the country."

And he focuses on Atlantica, an AIMS' initiative:

"AIMS has never shied away from new ideas. One of its edgiest current ideas is found in AIMS' promotion of the concept of "Atlantica", i.e. thinking of the Atlantic region and the American northeast as a single, natural economic unit. For Crowley, this project means it's back to the future for a region that, before the American civil war and Confederation, had close economic and social ties

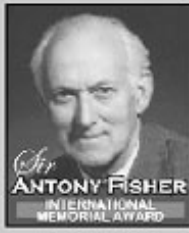
with New England, connections that war and Confederation shattered. AIMS asserts that "Atlantica" must once again become an economic engine."

To read the complete column, [click here](#).




AIMS is one of the most decorated think tanks in the world.

AIMS has the distinction of winning the Sir Antony Fisher International Memorial Award four times. No other think tank in the world has won the Fisher more times than AIMS.



AIMS was awarded the 2005 Templeton Freedom Award for Institute Excellence, the only think tank in North America to receive the distinction this year.



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