



CUBA

Canadian University Boards Association

ACCAU

L'Association canadienne des conseils
d'administration d'universités

Because It's 2017

Cultivating Diversity and Inclusion in University Governance

31st Annual CUBA Conference

May 4-6, 2017

Guelph, Ontario

UNIVERSITY
of GUELPH

Welcome Message | Mayor of Guelph



Greetings and welcome!

On behalf of the City of Guelph and its citizens, I'm thrilled to welcome all participants to the 2017 Canadian University Boards Association conference.

Our city has always been proud to be home to the University of Guelph. The U of G is not just located in Guelph – it's a fundamental part of the heart and soul of our community. It makes a positive difference in many aspects of our city's life, from economic development to community pride and culture.

I'm delighted that you've chosen to gather in Guelph this year. While you are in town, I hope you will have time to enjoy our city's historic downtown with its one-of-a-kind restaurants, shops, and riverside parks and trails. Enjoy Guelph's hospitality, and discover why we're known as Canada's most caring community.

Once again, welcome, and all the best for a terrific conference!

A handwritten signature in black ink that reads "Cam Guthrie". The signature is fluid and cursive.

Cam Guthrie
Mayor

Office of the Mayor

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Welcome Message

We are pleased to welcome you to the Canadian University Boards Association's annual conference! We are excited to host you here in Guelph as Canada celebrates its sesquicentennial anniversary.

The theme of this year's conference "Because It's 2017: Cultivating Diversity and Inclusion in University Governance" is meant to inspire change and encourage a push towards increased diversity in university governance.

Canada is home to a rich cultural mosaic, a mosaic of varied perspectives that is invaluable. Across the country and around the world the value of these varied perspectives is being recognized and sought out. Cultivating diversity and inclusion in university governance is not only beneficial but essential in today's world. With a range of excellent speakers and panelists we hope that this year's program will not only be informative but also challenging. We hope to leave you with both big ideas and practical advice.

On behalf of the University of Guelph and the planning committee we are thrilled to welcome you to Guelph.

Thank you for joining us and enjoy the conference!



A handwritten signature in black ink, appearing to read "Kevin Golding".

Kevin Golding
Board Chair,
University of Guelph



A handwritten signature in black ink, appearing to read "Kate Revington".

Kate Revington
University Secretary,
University of Guelph

Professional Development Day Program

Thursday May 4, 2017

The first part of the professional development day on May 4th will provide an opportunity for governance professionals to participate in a review of guidance about a board's role in a crisis on campus and an associated case exercise. The afternoon will be devoted to discussion of 'getting back to governing', table topics and engaging Gen Z.

Thursday, May 4, 2017

7:30 a.m. - 6:00 p.m.
Hotel Lobby

Registration and Information Desk

8:00 – 8:45 a.m.
Royal City Ballroom

Breakfast

9:00 – 9:10 a.m.
Royal City Ballroom

Welcome

9:10 – 9:25 a.m.
Royal City Ballroom

Panel Introduction: University Secretaries With Experience of Governance in a Crisis

9:25 – 10:30 a.m.
Royal City Ballroom

Guidance on a University Board's Role in a Crisis with Panel Commentary

- **Louis Charpentier**, retired Secretary of the Governing Council, University of Toronto

Panelists:

- **Susan Brousseau**, University Secretary and Director of the University Secretariat, Dalhousie University
- **Annick Paquette**, Conseillère juridique et secrétaire générale adjointe, l'École Polytechnique de Montréal
- **Susan Belcher**, University Secretary, University of Calgary

10:30 – 10:45 a.m.
Royal City Ballroom

Break

10:45 – 11:45 a.m.
Royal City Ballroom

Case Exercise

Small group discussions of a two-stage case exercise

11:45 – 12:15 p.m.
Royal City Ballroom

Debrief and Assessment of Guidance Document

Based on learnings from the Case Exercise

12:15 – 1:15 p.m.
Royal City Ballroom

Lunch & Networking

Professional Development Day Program

Thursday May 4, 2017

1:15 – 1:45 p.m.

Royal City Ballroom

**Panel Reflection: Moving Beyond Crisis:
Getting Back to Governing**

1:45 – 2:45 p.m.

Royal City Ballroom

Table Topics

2:45 – 3:00 p.m.

Royal City Ballroom

Break

3:00 – 3:45 p.m.

Royal City Ballroom

Engaging Generation Z

Presenter:

- **Jim Dunsdon**, Associate Vice-President Student Affairs, University of Victoria
(With **Cassbreea Dewis**, Governance Services Manager, University of Victoria)

3:45 – 4:00 p.m.

Royal City Ballroom

Questions and Discussion

4:00 – 4:05 p.m.

Royal City Ballroom

Wrap-Up

Conference Opening Reception

Thursday May 4, 2017

5:15 p.m.
Hotel Lobby

Buses leave the Delta Hotel for Guelph City Hall.

Delegates should assemble in the lobby of the Delta Hotel

- First bus departs at approximately 5:15 p.m.
- Second bus departs at approximately 5:30 p.m.

Please note that the bus will not be returning delegates to the hotel after the reception

For anyone wishing to walk, Guelph City Hall is approximately 3 km from the Delta Hotel (about a 40 minute walk)

5:30 - 7:00 p.m.
Guelph City Hall

Opening Reception at Guelph City Hall

6:00 p.m. - Welcome remarks to delegates

7:00 p.m.
Downtown Guelph

Free evening/ optional dinners at downtown restaurants

Delegates are encouraged to explore Downtown Guelph and local restaurants. Restaurant information and sign up sheets will be available until 5:00 p.m. at the registration table or feel free to make your own reservations

Supported by Downtown Guelph

Guelph Taxis

- Red Top Taxi 519-821-1700
- Canadian Cab 519-824-3110

9:00 -11:00 p.m.
Terrace Room

Hospitality Suite

Conference Program

Friday May 5, 2017

Friday, May 5, 2017

7:30 a.m. - 3:00 p.m.

Hotel Lobby

Registration and Information Desk

8:00-8:45 a.m.

Royal City Ballroom

Breakfast

8:45-9:00 a.m.

Royal City Ballroom

Welcome Remarks

- **Kevin Golding**, Board Chair, University of Guelph
- **Kate Revington**, University Secretary, University of Guelph
- **Jane O'Connor**, Chair Canadian University Boards Association; Director, University Secretariat, Mount Royal University
- **Welcome Video - His Excellency the Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D. Governor General of Canada**

9:00-9:45 a.m.

Royal City Ballroom

Keynote Address

Lawrence Hill, Author and Professor of Creative Writing, University of Guelph

9:50-11:00 a.m.

Royal City Ballroom

Panel on Keynote Themes

Moderator: **Maureen Armstrong**, University Secretary and General Counsel, York University

Panelists:

- **National Chief Perry Bellegarde**, The Assembly of First Nations
- **Mary Anne Chambers**, Former Minister of Training, Colleges and Universities; Former Board Member University of Guelph
- **Lawrence Hill**, Author and Professor of Creative Writing, University of Guelph
- **Catherine L. Peters**, Partner, Hicks Morley

11:00-11:15 a.m.

Royal City Ballroom

Break

11:15-12:00 noon

Royal City Ballroom

Keynote Address: Truth and Reconciliation Recommendations to Universities

National Chief Perry Bellegarde, Assembly of First Nations

12:00-1:30 p.m.

Royal City Ballroom

Luncheon Presentation:

Canada@150 Canada's Moment

Speaker: **Paul Davidson**, President, Universities Canada

Conference Program

Friday May 5, 2017

1:30-2:30 p.m.
Royal City Ballroom

Planning into Action: Practical Planning to Increase Diversity on Campus

Presenter: **Charlotte Yates**, Provost and Vice President Academic, University of Guelph

2:30-2:45 p.m.
Royal City Ballroom

Break

2:45-3:45 p.m.
Royal City Ballroom

Evolving Best Practices in University Governance

Presenter: **Chris Bart**, Founder and Lead Faculty, The Directors College

3:45-5:00 p.m.

Networking Sessions

Please review the pre-read materials provided in advance of the session

Gryphon/Ken Danby Room

Board Chairs and Vice-Chairs

Facilitator: **Chris Bart**, Founder and Lead Faculty, The Directors College

Royal City Ballroom

Board Professional Staff

Facilitator: **Jeff Leclerc**, University Secretary, University of Manitoba

5:00-6:15 p.m.

Open Time

6:15-6:30 p.m.

Walk or shuttle to Creelman Hall located on the University of Guelph campus

- First Bus to depart at approximately 6:15 p.m.
- Second Bus to depart at approximately 6:25 p.m.

For anyone wishing to walk, Creelman Hall is approximately 1 km from the Delta Hotel (about a 15 minute walk)

6:30-9:00 p.m.
Creelman Hall

Reception and Banquet at Creelman Hall

Welcome: **Kevin Golding**, Board Chair, University of Guelph

Entertainment: **Tannis Slimmon**

Bus will be returning to the Delta Hotel at 9:00 p.m.

9:00-11:00 p.m.
Terrace Room

Hospitality Suite

Conference Program

Saturday May 6, 2017

Saturday, May 6, 2017

8:00-8:45 a.m.

Royal City Ballroom

Breakfast

8:45-9:00 a.m.

Royal City Ballroom

Opening Remarks

- **Kate Revington**, University Secretary, University of Guelph

Invitation to CUBA 2018, University of Victoria

9:00-10:00 a.m.

Royal City Ballroom

Pre-Panel Presentation: Presidential Transitions

Introduction: **Franco J. Vaccarino**, President, University of Guelph

Presenter: **Julie Cafley**, Vice-President, Public Policy Forum

10:00-10:15 a.m.

Royal City Ballroom

Break

10:15-11:30 a.m.

Royal City Ballroom

Presidential Transitions, Panel Discussion with University Presidents

Moderator: **Julie Cafley**, Vice-President, Public Policy Forum

Panelists:

- **Elizabeth Cannon**, President, University of Calgary
- **Ross Paul**, Former President, Laurentian University and the University of Windsor
- **Bonnie Patterson**, Former President, Trent University; Former President, Council of Ontario Universities
- **Alan Shepard**, President, Concordia University

11:30 – 12:00 noon

Royal City Ballroom

CUBA Annual General Meeting and Conference Evaluation

12:00-1:00 p.m.

Lunch (optional)

Speakers



Maureen Armstrong is the University Secretary and General Counsel of York University. In this role she serves as secretary to the Board of Governors, the Senate and their constituent committees and oversees all of the university's legal affairs. Her office is also responsible for licensing the university's names and marks and compliance with access to information and privacy legislation, the Accessibility for Ontarians with Disabilities Act and copyright legislation.

Prior to joining York in July 2014, Maureen served as Chair of the Criminal Injuries Compensation Board (CICB), Ministry of the Attorney General, for six years where she led the quasi-judicial independent agency through a major transformation project. Prior to CICB, Maureen was a regional vice president at Legal Aid Ontario and also served as the co-chair of LAO's French Language Services Working Group to help improve the provision of French language services to clients. Maureen also worked for many years with the Canadian Human Rights Commission in a variety of roles, including Director General of Legal Services and Director General of Corporate Management. She has extensive experience in providing strategic legal and policy advice to organizations, committees and senior leadership.

Maureen received her BA from the University of Guelph, her LLB from Queen's University and a post graduate degree in Human Rights Law from the Instituto de Derechos Humanos, Complutense University in Madrid, Spain.



Dr. Chris Bart, FCPA is the world's leading expert on organizational mission statements and how companies can use them more effectively to become a "mission driven" organization. He is currently the Co-Founder and Executive Chairman of the Caribbean Governance Training Institute in Saint Lucia and the Founding Chairman of the Caribbean Institute of Directors. In Canada, Dr Bart is the CEO of Corporate Missions Inc – an international consulting firm dedicated to helping organizations excel in the execution of their strategies. He is the also the Founder of The Directors

College of Canada where from its inception in 2003 to 2013, he served as its inaugural Principal and Lead Professor. He now assists the College as its Lead Faculty.

Dr. Bart has authored the 10 year Canadian business best seller (2003-2013), "A Tale of Two Employees and the Person Who Wanted to Lead Them" as well as 6 other widely acclaimed publications including "20 Essential Questions Corporate Directors Should Ask About Strategy (2013) – 3rd Edition".

Dr. Bart has received numerous awards for his pioneering research, outstanding teaching and public service, including being a recipient of the Queen Elizabeth II Diamond Jubilee Medal for his service to Canada.

Dr. Bart is listed in Canadian Who's Who. He is a past Trustee of the Committee for Economic Development of the United States of America and is currently a Director of Terra Firma Capital Corporation (TII.V). He has also served on the boards of many other organizations.

Speakers



Susan Belcher joined the University of Calgary as university secretary in September 2012. Susan leads the University Secretariat and serves as an integral member of the senior leadership team reporting to the president. She is responsible for providing governance advice and expertise to the University and oversees a team of governance professionals in support of the Board of Governors, General Faculties Council and their committees.

Prior to this appointment, Susan was General Counsel, Corporate Secretary and Chief Compliance Officer for the CareVest Group of companies. Susan is a seasoned legal professional with over 26 years of experience. Over the course of her career, she has gained senior management experience and a broad knowledge of the law across a wide range of sectors, including regulatory, corporate and commercial, securities, litigation, employment and governance.

Working with lawyers, regulators, management and administrative staff at all levels; Susan has helped employers and clients integrate the legal perspective into business goals, planning and execution of an organization and to create a culture and environment of good governance and compliance through awareness and the collaborative development of policies, procedures and systems.

Susan earned her BA and Juris Doctor from the University of Saskatchewan. She is a member of the Law Society of Alberta, Governance Professionals of Canada and the National Association of College and University Attorneys.



Perry Bellegarde was named AFN National Chief on December 10, 2014. He has spent his entire adult life putting into practice his strong beliefs in the laws and traditions instilled in him by the many Chiefs and Elders he has known over the years. Passionate about making measurable progress on the issues that matter most to First Nations people, National Chief Bellegarde is a strong advocate for the implementation of Inherent Aboriginal and Treaty Rights. Widely known as a consensus builder with a track record of accomplishment, he brings community people, leaders, Chiefs and Elders together to focus on working cooperatively to move issues forward.

In 1984, Bellegarde became the first Treaty Indian to graduate from the University of Regina with a Bachelor of Administration. In March 2012, he graduated from the Certified Corporate Board Training through The Directors College sponsored by the Conference Board of Canada and McMaster University's DeGroot School of Business.

National Chief Bellegarde is the recipient of the Queen's Jubilee Medal (2012), Saskatchewan Medal (2005), Queen's Jubilee Medal (2002) and Confederation Medal (1992). He has been honoured by several Chiefs and Elders who have acknowledged him as their adopted son. He honours them by carrying their teachings forward as he works diligently toward the implementation of Inherent Aboriginal and Treaty rights, self-determination and a shared vision for the future.

Speakers



Susan Brousseau has served as University Secretary and Director of the University Secretariat at Dalhousie University since 2007. In this role, she is the senior governance advisor and serves as Secretary to the Board of Governors and Secretary of Senate. Prior to taking up this appointment, Susan served as Dalhousie's Associate Legal Counsel from 1988 to 1994, and as Sexual Harassment Officer and Advisor on Women's Issues from 1994 to 2006. Susan holds a BA and an LLB degree from Dalhousie and was admitted to the Nova Scotia Bar in 1985. She is an active member of the Canadian University Boards Association (CUBA) and has served on the Board of Directors since 2010.



Julie Cafley joined Canada's Public Policy Forum as Vice-President in August 2010. Julie leads the membership strategy for the Forum and also manages projects in the areas of public sector governance and innovation, such as a series examining Indigenous participation in economic development, innovation in Canada's natural resource sector, adult literacy and essential skills and a project on youth civic engagement. She also has a keen interest in diversity and innovation.

Previously, as the senior staff member to two presidents of the University of Ottawa, Julie Cafley played a key role in enhancing the profile and visibility of the University. As Chief of Staff in the Office of the President at the University of Ottawa, Julie worked closely with the President and Vice-Presidents to develop and implement strategic initiatives.

Julie holds a PhD in educational leadership from the University of Ottawa. Her thesis focused on higher education leadership through the lens of unfinished mandates of Canadian university presidents.

In 2012, she was chosen as one of the delegates for the Governor General's Canadian Leadership Conference. And, in 2010, she was honoured as one of the Ottawa Business Journal's top 40 under forty for her business achievement, expertise and community involvement.



Dr. Elizabeth Cannon is the eighth president and vice-chancellor of the University of Calgary. Prior to her appointment, Dr. Cannon was dean of the Schulich School of Engineering, ensuring its place in the top-ranked Canadian engineering schools. Dr. Cannon is a Professional Engineer, a fellow of the Royal Society of Canada, a fellow of the Canadian Academy of Engineering and an elected foreign associate of the National Academy of Engineering. Currently, she serves as the Chair of Universities Canada as well as a member of the federal Science, Technology and Innovation Council, a co-chair of the Business Higher Education Round Table and a governor of the Sidra Medical and Research Center, Doha.

An expert in geomatics engineering, Dr. Cannon's research has been on the forefront of Global Positioning Systems (GPS) in both industrial and academic environments. She has commercialized technology to over 200 agencies worldwide. Dr. Cannon's work has been recognized with many accolades, including the Johannes Kepler Award from the U.S. Institute of Navigation,

Speakers

an NSERC Steacie Fellowship, APEGA's Centennial Leadership Award and the Gold Medal Award from Engineers Canada. From 1997 to 2002 she held the NSERC / Petro-Canada Chair for Women in Science and Engineering.

Dr. Cannon holds a Bachelor of Applied Science in mathematics from Acadia University as well as a BSc, MSc and PhD in geomatics engineering from the University of Calgary. She has received Honorary Doctorates from the University of Ottawa, Université de Montréal and Acadia University.



Mary Anne Chambers retired as a Senior Vice-President at Scotiabank before serving as a Member of Provincial Parliament (2003-2007) and Ontario's Minister of Training, Colleges and Universities (2003 – 2005) and Minister of Children and Youth Services (2005-2007).

Mary Anne has served on several Boards in the not-for-profit sector including the Board of Governors of the University of Guelph and as Vice-Chair of the Governing Council of the University of Toronto. She currently serves as a member of the Board of Governors of the International Development Resource Centre (IDRC), the Board of Directors of Cuso International and the Board of Directors of GraceKennedy Ltd.

Mary Anne has been appointed to the Order of Ontario and has received Honorary Doctor of Laws Degrees from the University of Toronto, York University and Lakehead University, a Vice-Chancellor's Award from the University of the West Indies, a YWCA Woman of Distinction Award, the Queen Elizabeth II Diamond Jubilee Medal, the Golden Jubilee Medal of Queen Elizabeth II, and the Prime Minister of Jamaica's Medal of Appreciation.

Mary Anne is a graduate of the University of Toronto Scarborough, where she majored in Commerce and Political Science. She completed the Executive Management Program at Queen's University and is a Fellow of the Institute of Canadian Bankers, a Chartered Director (C.Dir.) and a Member of the Institute of Corporate Directors (ICD).



Louis Charpentier retired at the end of December, 2015, from the position of Secretary of the Governing Council at the University of Toronto, a position he had held since 1999. His recently-established company, L.R. Charpentier Associates, builds on his extensive experience in the world of post-secondary education and offers services in two areas: consulting on governance of universities and colleges, and coaching on professional growth and career development.

Over more than 35 years, Louis held a variety of positions at the University of Toronto. Prior to his role as Secretary, he served as Assistant Vice-Provost, Health Sciences (1994-1999) and obtained his initial experience in university governance serving in the Governing Council Secretariat between 1992 and 1994. From 1979 to 1992, he held various positions in the university's Faculty of Medicine, including senior administrative positions in the Dean's Office.

Speakers

An alumnus of the University of Toronto (B.Sc., 1979); Louis also holds an MBA (1986) from York University.

Throughout his tenure as Secretary of the Governing Council, Louis was active in the Association of Governing Boards of Colleges and Universities (AGB), and in the Canadian University Boards Association (CUBA).



Paul Davidson has played leadership roles in government, the private sector and the voluntary sector for more than 25 years. He joined Universities Canada in May 2009 as president and CEO.

As president of Universities Canada, Mr. Davidson is building strong partnerships with business, postsecondary education and community leaders to advance a vision of higher education that promotes opportunity and excellence for Canadians. The university sector has also seen substantial and exceptional investments in university research funding, increased resources for campus internationalization and a heightened awareness of the need to improve Aboriginal Canadians' access to postsecondary education. Mr. Davidson has been named both a top lobbyist in Ottawa and a top foreign policy influencer.

Prior to joining Universities Canada, Mr. Davidson was executive director of World University Service of Canada (WUSC). He also held senior positions in the Canadian book publishing sector, including five years as executive director of the Association of Canadian Publishers. In the early 1990s, Mr. Davidson led the Toronto office of a prominent government relations firm after having served as a political advisor to Ontario's Leader of the Opposition, Treasurer and Deputy Premier.

He holds an MA from Queen's University, where he studied southern African history and a BA from Trent University, where he was part of the first graduating class of the Trent International Program.



Jim Dunsdon was appointed Associate Vice-President Student Affairs at the University of Victoria in May 2009. He reports to the Vice-President Academic and Provost and is responsible for providing leadership, strategic direction and overall management for the Division of Student Affairs. His portfolio encompasses Athletics and Recreation; Campus Services; Student Services; Student Recruitment; Office of Indigenous Affairs; and Office of the Registrar. Prior to his appointment, Jim served as Associate Vice-Provost (Student Services) at the University of Calgary. He received a Bachelor of Education from the University of Victoria in 1995 and an MBA in Education Management from the University of Leicester, UK in 2005.



Lawrence Hill is professor of creative writing at the University of Guelph, and chair of a new initiative on campus: the Gryphons Read common reading program which encourages first year students to read and discuss the same novel, as a community-building, extra curricular activity. Hill is the author of ten books, including *The Illegal*, *The Book of Negroes*, and *Any Known Blood*, and winner of various awards including The Com-

Speakers

monwealth Writers' Prize, the Rogers Writers' Trust Fiction Prize, and two-time winner of CBC Radio's Canada Reads. Hill delivered the 2013 Massey Lectures, based on his non-fiction book *Blood: The Stuff of Life*. He co-wrote the adaptation for the six-part television miniseries *The Book of Negroes*, which attracted millions of viewers in the United States and Canada and won eleven Canadian Screen Awards in 2016. Hill served as chair of the jury of the 2016 Scotiabank Giller Prize.



Jeff Leclerc is the University Secretary at the University of Manitoba, a role he has held since 2003. As University Secretary, Mr. Leclerc is a member of the President's Executive Team and governance officer of the University, providing advice and guidance on jurisdiction, strategy, policy and process and ensuring the effective operation of the University's bicameral governance system.

Mr. Leclerc holds a Master's degree in Educational Administration from the University of Manitoba, completed the Institute for Educational Management at Harvard University and holds the Chartered Director designation. Active in his community, he also currently serves as Past Chair of the Canadian University Boards Association, a member of the Pension Committee for the University of Manitoba Pension Plans and as Trustee of the United Way of Winnipeg.



Annick Paquette holds a law degree from the Université de Montréal (LLB -2002) where she also obtained a graduate degree in North American Common Law (Juris Doctor - 2004). Admitted to the Québec Bar in 2004, she began her career with the firm McCarthy Tétrault in Montreal where she practiced litigation in commercial, civil liability and administrative law matters. She continued her practice as legal counsel for a government organization and then for a professional order. She joined l'École Polytechnique de Montréal in 2014 as

Deputy Secretary General and Legal Counsel



Bonnie Patterson is a professor of Business at Trent University and a Consultant in Higher Education Governance Practices and Leadership. She has spent over 4 decades in the university sector, predominantly in administrative roles including 11 years as President and Vice Chancellor of Trent and nine years as President & CEO of the Council of Ontario Universities (COU). She has led major change initiatives in several institutions and served as Special Advisor to Ryerson's president during its transformation to full university status.

A speaker on women in leadership, Patterson was the first woman Dean of Business in Canada, the only woman President of Trent University and COU and the first woman to chair the Board of Universities Canada. She has spearheaded international education initiatives and as an International Expert, developed a composite model for benchmarking university sustainability for the Association of Commonwealth Universities. An experienced board chair and director, she currently serves on the Board of Metrolinx, chairs the Board of The Roberta Bondar Foundation, and is a Trustee of the Canadian

Speakers

Associates of the Bermuda Institute of Ocean Sciences.

She is a member of the Order of Canada and Order of Ontario, a recipient of the Queen's Diamond and Jubilee medals and was recognized in the Top 100 Most Powerful Women in Canada, Trailblazers and Trendsetters. For outstanding contributions to innovative policy she was awarded the David C. Smith Award by Ontario's universities. Patterson holds honorary doctorates from several universities.

She's proud to be known as a tireless advocate for students, a champion of higher education and role model for women in leadership.



A bilingual native of Montreal, **Dr. Ross H. Paul** retired in 2008 after 35 years in higher education administration. He was at Dawson College in Montreal from 1973-80, the last three as Vice-President Academic, a position he also held at Alberta's Athabasca University for 10 years. After another year as Acting President at Athabasca, he was President of Laurentian University in Sudbury from 1991-97 and of the University of Windsor from 1998-2008.

Dr. Paul has been an Adjunct Professor at the University of British Columbia since 2008 and is a regular consultant, advisor and speaker on issues of Canadian higher education. He is the author of two frequently cited books, *Open Learning and Open Management: Leadership and Integrity in Distance Education* (1990) and *Leadership under Fire: The Challenging Role of the Canadian University President* (2011, second edition 2015).

He was appointed a member of the Order of Canada in 2010 and has received numerous awards for community service. Dawson College awarded him an Honorary Diploma and named its highest academic award, the Ross Paul Award, in 1980.



Catherine Peters is a human resources lawyer in Hicks Morley's Toronto office. She provides strategic advice to public and private sector clients on a wide variety of human rights, employment law, labour relations, and administrative law issues. She also regularly advises post-secondary education clients on a variety of issues relating to their relationships with their students.

Catherine frequently appears as counsel before arbitration boards, federal and provincial human rights tribunals, unjust dismissal adjudicators, and other administrative tribunals.

Catherine is a partner in the firm and the chair of the firm's Diversity Committee.



Professor **Alan Shepard** is president of Concordia University in Montréal. Concordia is one of Canada's largest and most innovative urban universities. Its founding institutions, Loyola College (1896) and Sir George Williams University (1926), gave rise in 1974 to the modern Concordia, now home to 46,000 students.

Alan joined Concordia in 2012 from Toronto, where he had

Speakers

Friday May 5, 2017

served as provost of Ryerson University. There he led teams developing entrepreneur-based experiential learning, including the Digital Media Zone (DMZ) and the Centre for Urban Energy. Alan has also held leadership roles in Virginia and Texas and at the University of Guelph.

He studied at St Olaf College and the University of Virginia (PhD 1990), and was a visiting student at Cambridge. He has held senior fellowships at University of Toronto.

His past and present public service includes Canadian Research Knowledge Network, Montréal Board of Trade, Stratford Festival of Canada, Montréal's Quartier d'innovation, Fondation Montréal Inc., Montréal Science Centre Foundation, and Aéro Montréal.



Dr. Franco J. Vaccarino began his term as president and vice-chancellor of the University of Guelph in August 2014. A distinguished researcher and teacher, he has focused on emerging areas of study and innovatively experiential learning opportunities. He is an internationally recognized and widely published researcher and scholar, with more than 100 academic publications.

In 1984, Dr. Vaccarino joined the University of Toronto Scarborough as an assistant professor in the Department of Psychology, where he later served as chair. Dr. Vaccarino became principal of the University of Toronto Scarborough (UTSC) and vice-president of the University of Toronto in 2007, and was reappointed in 2012. He is credited with the significant expansion of UTSC's campus and faculty, and with the development of new and emerging areas of scholarship and experiential learning opportunities.

He has received honours from the Canadian Institutes of Health Research, the Canadian College of Neuropsychopharmacology and the Canadian Academy of Health Sciences (CAHS). In 2014, he was named a Fellow of the CAHS. He has served as executive vice-president (programs) and vice-president (research) at the Centre for Addiction and Mental Health, and as vice-president and director of research, Clarke Institute of Psychiatry, both in Toronto.

Dr. Vaccarino holds a B.Sc. from the University of Toronto and an M.Sc. and a PhD in psychology from McGill University. He was a post-doctoral researcher at the Scripps and Salk institutes in California.



Professor **Charlotte Yates** joined the University of Guelph as Provost and Vice President Academic in 2015 after serving as dean of the Faculty of Social Sciences at McMaster University, where she was a professor since 1987. A frequent commentator on labour issues, Prof. Yates has appeared in the Financial Post, Wall Street Journal, Globe and Mail and Toronto Star, and on CBC and TVO. She received her BA in political science from the University of Winnipeg, MA from Queen's University and PhD from Carleton University.

Save the Date

SAVE THE DATE



Victoria, British Columbia

**Annual CUBA
Conference**

April 6-7, 2018

**Governance
Professionals Day**

April 5, 2018



**University
of Victoria**



CUBA
Canadian University Boards Association

ACCAU

L'Association canadienne des conseils
d'administration d'universités

Planning Committee

The following individuals have contributed to the planning and preparation of the 2017 CUBA Conference:

Conference Planning Committee

- **Ben Doadt**, Governance Officer, University of Guelph
- **Gen Gauthier-Chalifour**, Associate University Secretary, University of Guelph
- **Kristin Ingoldsby**, Governance Officer, University of Guelph
- **Hilary Jarvis**, Assistant University Secretary and Judicial Officer, University of Guelph
- **Kate Revington**, University Secretary, University of Guelph

Professional Development Day Planning Committee

- **Carrie Andersen**, Associate University Secretary, University of Victoria
- **Cassbreea Dewis**, Governance Services Manager, University of Victoria
- **Julia Eastman**, University Secretary, University of Victoria
- **Kyle McNeill**, Policy Officer, University of Victoria
- **Morgan Slavkin**, Special Events Officer, University of Victoria
- **Bill Trott**, Chief Privacy Officer, University of Victoria

Host & Sponsors

Host Secretariat



Thank you to our sponsors for making the 2017 CUBA conference possible

PhD



Masters



Bachelor

Diploma



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