

# GOVERNING THROUGH CHANGE



**CUBA**  
Canadian University Boards Association

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



**UNIVERSITY OF  
SASKATCHEWAN**

## MAY 3, 2023

5-7 pm **Conference registration table opens**

## MAY 4, 2023

### PROFESSIONAL DEVELOPMENT DAY

9 am	<b>Welcome and Introduction of the Morning Session</b> <ul style="list-style-type: none"><li>Amy Bryson, University Secretary, Western University</li></ul>
9:10–10:15 am	<b>Process Driven Change: Renaming of a University</b> <ul style="list-style-type: none"><li>Katherine Greflund, Assistant Director, Marketing, University Relations, Toronto Metropolitan University</li><li>Rachel DiSaia, Associate Director, Next Chapter Implementation and Coordination, Toronto Metropolitan University</li></ul>
10:15–10:30 am	<b>Break</b>
10:30–11:30 am	<b>How an Equity Lens can Impact Policy Development</b> <ul style="list-style-type: none"><li>Andrea Marlowe, Human Rights Policy Advisor, Thames Valley District School Board</li></ul>
11:30 am–12 pm	<b>Panel Q &amp; A with Katherine, Rachel, and Andrea</b> <ul style="list-style-type: none"><li>Moderator: Amy Bryson</li></ul>
12–1 pm	Networking Lunch
1 pm	<b>Welcome Back and Introduction of the Afternoon Session</b> <ul style="list-style-type: none"><li>Amy Bryson</li></ul>
1:05–2:30 pm	<b>Strategies and Tactics to Manage Information for University Governance</b> <ul style="list-style-type: none"><li>Ellie Kim, Director, ARMA International</li><li>Jay Jorgenson, Information and Records Management, University of Alberta</li></ul>
2:30–2:45 pm	<b>Break</b>
2:45–4 pm	<b>Afternoon Session Continues</b>
4 pm	<b>Closing Remarks</b>
6–7:30 pm	<b>Welcome Reception</b> <ul style="list-style-type: none"><li>Bessborough Terrace Lounge</li></ul>
7:30–11 pm	<b>Hospitality Suite</b>

## FRIDAY, MAY 5

7:30-8:30 am	<b>Breakfast</b>
8:30-9 am	<b>Welcome to CUBA 2023</b>
9-10:15 am	<b>KEYNOTE: The Cultures of Higher Education: Managing Change Across Boundaries</b> <ul style="list-style-type: none"><li>• Dr. Jeffrey Buller: Director, Leadership and Professional Development Program, Florida Atlantic University; Senior Partner ATLAS: Academic Training, Leadership and Assessment Services</li></ul>
10:15-10:45 am	<b>Break</b>
10:45-11:30 pm	<b>The Critical Role of Boards in the Success of the Canadian University President</b> <ul style="list-style-type: none"><li>• Julian Demkiw: University Secretary, University of Saskatchewan; Ph.D Candidate, Educational Administration</li></ul>
11:30 am-12 pm	<b>Roundtables/Discussion Groups</b>
12-1 pm	<b>Lunch</b>
1-1:30 pm	<b>Roundtables/Discussion Groups</b>
1:30-2:30 pm	<b>University Presidents: What keeps us up at night and what gets us going in the morning?</b> <ul style="list-style-type: none"><li>• Peter Stoicheff: President, University of Saskatchewan; Chair, U15</li><li>• Mike Mahon: President, University of Lethbridge; former Chair, Universities Canada</li></ul>
2:30-2:40 pm	<b>Transition</b>
2:40-3:45 pm	<b>Equity and Inclusion in universities: Moving beyond good intentions.</b> <ul style="list-style-type: none"><li>• Dr. Julie Cafley: Executive Director, Catalyst Canada.</li></ul>
5:30 pm	<b>Saskatoon bus tour through downtown, dropping off at CUBA Gala at Remai Modern</b>
6 pm	<b>CUBA Gala at Remai Modern</b>
7:30-11 pm	<b>Hospitality Suite</b>
8:15 pm- onwards	<b>Shuttle bus back to hotel</b>

## SATURDAY, MAY 6

7:30-8:30 am	<b>Breakfast</b>
8:30-8:45 am	<b>Invitation to CUBA 2024 from Western University</b>
8:45-10 am	<b>deybwewin   taapwaywin   tapwewin: A Case Study of Canada's first policy on Indigenous citizenship/membership in higher education</b> <ul style="list-style-type: none"><li>• Dr. Angela Jaime: Interim Vice-Provost, Indigenous Engagement, University of Saskatchewan.</li></ul>
10-10:15 am	<b>Break</b>
10:15-11:15 am	<b>CLOSING KEYNOTE: Governing Canada's universities in turbulent times</b> <ul style="list-style-type: none"><li>• Julia Eastman: University Governance Author and Advisor</li></ul>
11:15-11:45 am	<b>CUBA Annual General Meeting</b>
12:30 pm	<b>Box Lunch and Conference end</b>

# SESSION DESCRIPTIONS

## PROFESSIONAL DEVELOPMENT DAY

MAY 4, 2023

### PROCESS-DRIVEN CHANGE: RENAMING OF A UNIVERSITY

- **Katherine Greflund:** Assistant Director, University Relations, Toronto Metropolitan University
- **Rachel DiSaia:** Associate Director, Next Chapter Implementation and Coordination Toronto Metropolitan University

In response to calls to change the university name, a presidential Task Force was established to explore broader commemoration practices by the university. The exploration of history as well as community perspectives and aspirations resulted in 22 recommendations, including the recommendation to rename the institution. Both the Task Force and the subsequent renaming committee were high-profile initiatives with unprecedented community engagement. Value-driven principles guided the development of a transparent project framework that was consultative, educational, and responsive to community needs. This session provides an overview of how the work was approached and structured and focuses on the strategic communications plan that kept community members engaged and prepared various stakeholders for the rollout of the new name.

### HOW AN EQUITY LENS CAN IMPACT POLICY DEVELOPMENT

- Andrea Marlowe, Human Rights Policy Advisor, Thames Valley District School Board

Across sectors, organizational policies and procedures can be effective tools for creating fair processes, and for identifying, pursuing, and measuring equity-focused goals. They can be designed to remove barriers and mitigate bias in decision-making to ensure equitable access and opportunity. Existing policies must be scrutinized to ensure they do not unintentionally create disadvantage or disproportionality for certain individuals or groups. This session will identify approaches, strategies, and processes for applying an equity lens to policy and procedure development and review. Marlowe's presentation will be followed by a moderated panel discussion with the morning's presenters.

### STRATEGIES AND TACTICS TO MANAGE INFORMATION FOR UNIVERSITY GOVERNANCE

- Ellie Kim, Director, ARMA International
- Jay Jorgenson, Information and Records Management, University of Alberta

University governance teams are constantly flooded with information. Despite tight resources, teams are expected to fully grasp record control, responding to compliance requirements while achieving fast information retrieval. This session introduces records management to support board success and how you can kickstart the program from the ground up. We will also discuss information governance as a strategic, multi-disciplinary approach that will help elevate university governance. Participants will also have time to discuss current information challenges with the session presenters.

## CONFERENCE

MAY 5, 2023

### CHANGE LEADERSHIP IN UNIVERSITIES

#### KEYNOTE: THE CULTURES OF HIGHER EDUCATION: MANAGING CHANGE ACROSS BOUNDARIES

- Dr. Jeffrey Buller: Director, Leadership and Professional Development Program, Florida Atlantic University; Senior Partner ATLAS: Academic Training, Leadership and Assessment Services

Universities have not one culture but many. In addition to the ways in which students and professors see the world, governing boards, fundraisers, alumni, and parents all have distinct perspectives. Each group brings its own vocabulary, concerns, and priorities to any discussion about setting the university's agenda or even what the purpose of a university is. Focusing on some of the key differences in cultural expectations between board members and faculty members, the presentation will explore ways in which these differences are actually healthy and, by spanning boundaries, members of all the different cultures in higher education can work together to promote and manage change.

## CHANGES IN LEADERSHIP

### THE CRITICAL ROLE OF BOARDS IN THE SUCCESS OF THE CANADIAN UNIVERSITY PRESIDENT

- Julian Demkiw: University Secretary, University of Saskatchewan; Ph.D Candidate, Educational Administration

The most recent research shows that close to 30% of people appointed to the role of a university president in a Canadian university will vacate their role before the end of their first term. As well, the average length of service of presidents has gone from a high of eight years in the 1950's to just over four today. When asked what contributed to their earlier-than-planned departures, almost all presidents point to their relationship with their boards. Mr. Demkiw will highlight the outcomes of his own research, as well as present on others, outlining the critical role that boards, and the staff that support them, play in the success of these important positions in the post-secondary landscape.

## CHANGES IN LEADERSHIP

### UNIVERSITY PRESIDENTS: WHAT KEEPS US UP AT NIGHT AND WHAT GETS US GOING IN THE MORNING?

- Peter Stoicheff: President, University of Saskatchewan; Chair, U15
- Mike Mahon: President, University Lethbridge; former Chair, Universities Canada

Board members and board professionals will hear about the topics that occupy the minds of their key employee – their presidents. The session facilitator will ensure to ask the presidents the important question for CUBA participants “What do boards and board professionals need to know and how can they help?”

## CHANGES IN LEADERSHIP

### EQUITY AND INCLUSION IN UNIVERSITIES: MOVING BEYOND GOOD INTENTIONS.

- Dr. Julie Cafley: Executive Director, Catalyst Canada.

In leading organizations, DEI planning is central to board governance, strategic planning, and organizational metrics, and the absence of real DEI action is seen as a major institutional risk. Inclusion and belonging is often led at the Board level, championed by the President and their executive team and supported by people across the organization who are driven not only by their passion but also metrics and accountability. It is now part of leadership. Carfley's talk will be followed by a moderated discussion with university leaders.

## MAY 6, 2023

## CHANGES IN IDENTITY

### DEYBWEWIN | TAAPWAYWIN | TAPWEWIN: A CASE STUDY OF CANADA'S FIRST POLICY ON INDIGENOUS CITIZENSHIP/MEMBERSHIP IN HIGHER EDUCATION

- Dr. Angela Jaime: Interim Vice-Provost, Indigenous Engagement, University of Saskatchewan.

In July 2021, the USask Board of Governors approved a new policy on Indigenous membership/citizenship verification, the result of ground-breaking work by a task force led by Indigenous Elders and leaders. Previously, verification relied on self-identification and had been conducted internally. Now, Indigenous communities will decide what evidence is required when faculty, staff and students apply for positions or scholarships where they could gain a material advantage. Dr. Jaime will present on the journey to develop that policy and lead a panel of task force members in discussing its future and the implications for post-secondary education.

## CHANGES IN GOVERNANCE

### CLOSING KEYNOTE: GOVERNING CANADA'S UNIVERSITIES IN TURBULENT TIMES

- Julia Eastman: University Governance Author and Advisor

Julia Eastman, lead author of University Governance in Canada: Navigating Complexity (with Glen A. Jones, Claude Trottier and Olivier Bégin-Caouette) will sketch out commonalities and variations in how universities are governed across the country. After situating Canadian higher education in the global context and looking at challenges ahead for boards of universities and other organizations, Julia will speak about ways in which university boards are particularly constrained and tested and ways in which they are especially well-equipped and blessed. The talk will conclude with words of advice for you as board and governance leaders.