

**QUESTIONS FOR PANEL DISCUSSION ON
'LESSONS LEARNED FROM THE UNIVERSITY OF SASKATCHEWAN'**

Stephen J. Toope, Chair

(Incorporating the ideas of Susan Milburn and Lea Pennock)

Introduction: Brief Review of Events (Stephen Toope)

1. First, I would like to think about the U. Sask experience from the perspective of the Board of Governors.
 - a. Susan, a president had been hired; at some point it was concluded that she was not the right leader for the University. Susan, tell me a little bit about how that discussion reached the Board and how the decision was taken?
 - b. What lessons did the Board learn from the process of selecting and then ending the leadership role of a President? What did you learn about the search process?
 - c. Lea, do you think that the Senate has any role to play in identifying a problem with a sitting President? What about the Deans; what role do they play?
 - d. Susan, what about the process of "onboarding." Did the events at U Sask provide you with any insights on how best to do that?
2. I would like to focus a little bit more on roles and responsibilities of Deans/Senate/Board in times of leadership transition. At U Sask, the presenting issue that seemed to prompt Board action was a dispute over the president's role in taking a Dean out of his job; and at the same time ending his academic appointment.
 - a. What lessons would you take away from that experience? Susan and then Lea.
 - b. Susan, what about the role of Government (Tweets from the Premier, etc.). Did the Government complicate your life?
3. Behind the issue of the Dean's appointment and his role in the administration was a disagreement about a planning process called "TransformUS". How did that process contribute to the 2014 events at U Sask?
 - a. Lea, why don't you begin? Susan?
4. What about internal and external communications?
 - a. How is that handled in the absence of a President? Susan, what was the Board's role internally and externally?
 - b. Could we expect the Deans and others to "rally round"; to help with the external communications?
5. Finally, how did the ouster of a President affect decision-making as to what came next?
 - a. Susan, what about the "succession plan"? Transitional arrangements?
 - b. Susan, do you think that the search for a new President has been complicated unduly by what happened?

Conclusion and Q and A