



CUBA

Canadian University Boards Association

ACCAU

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

29TH ANNUAL
CUBA CONFERENCE

**Universities,
Governments
and the
National Interest**

**“Good Governance
and the
Public Good”**

APRIL 30, MAY 1 & MAY 2, 2015
MONTREAL, QUEBEC



McGill

CUBA 2015 Planning and Administration

CONFERENCE COORDINATION AND ADMINISTRATION

The following individuals have contributed to the planning and preparation of the 2015 CUBA conference:

Lisa Wright, Conference Administrator, Office of the Vice Principal, Administration and Finance, McGill University

PROFESSIONAL DEVELOPMENT DAY PROGRAM

Margo Baptista, University Secretary, MacEwan University

Susan Brousseau, Director, University Secretariat and University Secretary, Dalhousie University

Kim Campbell, University Governance Secretary and FOIPOP Administrator, Mount Saint Vincent University

Gina Kennedy, Secretary to the Board, Academic Council and Joint Senate Committee, Northern Ontario School of Medicine

Andrea Power, Associate Secretary, Senate and Manager, University Secretariat, Dalhousie University

Nancy E. Renaud, Assistant Secretary, Saint Mary's University

CONFERENCE PROGRAM AND OPERATIONS

Stuart "Kip" Cobbett, Chair of the Board of Governors, McGill University

Rebecca Katz, Regulatory Administrator, Secretariat, McGill University

Victoria Meikle, Secretary-General and Vice-Principal of Government Relations and Planning, Bishop's University

Jennifer O'Neil, Executive Assistant to the Secretary-General, Secretariat, McGill University

Edyta Rogowska, Associate Director, Secretariat, McGill University

Stephen Stropole, Secretary-General, McGill University



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Registration and Hospitality Suite Schedules

Registration and Information:

2nd floor Foyer

Wednesday, April 29th

3 pm - 7 pm

Thursday, April 30th

7:30 am - 7 pm

Friday, May 1st

7:30 am - 5:30 pm

Hospitality Suite:

Suite 1703

Wednesday, April 29th

8 pm - 11 pm

Thursday, April 30th

9 pm - 12 am

Friday, May 1st

9 pm - 12 am



MAYOR OF MONTREAL

Welcome Message



I am pleased to welcome participants to the 29th annual conference of the Canadian University Boards Association, which takes place this year in Montreal.

Your conference at McGill University gives us the chance to discuss a current theme, "Universities, Governments and the National Interest: Good Governance and the Public Good."

Our universities are no longer a vacuum; they are full-fledged members of our communities. As well, they are increasingly called to play an essential role in public debate. They are not only at the very core of public policy development; they also act as laboratories where governments, including municipalities, the closest governments to the people, can draw on unparalleled expertise.

Montreal is a university city: with 11 universities and research centres, each year it attracts several thousand international students who come not only for the quality of education they receive, but also for the recognized quality of life our city has to offer.

I invite you, just as they do, to discover Montreal's cultural, heritage and culinary treasures during your stay with us. I am certain that you will want to come back to see us soon, and we will always be delighted to have you with us.

I wish you a pleasant stay in Montreal and a wonderful conference.

A handwritten signature in dark ink, which appears to read "Denis Coderre". The signature is stylized with a large, sweeping flourish at the end.

Denis Coderre
Mayor of Montreal

Montréal 

Professional Development Day Program

8:00 - 8:45 am

Breakfast

Pablo Picasso Room - Thanks to Norton Rose

9:00 - 9:10 am

Welcome Remarks and Overview of Professional Development Day

Paloma Picasso Room

Stephen Strople, Secretary-General, McGill University

Jeff Leclerc, Chair, CUBA Board of Directors

Nancy Renaud, Assistant Secretary, Saint Mary's University

9:10 - 9:15 am

Introduction of Keynote Speaker

Kim Campbell, University Governance Secretary and
FOIPOP Administrator, Mount Saint Vincent University

9:15 - 10:15 am

Keynote Address: "Good Governance and Board Leadership: Fostering and Sustaining Trust"

Thanks to Bell Canada

Sheila Brown, President, HartsHill Educational Consulting Ltd;
President Emerita, Mount Saint Vincent University

10:15 - 10:45 am

Networking Break

2nd floor Foyer - Thanks to Insight

10:45 - 11:45 am

Panel Discussion on Keynote Themes

Paloma Picasso Room

Moderator

Sheila Brown

Panelists

- Julia Eastman, University Secretary, University of Victoria
- Bram Freedman, Vice-President, Development and External Relations,
and Secretary-General, Concordia University
- Jane O'Connor, Director, University Secretariat, Mount Royal University
- Renée Wintermute, University Secretary, University of Windsor

11:45 - 12:15 pm

Optional Pre-Lunch Activities:

- **Gentle Yoga Stretch** with Hali Kremen
(no special clothing or equipment required)

Monet-Chagall Room

- **"Zoom"** with Gina Kennedy (exploring communication and
leadership skills in a fun and engaging way)

Paloma Picasso Room

12:15 - 1:15 pm

Lunch & Networking

Pablo Picasso Room - Thanks to Janet Wright & Associates

1:30 – 2:45 pm

**Panel: “Emerging Challenges and Lessons Learned:
Is Governance a Forethought or an Afterthought?”**

Paloma Picasso Room – Thanks to LSV Asset Management

Introduction

Margo Baptista, University Secretary, MacEwan University

Moderator

Lea Pennock, Former University Secretary, University of Saskatchewan

Panelists

- Marion Haggarty-France, University Secretary, University of Alberta
- Victoria Meikle, Secretary-General and Vice-Principal Government Relations and Planning, Bishop’s University
- Annette Revet, Executive Director, University Governance and University Secretary, University of Regina
- Beth Williamson, University Secretary, University of Saskatchewan

2:45 – 3:00 pm

Networking Break

2nd floor Foyer – Thanks to McCarthy Tétrault

3:00 – 4:20 pm

Board Professional Roundtables

Paloma Picasso Room – Thanks to Laverne Smith and Hexavest

Participants choose two topics; 30 minutes each

First table: 3:00 – 3:35 / Second table: 3:40 – 4:15

Topics:

Governance Professional as Tech Expert?

Table Leader

Gina Kennedy, Secretary to the Board of Directors,
Academic Council and Joint Senate, Northern Ontario School of Medicine

Best Practices for Meeting Structure and Legislative Compliance

Table Leader

Margo Baptista, University Secretary, MacEwan University

Conflict of Interest in University Governance:

Old & New Considerations and Best Practices for Managing Them

Table Leader

Vicki Hodgkinson, University Secretary, University of Guelph

**New Ideas in Governance Practices – What is One New Practice or
Process You Have Tried or Implemented This Year?**

Bring Your Ideas to Share!

Table Leader

Lon Knox, Secretary of the University, Queen’s University

Wrap-up: 4:15 – 4:20

Professional Development Day Evaluation



**DALHOUSIE
UNIVERSITY**



**MOUNT
SAINT VINCENT
UNIVERSITY**



**SAINT MARY'S
UNIVERSITY** SINCE 1802



Montreal City Hall

5:40 pm

Buses leave the Sofitel for City Hall

(Delegates should gather in the lobby of the Sofitel)

6:00 - 7:15 pm

Opening Reception

Hall of Honour, Montreal City Hall - Thanks to William Blair

Remarks by

The Honourable Denis Coderre, Mayor of Montreal

7:15 pm

Free Evening

Delegates are encouraged to explore the Old Port and nearby restaurants. Signup sheets are available at the registration table or feel free to make your own reservation.

A bus will be available to transport delegates who wish to return to the Sofitel to enjoy the evening in downtown Montreal.

8:00 - 8:45 am	Breakfast <i>Monet-Chagall Room - Thanks to Deloitte</i>
8:35 - 8:45 am	Greetings from Universities Canada (formerly AUCC) Paul Davidson, President, Universities Canada
8:55 - 9:00 am	Welcome Remarks <i>Picasso Room</i> • Stuart “Kip” Cobbett, Chair of the Board of Governors, McGill University • Jeff Leclerc, Chair, CUBA Board of Directors
9:00 - 9:45 am	Keynote Address by The Honourable Lucien Bouchard, PC, GOQ <i>Picasso Room - Thanks to McGill University</i> <i>Introduction</i> The Honourable Michael A. Meighen, CM, QC, LLD Chancellor, McGill University
9:45 - 10:15 am	Discussion and Questions
10:15 - 10:30 am	Pause Santé <i>2nd floor Foyer - Thanks to Consultants Longpré</i>
10:30 - 11:45 am	Keynote Panel: “Higher Education Policy and Institutional Autonomy” <i>Picasso Room - Thanks to Power Corporation of Canada</i> <i>Moderator</i> Michael Goldbloom, Principal and Vice-Chancellor, Bishop’s University <i>Panelists</i> • Louise Roy, Chancellor and Chair of the Board of Governors, University of Montreal • Glen Jones, Research Chair in Post-Secondary Education Policy and Measurement, OISE • Luce Samoisette, Rector, Sherbrooke University
12:00 - 1:15 pm	Luncheon Presentation: “Adaptation to Shifting Perceptions of Higher Education: Implications for University Boards” <i>Picasso Room - Thanks to McKinsey & Company</i> <i>Speakers</i> Ali Jaffer, MBA and John W. Lin, M.D., McKinsey & Company

1:30 - 3:00 pm

Armchair Interview: "Universities, Public Policy and Democratic Life"

Picasso Room - Thanks to KPMG

Wendy Mesley, Journalist, CBC

- George Fallis, Former Dean of Arts and current Professor of Economics and Social Science, York University
- Peter MacKinnon, Former President, University of Saskatchewan

Host
Guests

3:00 - 3:15 pm

Pause Santé

2nd floor Foyer - Thanks to The Geldart Group

3:15 - 4:15 pm

Board Chairs and Secretaries Break-Out Sessions

Picasso Room - Board Chairs

Monet-Chagall - Secretaries

5:15 pm

Depart from the Sofitel Lobby to walk to McGill University Campus

5:30 pm

Cocktails in Redpath Museum

McGill University Campus

7:00 pm

Banquet in Redpath Hall

McGill University Campus



Redpath Hall

8:00 – 8:45 am

Breakfast

Monet-Chagall Room - Thanks to Hydro-Québec

8:45 – 9:00 am

**Invitation to CUBA 2016 – Dalhousie University,
Saint Mary's University and Mount Saint Vincent University**
Picasso Room

9:00-10:15 am

Board Chairs' and Presidents' Panel: "Lessons Learned from the University of Saskatchewan Experience"

Picasso Room - Thanks to Redbourne

Moderator

Stephen Toope, Former President and Vice-Chancellor,
University of British Columbia & Director, Munk School of Global Affairs,
University of Toronto

Panelists

- Susan Milburn, Former Board Chair, University of Saskatchewan
- Lea Pennock, Former University Secretary, University of Saskatchewan

10:15-10:30 am

Pause Santé

2nd floor Foyer - Thanks to Pyramis Advisors

10:30-11:30 am

Board Chairs' and Presidents' Panel: "The New Global Normal: Are We Ready in Canada and Canadian Universities?"

Picasso Room - Thanks to Odgers Berndtson

Moderator

The Honourable Kevin G. Lynch, Board Chair, University of Waterloo

Panelists

- Guy Breton, Rector, University of Montreal
- Suzanne Fortier, Principal and Vice-Chancellor, McGill University
- Erich Mohr, Chair of the Board of Governors, University of Victoria
- Barbara Palk, Chair of the Board of Trustees, Queen's University

11:30 am-12:00 pm

Annual General Meeting

Picasso Room

12:00 – 1:00 pm

Lunch (optional) – available to eat in or take out

2nd floor Foyer and Monet-Chagall Room

Speakers

KEYNOTE ADDRESS



Sheila Brown is President Emerita of Mount Saint Vincent University, where she served as President and Vice-Chancellor until 2006. During her term of office the Board of Governors extensively reviewed and strengthened its governance practices. From 2009-2012 she served as Executive Director of the Canadian Centre for Ethics in Public Affairs, a joint initiative of the Atlantic School of Theology and Saint Mary's University.

An Honours graduate of Cambridge University, she also holds an MA and PhD from the University of Alberta. She has held positions in four Canadian universities, as faculty member, Department Chair, Dean, Academic Vice-President, and President.

She owns an educational consulting practice, and is a Professional Affiliate of the Centre for Higher Education Research and Development at the University of Manitoba.

She serves on the Board of Directors of the Canada Foundation for Innovation. Previously, she served on panels for the Council of Canadian Academies and the Social Sciences and Humanities Research Council of Canada.

She has received numerous awards, including the Canadian Society for the Study of Higher Education's Distinguished Member Award. She is one of the first four inductees into the "Atlantic Canada Hall of Fame".

PANELIST



Julia Eastman has served as University Secretary of the University of Victoria since 2005, prior to which she worked in various capacities at Dalhousie University, the Nova Scotia Department of Education and the Council of Maritime Premiers. She earned a BA in Political Economy at the University of Toronto, a MA in Political Studies at Queen's University and a PhD in Higher Education at the University of Toronto. Julia co-authored a book on mergers in higher education with Daniel Lang, has written articles on universities and revenue generation, and is currently involved in a comparative case study of university governance in Canada.

Speakers

PANELIST

Bram Freedman was appointed Vice-President, External Relations and Secretary-General at Concordia University in February 2008. As of July 2013, his portfolio was expanded to include oversight for the Advancement and Alumni Relations sector and he now serves as Vice-President, Development and External Relations, and Secretary-General.

Reporting to the President, he manages the planning and execution of all fundraising activities and campaigns and alumni stewardship, as well as the cultivation of donors, and events planning. Freedman serves as president of the Concordia University Foundation, which manages funds donated to the university.

In addition, he oversees government and external relations, university governance, and legal affairs. Freedman's other responsibilities include oversight of institutional records management and archives, translation services, the Office of Rights and Responsibilities and acting as the link between the Board and Ombudsperson.

Before his return to Concordia in February 2008, Freedman was Chief Operating Officer and director of External Relations at Federation CJA, the central fundraising and community service organization for Quebec's Jewish community.

He is an active volunteer who has held several senior positions in organizations that include CLSC Métro, Jewish Family Services, Jewish Eldercare Centre and the Reconstructionist Synagogue of Montreal as well as Destination Centre-Ville.

Freedman holds law degrees from McGill University.



Speakers

PANELIST



Jane O'Connor is the Director of the University Secretariat at Mount Royal University in Calgary.

With over 35 years experience in higher education, Jane has worked at a number of post-secondary institutions in a variety of roles.

She started her career working for the Nova Scotia Confederation of University Faculty Associations where she provided support for collective bargaining and advocacy. After relocating to Alberta in the mid-eighties, Jane shifted to university administration at the University of Alberta. She joined Mount Royal College in 1989 and moved into her current governance role at Mount Royal in the late nineties where she has been an active participant in the transformation of Mount Royal from a college to university.

Jane left Mount Royal for two years to return to her Nova Scotia roots where she served as the Faculty Relations Officer at Mount Saint Vincent University then as University Secretary at Dalhousie University. She subsequently returned to Calgary and resumed her position at Mount Royal.

Jane is a graduate of Mount Saint Vincent University. She is Co-Chair of Mount Royal's United Way Campaign and volunteers for the Heart & Stroke Foundation and the Kidney Foundation. Jane's extracurricular activities include skiing, snowshoeing, curling, biking, and walking her two golden retrievers.

PANELIST



Renée Wintermute's work history has focused on promoting and providing advice on good governance practices and procedural requirements, assisting and advising on policy development, and supporting governing bodies at the University of Windsor. Employed at the University of Windsor since 2000, Renée first served as Assistant Clerk of the Senate, followed by Director of the Senate Secretariat (2003). In 2009, she was appointed as University Secretary; serving as senior advisor on governance issues within the University and leading a team that oversees both Board and Senate governance.

Renée is a former chair of the Council of Ontario University Secretaries and a member of the Canadian University Boards Association's Web Advisory Committee.

Renée is a graduate of York University (BA Honours, International Relations) and a graduate of the University of Guelph (MA, History).

Speakers

MODERATOR



Lea Pennock serves as secretary to the CUBA/ACCAU board as an honorary officer of the association. Educated at the University of Regina (BA Honours) and Queen's University (MA and PhD), Dr. Pennock has spent the past 25 years in university administration. Most recently, she served as University Secretary at the University of Saskatchewan, a position from which she retired in 2013. She continues to write and to publish research in the area of higher education governance.

PANELIST



Marion Haggarty-France joined the Governance unit at the University of Alberta in 2009 as the University Secretary. Prior to this role, she served as the Senior Administrative Officer in the Office of the Provost for twelve years. She initially joined the University of Alberta as the Communications Coordinator for the Sustainable Forest Management Network.

Marion is an active member of the Western Canadian University Secretaries and the Canadian University Board Chair and Secretaries Association. She stays current on governance in higher education. She has served on non-profit boards and currently is a member of the Newman Theological College Board.

Originally from Calgary, she earned her BA (Honors) in History from University of Calgary before moving to Edmonton which she now calls home. She and her husband, Dave France, have two young daughters.

Speakers

PANELIST

Victoria Meikle was named Secretary General and Vice-Principal Government Relations and Planning at Bishop's University in Sherbrooke, Quebec, in 2011. A member of the Executive Group at Bishop's, Ms Meikle acts as Secretary to the Board and Senate, works closely with the Principal on government relations and coordinated the process that led to the adoption of the University's first strategic plan.

From 2004 to 2010, she served as Senior Policy Advisor in the Office of Heather Munroe-Blum, then Principal and Vice-Chancellor of McGill University. There, she led the planning and implementation of two Principal's Task Forces, on Student Life and Learning at McGill and on Diversity, Excellence and Community Engagement and focused on Quebec government relations, higher education policy and governance.

Prior to joining the Principal's Office at McGill, Ms Meikle held the positions of Assistant Dean for Admissions and Placement in the McGill University Faculty of Law, acted as Conference Secretary with an intergovernmental organization, practiced law and carried out research in law and political theory as a graduate student.

Ms Meikle served on the Board of the Agence de la Santé et des Services sociaux de l'Estrie from September 2012 to March 2015 and was appointed to the Board of the Université de Sherbrooke in September 2015. She holds a B.A. and an LL.B. from the University of Toronto and a Master's degree in Law from McGill University, and pursued doctoral studies in Law at the University of Oxford.



Speakers

PANELIST



Annette Revet brings 25 years' experience in progressively more responsible roles in management and executive leadership to her responsibilities at the University of Regina. She joined the University of Regina in 2006 in the newly created executive role of Enterprise Risk Manager and was appointed University Secretary, effective January 1, 2007.

Fluent in English and French, Ms. Revet is a graduate of the University of Regina with a Master's degree in Business Administration (MBA) and a Bachelor of Science Honours degree in Chemistry. She has been certified as a Six Sigma Black Belt, a background that ideally equips her for strategic leadership roles, particularly in the areas of corporate risk management and continuous organizational improvement. Ms. Revet has extensive governance experience coupled with her Chartered Director (C.Dir.) designation obtained through The Directors College.

Born in Regina, Ms Revet is an active volunteer, currently serving on the Athol Murray College of Notre Dame Board of Regents. Previously she served on the Canadian Cancer Society Board as Public Education Chair, vice-chair of the Board of the Canadian Mental Health Association (Regina) and on the Canadian Parents for French National Board of Directors.

PANELIST



Elizabeth Williamson (Beth) became the University Secretary at the University of Saskatchewan in April 2013. As University Secretary she is responsible to the Board of Governors through the President for the exercise of powers and duties pertaining to university governance and protocol. There are three governing bodies at the University of Saskatchewan – Board of Governors, Academic Council and Senate. In her role as University Secretary Beth also oversees policy development, student discipline hearings and appeals and audit services. Beth has worked as a lawyer for twenty years. She received her Bachelor of Commerce, with great distinction, in 1987 from the University of Saskatchewan and her Bachelor of Laws from the University of British Columbia, in 1992. Beth has worked for law firms in Toronto and Saskatoon, and as in-house counsel at Cameco Corporation for 14 years. Her governance experience comes from seven years of working with Cameco's corporate secretary and board of directors, and two years with the University of Saskatchewan.

Speakers

KEYNOTE ADDRESS



Lucien Bouchard is a partner at Davies Ward Phillips & Vineberg. Prior to joining the firm, Mr. Bouchard had a distinguished legal, diplomatic, and political career. After serving as Canada's Ambassador to France (1985-1988), Mr. Bouchard was appointed Secretary of State for Canada and subsequently elected as a Member of Parliament. Mr. Bouchard then became Minister of Environment in the Canadian government and served on several cabinet committees. In 1990, he sat in the House of Commons as an independent and founded the Bloc Québécois. Following the federal election in 1993, he became the Leader of the Official Opposition in the House of Commons.

In January of 1996, Mr. Bouchard resigned from federal politics and as leader of the Opposition Party and was sworn in as Premier of Québec, then re-elected in a subsequent election. Mr. Bouchard served as Premier until his resignation in 2001, at which time he returned to legal practice.

Mr. Bouchard was named *Commandeur de l'Ordre national de la Légion d'honneur* by the French Government and *Grand officier de l'Ordre national du Québec*.

He holds three honorary doctoral degrees from the Université Lumière (Université Lyon 2), the Université de Montréal, and the Université du Québec à Chicoutimi (UQAC) respectively.

Speakers

MODERATOR



Michael Goldbloom holds an A.B. in Modern European History and Literature from Harvard University (1974) and a Bachelor of Civil Law (1978) and a Bachelor of Common Law (1979) from McGill University.

He worked as an editorial writer at The Gazette in Montreal (1980) before beginning his professional career in 1981 as a labour lawyer at Martineau Walker (now Fasken Martineau).

In 1991, Mr. Goldbloom became President and Chief Executive Officer of the Montreal YMCA. From 1994 to 2001 he served as Publisher of The Gazette. In 2002, he was a Visiting Scholar at the McGill Institute for the Study of Canada. In 2003 Mr.

Goldbloom was named Deputy Publisher of the Toronto Star, and in 2004 became its Publisher. In 2007 he was appointed Vice-Principal (Public Affairs) and Senior Fellow in Media and Public Policy at McGill University. In August of 2008 he became the 18th Principal and Vice-Chancellor of Bishop's University. He was reappointed for a second five-year term in July 2013.

In December 2013, Mr. Goldbloom was appointed to the Order of Canada.

PANELIST



Louise Roy is the first female Chancellor and Chair of the Board of the Université de Montréal. She has been a Fellow at CIRANO, the Center for Interuniversity Research and Analysis on Organizations, since 2003 and was nominated Chair of the Board in December 2012. Between 2006 and 2012, she was President of the Conseil des arts de Montréal. She is a Director of Power Financial Corporation, Intact Financial Corporation, Montréal International and the Institute of

Corporate Directors (Quebec Chapter). Previously, Ms. Roy held several senior management appointments, including Senior Vice-President of International Air Transport Association until 2003. Ms. Roy earned her Bachelor of Science in Sociology from the Université de Montréal and her Master's degree (M. Sc.) from the University of Wisconsin, where she also undertook her doctoral studies. She has received numerous awards and distinctions, including the Université de Montreal's Edouard Montpetit Medal, the Public Forum's Award Distinction, and the Federated Press Award of Excellence.

She was made an Officer of the National Order of Québec in 2009 and of the Order of Canada in 2012.

Speakers

PANELIST

Glen Jones is the Ontario Research Chair in Postsecondary Education Policy and Measurement and Professor of Higher Education at the Ontario Institute for Studies in Education of the University of Toronto.

Glen's research focuses on higher education policy, governance, academic work, and administration. He is a prolific contributor to the Canadian and international literature on higher education and a frequent public speaker and commentator on higher education issues. He is the author of more than one hundred papers and several books on Canadian higher education including *Creating Knowledge, Strengthening Nations: The Changing Role of Higher Education* (with Patricia McCarney and Michael Skolnik, University of Toronto Press, 2005) and *Governing Higher Education: National Perspectives on Institutional Governance* (with Alberto Amaral and Berit Karseth, Kluwer Publishing, 2002). Glen is a past president of the Canadian Society for the Study of Higher Education and a former editor of the *Canadian Journal of Higher Education*. He was Associate Dean of OISE from 2003-2011, and will assume the position of Interim Dean on July 1. He also received the Research Award from the Canadian Society for the Study of Higher Education in 2001, and their Distinguished Member Award in 2011.



Speakers

PANELIST



Luce Samoisette is the President of the Université de Sherbrooke. She holds a Bachelor of Law (Sherbrooke, 1981), a Diploma in Notarial Law (Sherbrooke, 1982), a Masters in Taxation (Sherbrooke, 1985), and a Master of Laws (Toronto, 1993).

Professor of fiscal law at the Faculty of Law at Université de Sherbrooke since 1993, Ms. Samoisette became, in 1998, the Secretary General of the Université de Sherbrooke, and from 2001 to 2007 she was the Assistant President and Vice President (Administration). In July 2007, she became professor at the Administration Faculty within the Accounting and Taxation Department.

Luce Samoisette has published many works on personal income tax, tax planning for families and family businesses, estate planning, and trusts. She is the author of a book on taxation for legal officers and students. In 2010, the *Chambre des notaires du Québec* gave her its medal of honour. That same year, she received an honorary doctorate from the Institut national des sciences appliquées de Lyon for her role in the promotion of academic and scientific exchanges between France and Québec. In 2011, she received an honoris causa doctorate from the Université Montpellier 1.

SPEAKER



Ali Jaffer is an Associate Principal with McKinsey & Company based in Toronto. He has worked extensively within the public, private, and social sectors. He has focused on organization building and operational turnarounds primarily in the educational space.

As a co-leader in McKinsey's education practice, Mr. Jaffer has worked with a range of organizations, including universities and colleges seeking to improve their financial performance and strategies. He has also worked on cost reduction efforts in the education system, as well as in healthcare, finance, and insurance.

Mr. Jaffer holds an MBA from the Harvard Business School, a Bachelor of Science and a Bachelor of Science in Nursing from the University of Pennsylvania.

Speakers

SPEAKER



John Lin is a Partner in the Chicago office of McKinsey. Mr. Lin leads McKinsey's Higher Education practice and is also a member of the Healthcare practice.

Mr. Lin has counseled a broad range of public and private universities on their most important issues, including strategic planning, cost containment, academic portfolio, curriculum design processes, faculty model and organization/governance. He also convenes McKinsey's Summit for the Boards of Higher Education, a forum in which the Chairs and Vice-Chairs of the nation's most important institutions can discuss issues of common interest. His healthcare work has focused on Academic Medical Centers and medical technology companies, where he has helped implement longitudinal change programs and create new businesses.

Prior to joining McKinsey, Mr. Lin trained in general surgery at the Johns Hopkins Medical Institutions. He has published three book chapters and several research articles regarding gastrointestinal cancers and pancreatic embryology. Mr. Lin holds a medical degree (M.D) from the Johns Hopkins School of Medicine, a Master of Engineering in bioelectrical engineering and a Bachelor of Science in electrical engineering and computer science from MIT.

Speakers

HOST



Wendy Mesley is the weekend anchor of CBC television's *The National*, as well as appearing throughout the week in a regular segment that asks provocative questions about the news stories Canadians are talking about.

Mesley began her broadcast journalism career in 1979 in Quebec. During this six-year period she covered the first referendum on sovereignty and some of the most fascinating politicians of our times, such as René Levesque and Pierre Trudeau.

During much of the 80's, Mesley was a Parliamentary correspondent in Ottawa. During this intensely political time, Mesley reported on such stories as the battles over free trade, the GST and the blood feuds over the constitution.

Mesley then helped create and hosted *Undercurrents*, a program that examined the media/marketing world. For several years Mesley was the co-host of *Marketplace*, the CBC programme that fights for consumers.

Mesley has won three Gemini Awards for her work on *Marketplace* and *Undercurrents* and in 2006 was honoured with the John Drainie Award, for her contribution to Canadian broadcasting.

GUEST SPEAKER



George Fallis is University Professor and Professor of Economics and Social Science at York University in Toronto. He did his BA at the University of Toronto, his PhD at Princeton University, and worked for the federal government and a provincial research agency before joining York University. At York, he has been Chair of the Department of Economics and Dean of the Faculty of Arts. He has been Academic Colleague on the Council of Ontario Universities and an auditor of degree programs at Ontario universities.

Professor Fallis' research often deals with issues of public policy. He has published widely on housing policy, urban policy, and written on constitutional reform. His current research deals with universities: their roles and responsibilities in the 21st century; the place of an undergraduate liberal education; and the role of university-based research in national innovation. He is author of *Multiversities, Ideas, and Democracy* (University of Toronto Press, 2007, paper 2011). His most recent book is: *Rethinking Higher Education: Participation, Research, and Differentiation* (Queen's Policy Studies Series, McGill-Queen's University Press, 2013).

Speakers

GUEST SPEAKER

Peter MacKinnon is president emeritus of the University of Saskatchewan and interim president of Athabasca University. He was educated at Saskatchewan, Queen's and Dalhousie Universities and admitted to the Ontario Bar in 1975 and the Saskatchewan Bar in 1979.

Mr. MacKinnon taught law for 23 years, with periodic engagement in the Saskatchewan Court of Appeal and Supreme Court of Canada. He has published extensively in legal periodicals and co-edited three books. His solely authored book *University Leadership and Public Policy in the Twenty-First Century* was published in 2014.

Mr. MacKinnon was the University of Saskatchewan's eighth dean of law for ten years, and the university's eighth president for thirteen years. He was chair of the Association of Universities and Colleges of Canada from 2003-2005, and is a former chair of the Council of Canadian Law Deans and the Canadian Association of Law Teachers. He served on the Science, Technology and Innovation Council of Canada, and continues to serve on the Prime Minister's Advisory Committee on the Public Service and numerous other boards and committees.

Mr. MacKinnon is an Officer of the Order of Canada, a Queen's Counsel, and a recipient of a Canadian Bar Association Distinguished Service Award. He has honorary degrees from Queen's, Victoria, UOIT, Dalhousie, Memorial, and Regina universities.



Speakers

MODERATOR

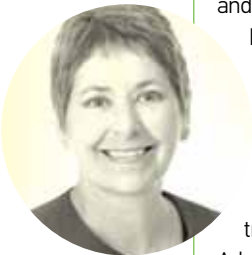


Stephen J. Toope became Director of the Munk School of Global Affairs in January 2015. Before joining the Munk School, Professor Toope was President of the University of British Columbia from 2006 to 2014. He represented Western Europe and North America on the UN Working Group on Enforced or Involuntary Disappearances from 2002-2007, and continues to research many aspects of international law, including issues of continuity and change and the origins of international obligation in international society. His most recent book, with Jutta Brunnée, is *Legitimacy and Legality in International Law: An Interactional Account*, which won the American Society of International Law's 2011 Certificate of Merit for Creative Scholarship.

Prior to joining UBC, Toope was President of the Pierre Elliott Trudeau Foundation. From 1994-1999, he served as the dean of McGill University's Faculty of Law. Previously, he served as Law Clerk to the Rt. Hon. Chief Justice Dickson of the Supreme Court of Canada from 1986-1987.

Professor Toope earned his PhD from Trinity College, Cambridge (1987), his degrees in common law (LLB) and civil law (BCL) with honours from McGill University (1983), and graduated magna cum laude with his AB in History and Literature from Harvard University (1979).

PANELIST



Susan Milburn is a long time resident of Saskatoon and a graduate of the University of Saskatchewan, earning Bachelor of Commerce and Master of Business Administration degrees. She has been employed in the investment industry for many years, and currently serves as Vice President and Branch Manager for Raymond James Ltd.

Susan has served on many boards, both in the for-profit sector and in the charitable sector. She has experience at the board table with provincial crown corporations, a university, a municipal multipurpose facility and several not-for-profit organizations, as well as experience gained as a pension plan trustee. In addition, she served as a member of the Women's Advisory Council to Raymond James in the U.S., and has taught courses on investing at both the community and the university level.

Susan has been included in Saskatchewan Business Magazines' annual list of 10 Most Influential Women, and received the Alumni Service Award from the University of Saskatchewan Alumni Association.

Speakers

MODERATOR



Kevin G. Lynch, P.C., O.C., PH.D, LL.D is Vice Chair of BMO Financial Group. Dr. Lynch is a distinguished former public servant with 33 years of service with the Government of Canada, serving as Clerk of the Privy Council, Secretary to the Cabinet and Head of the Public Service of Canada as well as Deputy Minister of Finance, Deputy Minister of Industry and Canada's Executive Director at the International Monetary Fund.

Dr. Lynch is Chancellor of the University of King's College, Chair of the Board of Governors of the University of Waterloo, member and past chair of the World Economic Forum's Policy Council on the Global Financial System, a Trustee of the Killam Trusts, Vice-Chair of the Gairdner Foundation, and a board member of several other organizations.

Dr. Lynch earned his BA from Mount Allison University, his Masters in Economics from the University of Manchester, a doctorate in Economics from McMaster University and also holds seven honorary degrees. He was made an Officer of the Order of Canada in 2011 and a Member of the Queen's Privy Council for Canada in 2009. He has been awarded the Queen's Diamond Jubilee Medal and the Queen's Golden Jubilee Medal for public service.

PANELIST



Guy Breton became the eleventh rector of the Université de Montréal in June 2010 and, on February 24, 2014, he was granted a second mandate to begin in June 2015. A radiologist by training, he has taught at the UdeM Faculty of Medicine since 1979. Dr. Breton has worked in both university administration and the healthcare sector. At UdeM, he has served as director of the Department of Radiology, Radio-Oncology and Nuclear Medicine, executive vice-dean of the Faculty of Medicine and executive vice-rector of the university. At the same time, he held a variety of strategic and operational roles at Saint-Luc Hospital and the *Centre hospitalier de l'Université de Montréal* (CHUM). He played a decisive role in the CHUM project as vice-president of the *Société d'implantation du CHUM* (SICHUM) and director of planning for CHUM 2010. He was also behind the creation of several research funds sponsored by the *Fonds de la recherche en santé du Québec* (FRSQ). Dr. Breton has also contributed to the collective development of his profession, in particular as chairman of the *Association des radiologistes du Québec* and the Canadian Heads of Academic Radiology.

In 2009, the French-Canadian Radiology Society (SCFR) awarded Guy Breton the Albert-Jutras Prize for his remarkable career in the hospital and university sectors. The same organization acknowledged his exemplary work by naming him SCFR Personality of the Year for 2011. In 2013, he received an honorary doctorate from Shanghai Jiao Tong University and one from the Université des Technologies de Compiègne. The same year, he was also made « CUPL Honorary Professor » by the China University of Political science and Law (CUPL), and was named *Chevalier* of the *Ordre des Palmes Académiques* by the French government. Dr. Breton sits on the boards of directors of many organizations. He has been a member of the Order of Canada since 2014.

Speakers

PANELIST



Suzanne Fortier became the 17th Principal and Vice-Chancellor of McGill University in 2013. A respected scholar in crystallography, Prof. Fortier earned her BSc and PhD from McGill and has authored or co-authored over 80 publications. Before returning to her alma mater, she served as President of the Natural Sciences and Engineering Research Council of Canada from 2006 to 2013. She was a Professor of chemistry at Queen's University from 1982 to 2005 and also served as Vice-Principal (Research) and Vice-Principal (Academic) between 1995 and 2005. Professor Fortier received the Queen's University Distinguished Service Award, honorary doctorates from Thompson Rivers and Carleton Universities, and the Queen Elizabeth II Diamond Jubilee Medal. She is a fellow of the American Association for the Advancement of Science and an Officer of France's National Order of Merit, a current Board member of the Association of Universities and Colleges of Canada, the Conference Board of Canada, and Montreal International, and a member of the Strategic Committee of *Investissements d'Excellence Bordeaux*, the International Jury of France's *Investissements d'Avenir IDEX/I-SITE 2014* and the Canadian Business-Higher Education Roundtable.

PANELIST



Erich Mohr, Ph.D., R.Psych, is the Chairman and CEO of MedGenesis Therapeutix Inc. which he founded in 2005. Dr. Mohr, a Professor of Medicine and Psychology at the University of Ottawa until 1997 has over 23 years of experience in experimental therapeutics of CNS disorders. He is credited with over 150 publications, books, book chapters and abstracts and has edited the *Handbook of Clinical Trials: The neurobehavioral approach*. Dr. Mohr has chaired and/or served on several regulatory advisory panels for the approval of new products for the treatment of neurodegenerative disease and is the former Chairman and Chief Executive Officer of CroMedica Global Inc. (which merged with PRA International in 2002 to form one of the top 5 contract research organizations in the world) and the co-founder of several biotechnology companies. His most recent position was with PRA International, where he served as Chief Scientific Officer. Over the course of his career, Dr. Mohr has overseen and/or participated in dozens of clinical development programs resulting in a number of approved drugs.

He has served on the Board of the University of Victoria since June 2010 and was appointed chair of the Board of Governors July 1, 2013.

Speakers

PANELIST



Barbara Palk, BA (Hons) '73, is a Fellow of the Canadian Securities Institute and a C.F.A. charterholder; she also holds the Institute of Corporate Directors' ICD.D designation. She has held a number of senior management roles, including President of TD Asset Management between 2002 and 2010 and Senior Vice President of TD Asset Management between 1997 and 2010. Ms. Palk is a member of several Boards, including the Ontario Teachers' Pension Plan, TD Asset Management, USA Funds Inc., Crombie REIT and First National Financial Corporation. Previously, Ms. Palk served on the Boards of the Canadian Coalition for Good Governance, the Investment Counsel Association of Canada, Greenwood College School, the Perimeter Institute, UNICEF Canada, the Shaw Festival and Canstage; she also served as President of the Ticker Club. Ms. Palk is a member of the Toronto Society of Financial Analysts and the CFA Institute. She was appointed Chair of the Board of Queen's University in June 2012, and has received numerous awards and honours for her diverse achievements. These include the Ontario Volunteer Award, the Women's Executive Network (WXN) designation as one of "Canada's Most Powerful Women: Top 100™" in their Trailblazer category, and the 2012 Queen Elizabeth II Diamond Jubilee Medal.

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