

**Canadian University Boards Association Conference
CUBA 2012 Leadership on the Edge**

Welcome

Welcome to CUBA 2012 -- Leadership on the Edge

Out here in Newfoundland and Labrador we're on the edge.

Geographically, we are on the extreme eastern edge of Canada.

Our leaders have been described as edgy – our humour edgier.

We are sometimes told by visitors that our language is edgy (which is why professors at our university created the *Dictionary of Newfoundland English*).

Our university, like your universities, occupies the leading edge of many teaching, learning and research activities with global significance.

An edge can also be a boundary – and a true leader never hesitates to push boundaries.

As the leaders of Canadian university governing boards, we all walk the edge often. We make decisions involving tens of thousands of people – students, faculty, staff – and involving millions of dollars. We make easy decisions and we make tough ones.

On behalf of Memorial University and the organizing committee of CUBA 2012, I invite you to explore the leading edge of innovation with us. Over the next several days, we plan to inform you, engage you in lively discussion and entertain you in ways that will reinforce your proven ability to balance on the edge as governance leaders in your institutions.

Together let's push the boundaries and explore beyond the edges of conventional thinking.



Robert E. Simmonds, QC
Chair CUBA 2012 Conference
Chair of the Board of Regents, Memorial University



**Canadian University Boards Association Conference
CUBA 2012 Leadership on the Edge**

Professional Staff Development Program

Thursday, April 19, 2012

8:30 am - 9:30 am	Registration pre-function area
9:00 am - 10:00 am	Continental Breakfast pre-function and Fort William Ballroom
10:00 am - 11:00 am	Plenary Fort William Ballroom Crisis Communications Victoria Collins, Executive Director of Marketing & Communications, Memorial University
11:00 am - 11:15 am	Break pre-function area
11:15 am - 12:00 pm	Panel Fort William Ballroom Crisis Communications Panel Members: Georgina Moore, University Secretary, Queens University Stephen Strople, Secretary-General, McGill University Elizabeth Osler, University Secretary and Associate General Counsel, University of Calgary
12:00 pm – 12:45 pm	Lunch Court Garden
12:45 pm – 1:45 pm	Thematic Working Groups Fort William Ballroom • The Board and the Academic Council: Roles and Interaction Moderator: Jane O'Connor, Manager, Governance and Executive Operations, Mount Royal University • President Assessment & Compensation Moderator: Lea Pennock, University Secretary, University of Saskatchewan • Board Recruitment, Retention & Engagement Moderator: Margo Baptista, Senior Manager Board Operations, Grant MacEwan University • Board Effectiveness: Internal and External Moderator: Marion Haggerty-France, University Secretary, University of Alberta
1:45 pm – 2:00 pm	Break pre-function area
2:00 pm - 4:00 pm	Working Groups Report Back On Their Theme Fort William Ballroom

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Conference Program

Thursday, April 19, 2012

5:00 pm - 6:30 pm	Opening Reception Government House, Military Road
7:00 pm	Free Evening / Optional dinners at downtown restaurants Sign up at registration desk
9:00 pm - 11:00 pm	Hospitality Suite Columbus Suite

Friday, April 20, 2012

8:00 am - 2:00 pm	Registration pre-function area
7:30 am - 8:30 am	Breakfast pre-function and Fort William Ballroom "Academica's Top Ten Live" Ken Steele, Co-Founder, Academica Group Inc. Editor, Academica's Top Ten
8:30 am – 9:00 am	Welcome Fort William Ballroom Roberts Simmonds, Cuba Chair Hon. Joan Burke, Minister of Advanced Education and Skills, Government of Newfoundland and Labrador and Member of House of Assembly for St. George's – Stephenville East
9:00 am - 10:00 am	Plenary Fort William Ballroom Leadership in Tough Times General Rick Hillier (ret'd) Former Chief of the Defense Staff for Canadian Forces "Leadership Tips From The School of Hard Knocks" - a discussion of leadership lessons based on the work of Canada's sons and daughters who served our country in uniform both around the world and in Canada.
10:00 am - 10:20 am	Break pre-function area
10:20 am - 11:15 am	Plenary Fort William Ballroom? Leadership for a World in Transition The Honorable Kevin G. Lynch, P.C. Vice-Chair, BMO Financial Group For a world in transition, with Canadian businesses lagging in innovation, universities need to be a part of the solution. Leadership in universities shape ideas and train minds to be a part of Canada's competitive advantage.

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11:15 am - 12: 45 pm	Atlantic President's Panel Fort William Ballroom Panelists: Dr. Gary Kachanoski, President, Memorial University of Newfoundland Dr. Robert Campbell, President, Mount Allison University Dr. Alaa Abd-El-Aziz, President, University of Prince Edward Island Dr. Tom Traves, President, Dalhousie University
12:45 pm - 2:15 pm	Luncheon Court Garden
2:15 pm - 3:15 pm	Panel Hot Topics in University Governance Fort William Ballroom Robert E. Simmonds, QC, Chair, Board of Regents, Memorial University of Newfoundland (Moderator) Panelists: Nancy Hopkins, QC, Board of Governors Chair, University of Saskatchewan Jeff M. Leclerc, University Secretary, University of Manitoba Stuart (Kip) Cobbett, Chair, Board of Governors, McGill University Gisèle Samson-Verreault, Chair, Board of Governors, Carleton University Margo Baptista, Senior Manager Board Operations, Grant MacEwan University A panel of experienced board chairs and secretaries will respond to your anonymous "hot topic" questions and scenarios. Come prepared to put a hot topic into the hat and hear how your colleagues across the country respond!
3:15 pm - 3:30 pm	Break pre-function area
3:30 pm - 4:30 pm	Plenary Fort William Ballroom An Outport Newfoundland Journey: Discovering New Ways in an Old Continuity Zita Cobb, Founder and President Shorefast Foundation, a registered charity of Canada. Zita will share the Shorefast approach that integrates the arts and a social entrepreneurship model to tackle the tenacious problems that are causing the disintegration of many rural communities. The presentation will provoke questions about the inherent value of place, the flattening of culture and how business, as a tool, might be employed to serve a broader set of social goals. Zita will explore a range of questions that are relevant to wellbeing of rural places; such things as the meaning of literacy in a digital, accelerating age and the importance and power of place and culture. She will share one vision of how a community might be able to find resiliency - by reaching out while holding on.
5:00 pm - 6:00 pm	Board Chair Networking Reception The Narrows
5:00 pm - 6:00 pm	Board Professionals Networking Reception Avalon/ Battery
6:30 pm - 12:00 am	Reception/Kitchen Party (Banquet) The Rooms, Bonaventure Ave.

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Saturday, April 21, 2012

8:00 am - 12:00 pm	Registration pre-function area
8:45 am - 9:40 am	Breakfast Round Tables Fort William Ballroom • Board/Chair/President/Faculty/ Student Relationships • Board Evaluation • Board member Education/ Orientation • Board Secretariat Partnership • Board Succession Planning • Boardroom Dynamics • Changing the Size/ Composition of your Board • Constituency Relationships within the Board • Presidential Evaluation and Compensation • Presidential Search • Transparency and public Meeting Requirements • Duty of Care/ Risk Management
9:40 am – 10:00 am	2013 Presentation Fort William Ballroom
10:00 am - 11:30 am	Plenary Fort William Ballroom The Road Ahead for Higher Ed: Emerging Trends 2012 Ken Steele, Co-Founder, Academica Group Inc. Editor, Academica's Top Ten In this fast-paced, entertaining, and sometimes startling presentation, Ken synthesizes a vast array of research, news, trends and forecasts to provide an unparalleled "big picture" view of emerging trends shaping the course of higher education in Canada and around the world. Always up-to-the-minute and continually changing, "The Road Ahead" explores the signs of change in demographic projections, evolving social and political trends, growing economic pressures, budgetary responses from outsourcing to advancement, internationalization, new approaches to classroom pedagogy and a range of new technologies. Governing boards and senior administrators should note the warning signs of increasingly litigious students, precarious presidencies, and faculty unrest. In particular, Ken warns that the disintermediating power of the internet may seriously disrupt the traditional business model of higher education, with new global competition, open educational resources, and peer-to-peer learning sites.
11:30 am – 12:00 am	CUBA/ACCAU Annual General Meeting Fort William Ballroom
12:00 am - 12:15 pm	Conference Wrap Up Fort William Ballroom
12:15 pm	Luncheon Court Garden
13:30 pm – 4:30 pm	Optional Tour "The Far East of the Western World"

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6:30 pm

Dinner Portobello's Restaurant, Duckworth St.

Sign up at Registration

**Canadian University Boards Association Conference
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Speakers

Professional Development Plenary Speaker April 19th



**Victoria Collins, April 19th
Crisis Communications**

10:00 am to 11:00 am
Fort William Ballroom

Victoria Collins is executive director of Memorial University of Newfoundland's Division of Marketing and Communications, where she is responsible for internal and external communications and marketing for the province's only university. Prior to joining Memorial University, Victoria worked at the Newfoundland Museum as public programs officer. Born in St. John's, Newfoundland, she holds a BA in history from Memorial and a certificate in museum studies from the Manitoba Museum of Man and Nature.

An active volunteer in the university advancement profession, she was president of Canadian Council for the Advancement of Education (CCAE) in 1995-96, after serving as president of one of CCAE's founding organizations in 1992-93. She served as member and chair of the board of directors of the Council for Advancement and Support of Education (CASE) District I (eastern Canada and New England chapter) in 1999-2006. Prior to that she served a three-year term on CASE's international board of trustees as the District I trustee, following a three-year term on CASE's Commission on Communications. She has been a presenter at many events and conferences.

Outside the education sector, her volunteer work has included seven years as chair of the board of the Heritage Foundation of Newfoundland and Labrador. In 2003 she completed the last of two terms as a member of the board of directors of the Art Gallery of Newfoundland and Labrador. Since 2006 she has been involved in the communications and marketing activities of the United Way of Newfoundland and Labrador. She also serves on the board of the Johnson GEO CENTRE in St. John's and as an aide-de-camp to Newfoundland and Labrador's lieutenant-governor, His Honour, Hon. Dr. John C. Crosbie. In 2002 she was presented with the Queen's Jubilee Medal in recognition of her community service.

Conference Plenary Speakers April 20th and April 21st



**General Rick Hillier (ret'd), April 20th
Leadership in Tough Times**

9:00 am to 10:00 am
Fort William Ballroom

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Born in Newfoundland and Labrador, **General Rick Hillier** joined the Canadian Forces in 1973 through the Regular Officer Training Plan program and graduated from Memorial University of Newfoundland, where he is presently Chancellor. After completing his officer training, he joined his first regiment, the 8th Hussars in Petawawa, Ontario. Subsequently, he served with, and later commanded, the Royal Canadian Dragoons in Germany and Canada.

Throughout his career, General Hillier has had the privilege of commanding troops from the platoon to multinational formation level within Canada, Europe, Asia and the United States. In 1998 Hillier was appointed as the first Canadian Deputy Commanding General of III Corps, US Army in Fort Hood, Texas and in 2000 took command of NATO's Stabilization Force's (SFOR) Multinational Division (Southwest) in Bosnia.

In May 2003 Hillier was appointed as Commander of the Army and subsequently, in October 2003, he was selected as the Commander of the NATO-led International Security Assistance Force (ISAF) in Afghanistan. Hillier was promoted to General and assumed duties as the Chief of the Defence Staff on 4 February 2005 and retired from the Canadian Forces 2 July 2008. He now focuses on leadership and charitable endeavours in a variety of venues.

Rick and his wife Joyce have two sons, Chris and Steven, two daughters in law, Caroline (Chris) and Amanda (Steven) and two grandsons, Jack and Matthew (Chris and Caroline). Rick and Joyce reside in Ottawa and often in Newfoundland.



**The Honourable Kevin G. Lynch, April 20th
Leadership for a World in Transition**

10:20 am to 11:15 am
Fort William Ballroom

The **Honourable Kevin G. Lynch**; P.C., O.C., PH.D, LL.D earned his BA from Mount Allison University, his Masters in Economics from the University of Manchester and a doctorate in Economics from McMaster University. Dr. Lynch also holds honorary degrees from seven distinguished Canadian universities.

Dr. Lynch began his career in 1976 as an economist with the Bank of Canada. Through a storied career, Dr. Lynch served as Deputy Minister of Industry from 1995 to 2000 and then Deputy Minister of Finance from 2000 to 2004. He then served as Executive Director, the International Monetary Fund, until, in early 2006, he was appointed the 20th Clerk of the Privy Council, Secretary to the Cabinet and Head of the Public Service of Canada.

In July 2009, after a long and distinguished career, Dr. Lynch retired from the Government of Canada.

In early 2010, Dr. Lynch was appointed Vice Chair of the BMO Financial Group.

He currently serves on several boards, including those of the Gairdner Foundation, the Perimeter Institute, the University of Waterloo, U.K. Ditchley, Chair of the Canadian Ditchley Foundation, the Learning Partnership, the Shannon School of Business, and the Accounting Standards Oversight Council.

The Honourable Kevin G. Lynch was made a Member of the Queen's Privy Council for Canada in 2009, was awarded the Distinguished Alumni Award from McMaster University and was recipient of the Queen's Golden Jubilee Medal.

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Zita Cobb April 20th

An Outport Newfoundland Journey: Discovering New Ways in an Old Continuity

3:30 pm to 4:30 pm
Fort William Ballroom

Zita Cobb grew up on Fogo Island and went on to a career as a senior finance professional in the high technology industry. She was the chief financial officer of JDS Fitel, and senior vice president of strategy for fiber optics manufacturer JDS Uniphase. In 2001, Cobb left the industry to pursue her personal goals and to dedicate her energies to philanthropic work. She founded the Shorefast Foundation, moved home to Fogo Island (while maintaining a residence in Ottawa) and is now actively involved in projects to contribute to a resilient and vibrant future for Fogo Island and Change Islands.



Ken Steele April 21st

The Road Ahead for Higher Ed: Emerging Trends 2012

10:00 am to 11:30 am
Fort William Ballroom

Ken Steele is co-founder of Academica Group, Canada's largest market research and marketing consultancy for higher education. He heads up Academica's consulting group, providing guidance in branding, enrolment management and institutional strategy to colleges and universities across North America. Ken works closely with Academica's market research team, which conducts the most comprehensive consumer studies of post-secondary students and applicants in North America, surveying more than 300,000 of institutions and government agencies. He is best known, however, as editor of Canada's leading higher education news daily, Academica's Top Ten, which serves up a daily digest of higher education news, and thought-provoking evidence of emerging trends in recruitment, marketing, and the business of academe, to more than 13,000 email subscribers.

Ken is a dynamic and accomplished speaker, who delivers annually more than 100 conference keynotes, campus presentations, board retreats and strategic planning sessions. He has written numerous white papers on student recruitment marketing and institutional positioning strategy, and chapters on emerging trends and institutional branding in *Strategic Enrolment Intelligence*, Canada's first book on enrolment management.

Over his decade-long academic career, Ken received 30 graduate and undergraduate scholarships, taught four years of undergraduate English, edited almost 100 electronic quarto and folio playtexts, wrote a dozen articles and papers for scholarly journals and conferences, and founded SHAKSPER, the first online discussion community for Shakespearean scholars, which survives now, twenty years later. He completed an Honours BA in English Language and Literature at the University of Western Ontario, an MA in Medieval and Renaissance Literature from the University of Toronto, and all coursework and examinations toward a doctorate in Shakespearean drama.

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Ken is an active, long-standing member of the International Association of Business Communicators (IABC), Council for the Advancement and Support of Education (CASE), American Marketing Association (AMA), the Canadian Council for the Advancement of Education (CCA), The Chair Academy, and the Futurist Society, and an honorary member of the Rotary Club of London South.

Atlantic Presidents Panel April 20th

Dr. Gary Kachanoski became president and vice-chancellor of Memorial University of Newfoundland on July 1, 2010. Dr. Kachanoski has been busy building the university's leadership team and focusing on developing a new strategic plan to guide the university's activities in teaching and learning, research, and community engagement, as well as overseeing the growth and development of the Marine Institute, Grenfell Campus in Corner Brook and the Labrador Institute. Born in Manitoba and raised in Saskatchewan, Dr. Gary Kachanoski is a renowned soil scientist and an experienced university administrator. Prior to coming to Memorial, Dr. Kachanoski as vice-president (research) at the University of Alberta led an increase in research revenue from \$250 million a year to \$490 million. Among other activities, Dr. Kachanoski also served as executive director of "Folkways Alive", a joint initiative of the University of Alberta and the Smithsonian Institute that provides leadership for the preservation of musical cultural heritage. Dr. Kachanoski is married with three children. His partner, Teresa, is an accomplished visual artist and arts administrator.



Dr. Robert Campbell has been President and Vice-Chancellor of Mount Allison University since 2006, having previously held senior academic administrative positions at Trent and Wilfrid Laurier Universities. His strategic plan aims to attain long term financial and environmental sustainability for Mount Allison as the best undergraduate university in Canada and one of the top primarily undergraduate schools in North America. He is presently Chair of the Association of Atlantic Universities (AAU), a Director and Executive member of the Association of Universities and Colleges of Canada (AUCC), and a Board member of the Canadian

Association of Independent Schools (CAIS). In 2011 Campbell was a recipient of Atlantic Business Magazine's Top 50 CEO Awards. A graduate of Trent University, the University of Toronto and the London School of Economics (LSE), Dr. Campbell was Editor and Board Chair of the Journal of Canadian Studies for over a decade. He was awarded the Symons Teaching Award at Trent University. His areas of research include Canadian Politics, Political Economy, and Comparative Public Policy. He has published dozens of refereed articles and book chapters, as well as ten books and monographs on public policy and postal issues, including four editions of *The Real Worlds of Canadian Politics* (with Les Pal) and *The Politics of the Post* and *The Politics of Postal Transformation*. He has held numerous SSHRC, Donner Foundation, and government research grants. He has consulted nationally and internationally on postal systems and policy for unions, corporations, regulatory bodies and governments, and recently chaired the federal government panel that did a strategic review of Canada Post. He is presently examining international postal governance issues and completing a study of the Universal Postal Union. Dr. Campbell is married to Dr. Christl Verduyn and they have four children.

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Dr. Alaa Abd-El-Aziz assumed his responsibilities as the sixth president and vice-chancellor of the University of Prince Edward Island on July 1, 2011. An accomplished chemist and fellow of the Chemical Institute of Canada, Dr. Abd-El-Aziz received his BSc and MSc degrees from Ain Shams University in Cairo, Egypt, and his PhD from the University of Saskatchewan.

After completing an NSERC postdoctoral fellowship at the University of Toronto, he joined the chemistry department of the University of Winnipeg. While there, he served as dean of science, associate vice-president, Research and Graduate Studies, and vice-president, Research, International & External Affairs, and was the recipient of several distinguished teaching and research awards.

Most recently, Dr. Abd-El-Aziz was provost of the University of British Columbia's Okanagan campus in Kelowna. As provost, he provided leadership and direction in the areas of planning, policy development, and resource management. His responsibilities also encompassed the academic and research mandates.

Throughout his administrative career, he has remained actively engaged in chemistry, making significant contributions to research and teaching in his field of inorganic and organometallic polymers and materials. Dr. Abd-El-Aziz will continue his research while at UPEI.

The University of Prince Edward Island, the province's only university, is home to almost 4,600 students and offers programs in arts, business, science, veterinary medicine, nursing, and education.



Dr. Tom Traves has been President of Dalhousie University since 1995, leading the university through a period of unprecedented growth in the numbers of students and faculty, in research dollars and in world-wide reputation. During his time as president, he has overseen the university's merger with the Technical University of Nova Scotia (TUNS), has led a campus planning process that has seen the development of new buildings and student spaces and changed the face of the campus forever, and is at the forefront of the \$250-million Bold Ambitions campaign – the largest fund development initiative in the university's history. With nearly 200 years of history, Dalhousie ranks among the top research institutions in the country, attracting over \$130 million in funding to Nova Scotia in 2011 and is known for its groundbreaking work in fields such as oceans, life sciences, medicine and allied health professions, sustainability, clean energy, material sciences and information and communications technology. At present, Dalhousie is negotiating a merger with the Nova Scotia Agricultural College in the expectation that it will become the University's Faculty of Agriculture in September

2012. During his time at Dalhousie, Dr. Traves has served as Chair of the Council of Nova Scotia University President, Chair of the Association of Atlantic Universities and Chair of the Board of the Association of Universities and Colleges of Canada. Prior to his time at Dalhousie, Dr. Traves served as Vice-President (Academic) at the University of New Brunswick in Fredericton and as Dean of Arts at York University in Toronto. He has a B.A. from the University of Manitoba, an M.A. and Ph.D. in History from York University and an honorary doctorate from Umea University in Sweden.

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Events

Opening Reception

Thursday, April 19th 5 pm – 6:30 pm
Government House, Military Road
Transportation available

Newfoundland has hosted governors since the late 1600s. The first ones lived aboard their ships, but in the latter years of the 18th century, and with more permanent development on land, the governor moved ashore. A Royal charter bestowed official colonial status in 1825 and this Government House was completed in 1831. It has been the home of our governors and, from confederation in 1949, our lieutenant governors, ever since. Tonight, as guests of Their Honours John Crosbie and Jane Furneaux Crosbie, take a moment to enjoy the architecture, the art (particularly the ceiling frescos) and the natural conviviality of this most historic property.

Kitchen Party (Banquet)

Friday, April 20th 6:30 pm – 12:00 am
The Rooms, 9 Bonaventure Avenue
Transportation available

The kitchen is the traditional centre of the Newfoundland and Labrador home. Little wonder, then, that when we host a party, the action invariably gravitates there. It's logical, if the food and drink are already there keeping hot and staying cold, then all you need is a bit of lively music and you have a recipe for a great party. Welcome to our kitchen, and when the jigs and reels call, don't be surprised when your feet sing out for a dance.

The Far East of the Western World

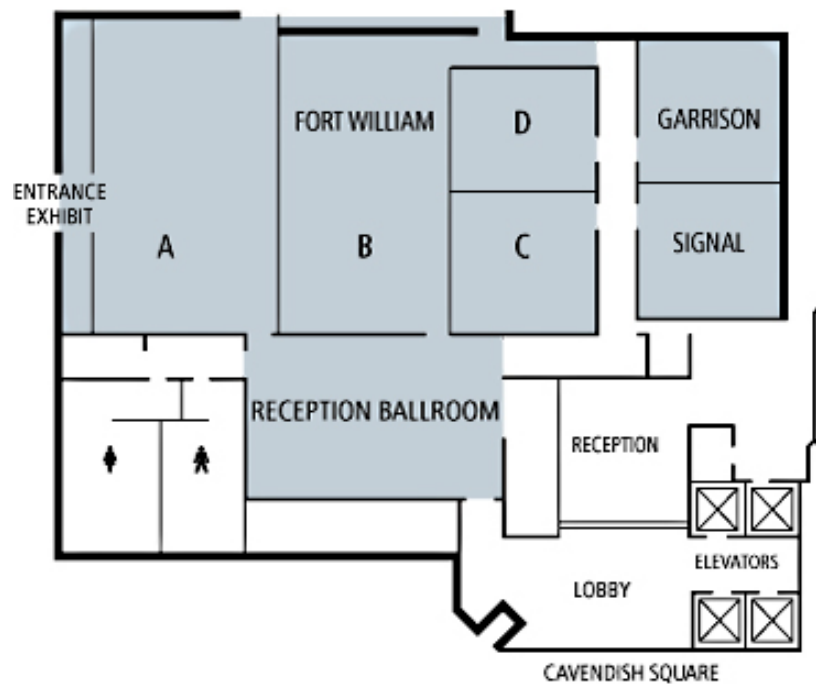
Saturday, April 21st 1:30 pm – 4:30 pm
Signup at registration desk (No Charge)
Includes transportation and guide

Tour old St. John's to see National historic sites as Cabot Tower, Signal Hill, the Anglican Cathedral of St. John the Baptist and the Basilica. Hear the legends of Dead Man's Pond, and Government House and the history surrounding the Colonial Building. This tour will orient you and give you a feel for the history, legend and lore of St. John's, the oldest community in North America. Next we are off to visit the National Park at Cape Spear, the most easterly point of land in North America, where the lighthouse has been restored to circa 1836. Explore the bunkers built by Canadian soldiers in the side of the cliffs during the Second World War. Now you can say you have been to the other "Far East" where you can stand with your back to the Atlantic and face every other being in North America - or turn your back on them. The choice is yours!

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Sheraton Floor Plan

Main Floor



Lower Floor



**Canadian University Boards Association Conference
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City Map

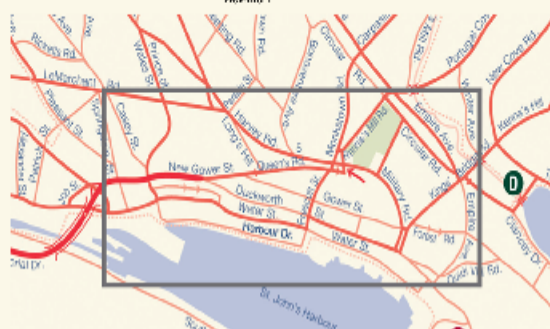


DOWNTOWN MEETING FACILITIES AND UNIQUE VENUES

- | | |
|--|---|
| 1 The Sheraton Hotel Newfoundland
115 Gower Street | 9 The Battery Hotel
100 Signal Hill Road |
| 2 The Delta St. John's Hotel
120 New Cowie Street | 10 Spa at the Monastery
85 Patrick Street |
| 3 Mile One Centre
50 New Gower Street | 11 Extended Stay Hotel
222 LeMarchant Road |
| 4 St. John's Convention Centre
101 New Cowie Street | 12 Homel on Signal Hill
10 St. Joseph's Lane |
| 5 Murray Premises Hotel
5 Banks Court | 13 Johnson GEO Centre
Signal Hill Road |
| 6 Blue on Water
319 Water Street | 14 The Rooms
9 Bonaventure Avenue |
| 7 Courtyard by Marriott
101 Duckworth Street | 15 The Majestic
260 Duckworth Street |
| 8 Quality Hotel - Harbourview
2 Hill Street | 16 Masonic Temple
5 Cathedral Street |

MAIN DOWNTOWN STREETS

- 17 Duckworth Street
- 18 George Street
- 19 Water Street
- 20 Harbour Drive
(Waterfront)



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The Executive of the Canadian University Boards Association gratefully acknowledges the support of our sponsors.

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Planning Committee

Conference

Robert Simmonds, Chair, Memorial University Board of Regents
Eleanor Swanson, Vice-Chair, Memorial University Board of Regents
Margot Brown, Executive Director, Office of the President, Memorial University
Glenn Collins, Advisor to the Board, Memorial University
Victoria Collins, Director, Marketing and Communications, Memorial University
Linda Cuff, Office of the Board of Regents, Memorial University
Mary Garnier, Conference Manager, Memorial University
Peter Morris, Director of Public Affairs, Marketing and Communications, Memorial University
Tina Scott, Secretary to the Board of Regents, Memorial University

Professional Development Day

Elizabeth Osler, University Secretary & Associate General Counsel, University of Calgary
Gina Kennedy, Secretary to the Board of Directors, Northern Ontario School of Medicine
Marion Haggarty-France, University Secretary, University of Alberta
Lea Pennock, University Secretary, University of Saskatchewan
Jeff Leclerc, University Secretary, University of Manitoba
Jane O'Connor, Manager, Governance and Executive Operations, Mount Royal University
Margo Baptista, Senior Manager Board Operations, Grant MacEwan University
Kim Campbell, University Governance Secretary, Mount Saint Vincent University
Nancy Renaud, Administrative Assistant and Recording Secretary, Saint Mary's University
Harriet Lewis, University Secretary and General Counsel, York University
Vicki Hodgkinson, University Secretary, University of Guelph

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Notes