



# BOARD EXCELLENCE



# LEADERSHIP EXCELLENCE

*2018-19*  
*program brochure*

*Fall edition*

# Board Excellence program

The Board Excellence (BE) Program is offered via a collaborative partnership between Colleges Ontario and the College Employer Council.

The program's mission is to promote college excellence in board governance through the provision of high-quality education for the leadership of public colleges. The program is offered to board members and staff working with the boards of public colleges across Canada. Sessions provide attendees with an understanding of the key elements of good governance in the post-secondary sector. The scheduled webinars and in-person training sessions are led by experts in their various fields.

The program is intended to complement training provided by individual colleges to equip governors, board members and college staff for their roles. The sessions will also provide forums for governors and board staff for networking and learning through shared experiences.

## What certificates are offered?

There are two accreditations:

- Good governance certificate:**  
 This certificate is awarded upon completion of the full Saturday session on good governance and the half-day board orientation session on the Sunday morning (i.e., the Saturday and Sunday just prior to the Higher Education Summit).
- Advanced good governance certificate:**  
 This certificate is awarded upon completion of the Good Governance Certificate, Introduction to Risk Management – parts one and two, and three (3) additional elective credits.

The program is accredited by the College Centre of Board Excellence. The program is comprised of in-person sessions (held in conjunction with the annual Higher Education Summit) and a series of webinars. Board members and board staff are welcome to attend the sessions to gain the accreditation. More experienced board members may wish to attend only those sessions that are most useful to their terms on the board.

*Note: Sessions taken in the past five years will be recognized and counted towards the good governance and advanced good governance certificates. Sessions taken prior to 2013 will NOT be recognized.*

BE Program Summary		
Session Title	Good Governance Certificate (2 mandatory sessions)	Advanced Good Governance Certificate (3 elective credits and all mandatory sessions)
Board orientation	Mandatory	Mandatory
Good governance		
<b>UPDATED:</b> Risk management – part one: Key principles		
<b>UPDATED:</b> Risk management – part two: Case studies		
Duties and obligations of governors		Elective
The college system and introduction to collective bargaining		
Student governor workshop		
<b>NEW:</b> Never waste a good crisis		
<b>NEW:</b> Coaching for high performance		
<b>NEW:</b> Building personal resilience		
Achieving diversity and inclusion on boards and senior management		
Understanding college financial statements		
Getting to know the CAAT Pension Plan		
College financial leadership		

To register please contact your board executive assistant or visit

[www.collegecentreofboardexcellence.ca](http://www.collegecentreofboardexcellence.ca)

Login: college Password: excellence

LE Program Summary	
Session Title	College Leadership Excellence Certificate (5 mandatory credits, 6 elective credits)
Duties and obligations of governors	Mandatory
The leadership accountability gap – What’s really getting in the way of your organization’s success?	
Understanding college financial statements	
Working with boards	
Change leadership symposium	
The college system and introduction to collective bargaining	
<b>NEW:</b> Never waste a good crisis	
<b>NEW:</b> Coaching for high performance	
<b>NEW:</b> Building personal resilience	
Achieving diversity and inclusion on boards and senior management teams	
College financial leadership	
<b>NEW:</b> Risk management for senior management – an introduction	

The Leadership Excellence (LE) Program is a collaborative partnership between Colleges Ontario and the College Employer Council. The purpose of the program is to provide leaders in middle management who are interested in pursuing senior management roles in the college system with specific knowledge and skills to increase their preparation for future senior management positions.

## Who can take the program?

The program is targeted to those persons who are looking to move from middle management to senior management. The following people may take the program if approved by a member of the college’s senior management team:

- Associate vice presidents
- Deans
- Associate deans
- Directors
- Chiefs [includes CFOs, CIOs, CHROs, etc]
- Registrars
- Chairs - academic, department

Others who may also wish to participate include:

- Vice presidents
- Senior vice presidents

## College leadership excellence certificate

A college leadership excellence certificate will be awarded upon completion of:

- Five (5) mandatory sessions, and
- Six (6) or more elective credits. A minimum of two (2) of these elective credits must be completed in person<sup>1&2</sup>. Please see the program summary table for more information.

<sup>1</sup> Elective sessions offered in-person at the Higher Education Summit will vary from year to year.

<sup>2</sup> Registrants may wish to complete at least two electives in the same year so only one HES registration fee is incurred.

Note: Sessions taken in the past five years will be recognized and counted towards the college leadership excellence certificate. Sessions taken prior to 2013 will NOT be recognized.

Returning registrants can find links to register in the CLE workroom on the college system portal.

Download the new registrant enrolment form through:  
<https://collegesontario.org/events/CLE-program.html>

# Fall program sessions

**Please Note:** Webinar sessions offering two dates are to accommodate participants. Attendance is required at only ONE of these sessions.

## Duties and obligations of governors

**Webinar:** Mon., Oct. 1, 2018, noon - 1:30 p.m.

**Webinar:** Thurs., Oct. 11, 2018, 8 a.m. - 9:30 a.m.

**BE** Elective      **LE** Mandatory

This session provides an overview of the roles of the board, the general and specific legal duties of governors, personal liability for corporate acts and omissions, and provides a brief overview of risk management and indemnification. Conflict of interest and the board's role regarding the Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment) will also be discussed.

## The college system and introduction to collective bargaining

**Webinar:** Mon., Oct. 22, 2018, noon - 1:30 p.m.

**Webinar:** Tues., Oct. 30, 2018, 8 a.m. - 9:30 a.m.

**BE** Elective      **LE** Elective

The first part of this session provides the context for the system as a whole, including a brief history of the system and the impacts of higher education. It looks at the current key issues, the challenges and opportunities ahead and the strategic priorities for the system and Colleges Ontario's role vis-à-vis these system issues and priorities.

The second part of the session provides an introduction to the roles and responsibilities of the College Employer Council and to collective bargaining for the college system.

## Good governance

**In person:** Sat., Nov. 24, 2018, 9 a.m. - 3:30 p.m. - Sheraton Centre Toronto Hotel

**BE** Mandatory      **LE** Not applicable

This highly interactive workshop will provide participants with a greater understanding of good governance principles and concepts and roles and responsibilities of board members. Participants will have the opportunity to engage with, and learn from, each other and gain a greater appreciation of the perspectives and value each governor brings to the governing process. They will also gain a greater appreciation of the role of board staff.

*Breakfast available 8 a.m. - 9 a.m. Lunch will also be provided.*

## Student governor workshop: Being the best I can be

**In person:** Sat., Nov. 24, 2018, 4 p.m. - 6:30 p.m. - Sheraton Centre Toronto Hotel

**BE** Elective      **LE** Not applicable

Student governors are not only actively pursuing their goals in the college academic setting but they have been also been elected to serve as a governor for a one-year period. The purpose of this workshop is to provide student governors with a learning and networking opportunity to further their growth in their new role. Areas covered will include:

- Unique issues that student governors face and how to address them.
- Equality at the board table, how can I contribute?
- Lessons learned from former student governors.

*Dinner will be provided.  
Open to student governors only.*

## Board orientation

**In person:** Sun., Nov. 25, 2018, 8 a.m. - 11:30 a.m. - Sheraton Centre Toronto Hotel

**BE** Mandatory      **LE** Not applicable

New board members and board staff want to make a contribution to the vibrancy of their boards. Through this session, participants will gain a deeper understanding of the relationships of the college board between the president, board chair and other board members and will strategize on how to contribute to - or facilitate - a healthy and smart dialogue at board meetings. It is also an opportunity for each person to initiate his/her personal governance professional development plan and discuss his/her legacy to their college's board.

*Breakfast available 7 a.m. - 8 a.m.*

## **UPDATED:** Risk management – part one: Key principles

**In person:** Sun., Nov. 25, 2018, 8 a.m. - 9:30 a.m. - Sheraton Centre Toronto Hotel

**BE** Mandatory **LE** Not applicable

External experts will discuss the board's role in the oversight of the risk management function, the key principles of effective risk oversight, and ways to ensure appropriate alignment of an organization's strategy and its risk.

*Breakfast available 7 a.m. - 8 a.m.*

## **UPDATED:** Risk management – part two: Case studies

**In person:** Sun., Nov. 25, 2018, 9:45 a.m. - 11:15 a.m. - Sheraton Centre Toronto Hotel

**BE** Mandatory **LE** Not applicable

Leveraging a series of case studies, delegates will put into practice the key risk management concepts learned in part one. Real-life college examples and discussions with board members from across the sector will enhance the learning experience.

## The leadership accountability gap - What's really getting in the way of your organization's success?

**In person:** Sun., Nov. 25, 2018, 8 a.m. - 11:30 a.m. - Sheraton Centre Toronto Hotel

**BE** Not applicable **LE** Mandatory

What does it really mean to be a leader today? This has become the most critical question for colleges as they contend with a myriad of challenges at a time of unprecedented change and disruption. To succeed, colleges will need truly accountable leaders in place at every level. This thought-provoking and practical session will help you become the truly accountable leader your company needs you to be. You'll walk away with practical insights on how to:

- Be a more deliberate and purposeful leader.
- Learn to tackle the hard work that is holding you back.
- Build a strong leadership culture in your company.

*Breakfast available 7 a.m. - 8 a.m.*

## **NEW:** Never waste a good crisis<sup>1</sup>

**In person:** Sun., Nov. 25, 2018, 3:45 p.m. - 5 p.m. - Sheraton Centre Toronto Hotel

**BE** Elective **LE** Elective

Crises can emerge unexpectedly with astonishing speed and unpredictable consequences. This session, led by an internationally known expert who has worked extensively in the post-secondary sector, shows how to respond effectively to a crisis.

## **NEW:** Coaching for high performance<sup>1</sup>

**In person:** Mon., Nov. 26, 2018, 9:15 a.m. - 10:15 a.m. - Sheraton Centre Toronto Hotel

**BE** Elective **LE** Elective

This session will show how coaching is very different from other management styles. Participants will learn the importance of the coach's role as a developer of people.

## **NEW:** Building personal resilience<sup>1</sup>

**In person:** Mon., Nov. 26, 2018, 10:45 a.m. - 11:45 a.m. - Sheraton Centre Toronto Hotel

**BE** Elective **LE** Elective

Delegates will learn practical techniques to build personal resilience and achieve results in high-pressure situations.

<sup>1</sup> These sessions are available only at the Higher Education Summit (HES). Registration for HES is required in order to access these sessions. Please see Page 7 of this brochure for more information.

# Winter program sessions

## College financial leadership

Webinars: Two sessions, January 2019

**BE** Elective

**LE** Elective

This 90 minute webinar provides guidance on the role of the board and good governance practices it may adopt around financial leadership. The components of revenue and expenditures are discussed, along with financial health indicators, the current financial status of the college system, and the influence of the province on college financial matters.

This session also touches on legislation, regulations, risk management and fiduciary duties and standard of care. While these areas are covered in more detail in other CCBE sessions, this webinar illustrates how, ultimately, all of these matters overlap one another and the need for board members to have some understanding of them in a financial context.

## Understanding college financial statements

Webinars: Two sessions, January/February 2019

**BE** Elective

**LE** Mandatory

Delegates will learn practical techniques to build personal resilience and achieve results in high-pressure situations.

Financial statements provide critical information on a college's financial health and its ability to pursue and achieve its strategic objectives. This session will provide an introduction for board members, board staff and senior managers on:

- Basic components of financial statements.
- Financial statement objectives.
- Generally accepted accounting principles "GAAP" for colleges.
- Role of senior management and boards vis-a-vis financial statements.
- What to focus on in the financial statements i.e. key things to look for.
- Reporting of financials to key internal and external stakeholders.
- Upcoming "GAAP" changes for college financial statements.

## Working with boards

Webinars: Two sessions, February/March 2019

**BE** Not applicable

**LE** Mandatory

This webinar will look at what a college's senior management can do to work most effectively with its board, ensuring the board is educated and informed and able to perform its governance responsibilities effectively.

## Getting to know the CAAT Pension Plan

Webinars: Two sessions, March 2019

**BE** Elective

**LE** Not applicable

In a recent survey of nearly 1,000 CAAT Pension Plan members, 80 per cent of respondents indicated that a workplace pension was an important or somewhat important factor in their decision to join their college employer.

Pensions are important and this webinar session examines the CAAT Pension Plan, its governance structure, investment performance and the economic and demographic headwinds facing the plan.

## Achieving diversity and inclusion on boards and senior management teams

Webinars: Two sessions, Mar./Apr. 2019

**BE** Elective

**LE** Elective

The session will provide key insights on how to use recruitment, policies, processes and measures to achieve diversity and inclusion on college boards and senior management teams.

## **NEW:** Risk management for senior management - an introduction

Webinars: Two sessions, April/May 2019

**BE** Not applicable

**LE** Elective

External experts will look at the critical role senior management plays in leading risk management, building a pervasive risk culture and ensuring that the board has the information it needs to endorse the president's proposed approach to and proposed strategies for risk management.

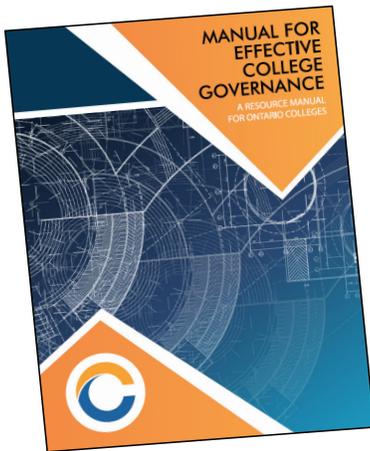
## Change leadership symposium

In person: One all-day session, May 2019, CO/CEC Offices, 20 Bay Street, Toronto

**BE** Not applicable

**LE** Mandatory

This session will look at senior management's role in change leadership, how change leadership differs from leadership, the skills needed to be effective and some of the key steps toward successful change leadership. Using a simulation tool, participants will learn the "what to do" and "how to be" of successful change.



Digital copies available on CCBE website and CLE workroom

**Included in this manual:**

- The key elements of good governance in the college sector.
- The roles and responsibilities of a college board and its members.
- Tips for conducting effective board meetings.
- The acts and binding policy directives that govern colleges in Ontario.
- Customizable templates and tools that are available for download

**New in 2018**

- Updates on legislative changes impacting colleges
- Expanded risk management oversight section



November 24-26, 2018  
Sheraton Centre Toronto Hotel  
[www.highereducationsummit.ca](http://www.highereducationsummit.ca)



## REGISTER NOW FOR THE HIGHER EDUCATION SUMMIT

Now in its 31<sup>st</sup> year, the Higher Education Summit is one of Canada's premier conferences on higher education, exploring the major issues of the day and how post-secondary education should address them. It attracts more than 500 delegates each year, including senior leaders from education, government and business.

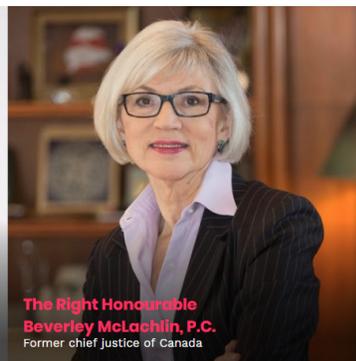
### Featured speakers



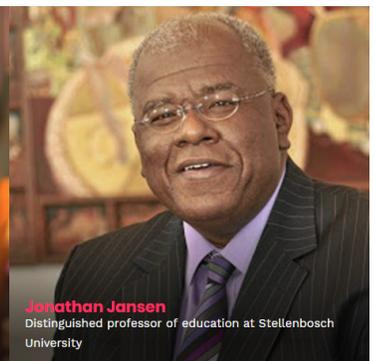
**Chantal Hébert**  
National affairs columnist, Toronto Star



**Van Jones**  
President and founder of the non-profit, Dream Corps



**The Right Honourable Beverley McLachlin, P.C.**  
Former chief justice of Canada



**Jonathan Jansen**  
Distinguished professor of education at Stellenbosch University

**Conference highlights include:**

- Plenary speakers and concurrent sessions addressing a wide range of topics
- An exhibit hall, showcasing innovations from both suppliers and colleges
- Networking receptions, lunches and breaks
- Board excellence and leadership excellence programs sessions

The College Centre programs are a partnership of:



For further information regarding sessions and registration, please contact:

**Lisa Lam**  
Colleges Ontario  
[Lam@collegesontario.org](mailto:Lam@collegesontario.org)  
647-258-7678

