



# International Policy Governance Association

## IT'S ALL ABOUT ETHICS!

June 16-18, 2016

Chelsea Hotel, 33 Gerrard Street, Toronto, Canada M5G 1Z4

T (416) 595-1975 F (416) 585-4375

Toll Free (North America only):

1-800-CHELSEA (243-5732)

*[Program - Subject to Amendment]*

## THURSDAY, JUNE 16, 2016

8.30 a.m. - 10.00 a.m. **PRE-CONFERENCE REGISTRATION OPEN**

10.00 a.m. - 5.30 p.m. **MAIN CONFERENCE REGISTRATION OPEN**

### PRE-CONFERENCE SESSIONS

10.00 a.m. - 4.30 p.m. **Introduction to Policy Governance®\***

Wren C Room – 3<sup>rd</sup> Floor

Catherine M. Raso of [CMR Governance Consulting](#)

An interactive and enlightening introduction to Policy Governance® for board members and managers. A perfect primer or refresher for those who want to learn about working with the Policy Governance® System to fulfil their organizations' full potential for making a difference. See more [here](#).

10.00 a.m. - 4.00 p.m. **Advanced Policy Governance® Workshop with Miriam Carver**

Stevenson Room – 2<sup>nd</sup> Floor

Presenter: Miriam Carver of [Carver Governance Design](#)

For people who have completed the Policy Governance® Academy<sup>SM</sup> and have submitted at least one model issue or practice issue for discussion. See more [here](#).

*[Note: It may not be possible to get to all the issues raised.]*

**10.00 a.m. - 4.30 p.m. Transforming School Boards**

Windsor Room – 2<sup>nd</sup> Floor

Presenter: [Airick "AJ" Crabill, Former Chair and Board Member of](#) Kansas City Public Schools Board

An opportunity to meet with Airick "AJ" Crabill, former Chair and board member of Kansas City Public Schools Board, to learn how his board and others have transformed themselves and the results they are producing through the application of Policy Governance® principles. See more [here](#).

*[Note: prior knowledge of Policy Governance® is not required to benefit from this session.]*

12.00 p.m. - 1.00 p.m. **LUNCH for Pre-Conference Participants**  
Mountbatten B – 2<sup>nd</sup> Floor

2.45 p.m. - 3.00 p.m. **AFTERNOON BREAK for Pre-Conference Participants**

6.00 p.m. – 7.30 p.m. **MAIN CONFERENCE OPENING RECEPTION**  
Mountbatten Lane – 2<sup>nd</sup> Floor

Come meet and mingle with old and new colleagues and have some IPGA Conference opening reception fun!

**FRIDAY, JUNE 17, 2016**

7.00 a.m. - 5.30 p.m. **REGISTRATION DESK OPEN**  
Mountbatten Lane – 2<sup>nd</sup> Floor

7.15 a.m. - 8.15 a.m. **BREAKFAST**  
Mountbatten Lane – 2<sup>nd</sup> Floor

8.30 a.m. - 8.45 a.m. **WELCOME**  
Mountbatten Salon – 2<sup>nd</sup> Floor

Welcome provided by:

**IPGA Chair - Rose Mercier**

**IPGA CEO - Caroline Oliver**

**IPGA 2016 Conference Chair - Karen Fryday-Field**

8.45 a.m. - 9.45 a.m. **KEYNOTE ADDRESS: Being Nice vs. Being Ethical: Defining Our Roles and Obligations**  
Mountbatten Salon – 2<sup>nd</sup> Floor

Presenter: Michael A. Gillette, Ph.D., President of [Bioethical Services of Virginia, Inc.](#)

An important key to understanding the nature of organizational ethics is to consider the source of ethical obligation. While many have attempted to reduce ethical questions to simplistic statements like "does it pass the stink test?", or "do unto others...", organizational ethics is far more complex and demands an understanding of how moral obligations are generated.

This interactive presentation will clearly demonstrate that being ethical requires much more than being nice, pleasant, or friendly. Well-meaning, intelligent, and experienced board members and staff can often legitimately disagree about the ethics of any particular situation, and we need to understand the structure of 'duty' in order to move forward together.

9.45 a.m. - 10.10 a.m. **BREAK** and a great chance to visit our exhibits and bookstore.  
Mountbatten Lane – 2<sup>nd</sup> Floor

10.10 a.m. - 10.50 a.m. **SPECIAL INTEREST HUBS SESSION**  
Mountbatten Salon – 2<sup>nd</sup> Floor

What's your special interest in Policy Governance®? Hear from IPGA's CEO and Hub Leaders about the kinds of conversations and learning going on throughout the year and have the chance to explore what kinds of networking and sharing could support your board's best future.

11.05 a.m. - 12.25 p.m. **FIRST WORKSHOP SESSION**

**Choose your workshop from the following three:**

*[Workshops included in the [Friday one-day board administrator's track](#) are marked with an asterisk.]:*

**FIRST WORKSHOP SESSION: TRACK 1 - Understanding the Policy Governance® System**  
Wren Room – 3<sup>rd</sup> Floor

**\* The Policy Governance® Journey - What to Expect - Road Map and Speed Bumps**

Presenters:

Joseph Inskeep, Consultant, The Governance Coach™

Rose Mercier, Senior Consultant, The Governance Coach™

This module will explore developmental stages that boards and organizations can expect to experience as they move from "beginner" to "competent practitioner" of the Policy Governance® Model.

Discussion of each stage will include:

- the competencies that a board needs to acquire;
- the resulting benefits to the organization;
- possible challenges and potential pitfalls that slow or undermine the board's progress.

Participants will have an opportunity to consider where their board has been and is now, share lessons learned, and identify ways to keep moving forward.

*[\*This workshop is included in the Friday one-day board administrator's track.]*

**FIRST WORKSHOP SESSION: TRACK 2 - Learning from Practice  
Carlyle Room - 3<sup>rd</sup> Floor**

**Monitoring for Real - The CEO's Perspective**

Presenters:

Kathy Wilkie, Registrar and Executive Director, College of Medical Laboratory Technologists of Ontario

Rosemary Smith, CEO, The Kitchener and Waterloo Community Foundation

Karen Fryday-Field, Senior Partner, The Meridian Edge Leadership and Governance Consulting

The purpose of this session is to facilitate and stimulate CEOs and Boards to cut through all the noise about 'monitoring' and find an authentic, ethical approach to proving legitimate success and compliance to the Board of Directors. The session will engage participants in exploring innovative ways to capture data for monitoring.

Participants will:

1. Understand the real Monitoring Report preparation challenges experienced by the CEO in translating Board policy into real world impact.
2. Understand the essential ingredients for successful policy interpretation – not just for monitoring but also for achieving focus for the people of the organization.
3. Learn how a Strategy Map can be a useful tool within the organization to communicate the Ends Interpretation targets and related strategy to work toward in a focused manner.
4. Examine the usefulness of using a Balanced Scorecard approach to both capture the beneficiary data needed for Ends Monitoring and also the operational process data, the people/organizational learning data, and the financial data which help the CEO understand the factors contributing to the actual beneficiary outcomes being achieved.
5. Be exposed to the different thinking and approaches regarding ethically real monitoring results, while knowing that doing so will impact the Board's overall performance assessment of the CEO.
6. Explore the resource base required for effective measurement, ranging from very basic resources to full measurement operating functional departments within organizations – how do CEOs right-size their measurement efforts?
7. Gain insight into how long-term, experienced CEOs sustain a passionate approach to monitoring over the years.

**FIRST WORKSHOP SESSION: TRACK 3 – Ethical Choices**  
**Scott Room - 3<sup>rd</sup> Floor**

**Making the Tough Choices: Allocation Ethics**

Presenter:

Michael A. Gillette, President, Bioethical Services of Virginia, Inc.

A wide variety of methods exist to allocate resources in the face of scarcity. We might consider a 'first come first served' system or allocation, or seek to be maximally efficient, maximally effective, or maximally equal in our distribution choices. If we don't understand the core concept of fairness, however, then any of these systems could lead to unethical outcomes.

In this session, we will carefully examine the operative ethical concepts involved in the distribution of limited resources, and we will develop a complete notion of equity that can productively guide our decisions. We will then examine very practical algorithms that can be employed to make ethical allocation decisions.

12.25 p.m. - 1.25 p.m. **LUNCH** [Including a Celebratory Presentation to Miriam Carver] *and a great chance to visit our exhibits and bookstore.*  
Mountbatten Salon – 2<sup>nd</sup> Floor

**1.35 p.m. - 2.55 p.m. SECOND WORKSHOP SESSION**

**Choose your workshop from the following three:**

*[Workshops included in the [Friday one-day board administrator's track](#) are marked with an asterisk.]:*

**SECOND WORKSHOP SESSION: TRACK 1 – Understanding the Policy Governance® System**  
**Wren Room – 3<sup>rd</sup> Floor**

**Bringing Accountability to Life:**

**The Challenges, Opportunities, and Value of Ownership Linkage**

Presenter:

Susan Mogensen, President, Brown Dog Consulting

Policy Governance® starts with the principle that boards must be accountable to legal or moral owners, but what seems like a very straightforward concept can sometimes be challenging to actually realize. Through group exercises, discussion, and the exploration of both theoretical and practical elements of ownership linkage, participants in this workshop will:

- review the ownership linkage principle and the meaning of accountability;
- understand the differences between owners, customers, stakeholders, and beneficiaries, and why these distinctions are important;
- know how to create a simple ownership linkage plan;
- generate examples of meaningful questions to ask and key messages to share with owners;

- consider how ownership input might - or might not - inform board policy;
- obtain practical tips for addressing common ownership linkage challenges.

**SECOND WORKSHOP SESSION: TRACK 2 - Learning from Practice**  
**Carlyle Room – 3<sup>rd</sup> Floor**

**Forging the Ownership Connection - Defining and Engaging with Owners**

Presenters:

Joane Routhier, Board Member, Dietitians of Canada

Kathleen Wooton, Chairperson, Cree School Board

Jannice Moore, President, The Governance Coach™

Rose Mercier, Senior Consultant, The Governance Coach™

In this workshop, we will discuss what ownership linkage is all about:

- Why bother anyway?
- How to connect with owners?
- What to talk about?
- What questions to ask?
- What methods work?
- What to do with the information when you get it?

Each of these areas will be illustrated from the “live” experience of two different boards, with time for questions and discussion.

**SECOND WORKSHOP SESSION: TRACK 3 – Ethical Choices**  
**Scott Room – 3<sup>rd</sup> Floor**

**\* Board Administrator: Be Prepared!**

Presenters:

Catherine M. Raso, President, CMR Governance Consulting

Anna C. Naud, Corporate/Commercial Associate, Mason Bennet Johncox

The presenters of this workshop, an experienced PG consultant and a Toronto lawyer with extensive expertise in non-profit sector governance, have teamed up to write “*The Board Administration Handbook*” (now in its 2<sup>nd</sup> edition), covering best practices and legislative requirements for corporate documents and meetings.

In this session, you will learn about the Corporate Minute Book, what to include in minutes, annual meetings, board meetings, in camera meetings, how to track monitoring reports, etc.

You will also learn about legislative requirements, as well as best practices. Take lots of important information back for your own board! Even if you’re not incorporated in Canada, this workshop is still very relevant and most items will still apply to your Board.

*[\*This workshop is included in the Friday one-day board administrator's track].*

2.55 p.m. - 3.20 p.m.    **BREAK** and a great chance to visit our exhibits and bookstore.  
3<sup>rd</sup> Floor Foyer

**3.20 p.m. - 4.40 p.m.    THIRD WORKSHOP SESSION**

**Choose your workshop from the following three:**

*[Workshops included in the [Friday one-day board administrator's track](#) are marked with an asterisk.]:*

**THIRD WORKSHOP SESSION: TRACK 1 – Understanding the Policy Governance® System**  
**Wren Room – 3<sup>rd</sup> Floor**

**Policy Development: Getting to Values-Based Policies**

Presenter:

Susan Radwan, Senior Partner, Partners in Policy Governance

Every organization should be driven by deeply shared values and beliefs – the stuff that creates one’s sense of ethics.

In this workshop participants will:

1. Pull apart the content of values vs opinions;
2. Play with policy content focused on values;
3. Consider right-sizing policies through values consideration.

Content Outline:

Getting to Values-Based Policy

- I. The Problem with Blitz Policy Development
  - a. Template doesn’t get to the values discussion
  - b. The intent is to go through policies and assure policies are driven by relevant

- values to the group
- c. By examining relevant values, the organization might “right-size” their policies
- II. What is a value vs an opinion?
- III. Why does establishing values belong to the Board?
- IV. Policies define the value system for the organization
  - a. Policies define the playing field for operations
  - b. Policies define the rules of engagement among the “coaching” board and with the CEO
- V. What values are critical to:
  - a. Sustain the board’s relationships with each other and with the CEO?
    - i. This is where the 10 principles of Policy Governance® play out
  - b. Assure the operational organization is avoiding unacceptable situations?
    - i. Values-based policy NOT back-door management prescriptions
      - 1. How do you get to values rather than management prescriptions?
- c. Establishing Ends for your organization?

**THIRD WORKSHOP SESSION: TRACK 2 - Learning from Practice**  
**Carlyle Room – 3<sup>rd</sup> Floor**

**\* Supporting You - Supporting the Board**

Presenters:

Shelley Farouse, Executive Assistant, College of Registered Nurses of Nova Scotia

Janice Melanson, National Office Executive Assistant, The Kidney Foundation of Canada

Members of the IPGA Clerk and Board Administrators' Hub

Join Shelley and Janice to explore the variety of roles played by those supporting the board. Who are board administrators accountable to for what? What potential conflicts of interest can arise and how can they be dealt with?

What special support do Policy Governance® boards need? How could your board support services be improved?

*[\*This workshop is included in the Friday one-day board administrator's track].*

**THIRD WORKSHOP SESSION: TRACK 3 - Ethical Choices**  
**Scott Room – 3<sup>rd</sup> Floor**

**Governance and Trust**

Presenter:

Catherine M. Raso, President, CMR Governance Consulting

Come and discover the definition of “trust” in good governance. While PG is inherently trust neutral, all parties (board and CEO) must balance reasonable doubt with expectations for good behaviour. Learn about the specific responsibilities of the board chair, individual board members, and the CEO to mitigate suspicion and a dangerous lack of trust.

**4.50 p.m. - 5.50 p.m. IPGA ANNUAL GENERAL MEETING**

Wren Room – 3<sup>rd</sup> Floor

6.00 p.m. – 6.15 p.m. **Boarding buses for the ferry**

7.00 p.m. – 10.00 p.m. **CENTRE ISLAND BARBECUE**

**SATURDAY, JUNE 18, 2016**

7.15 a.m. - 5.00 p.m. **REGISTRATION DESK OPEN**

Mountbatten Lane – 2<sup>nd</sup> Floor

7.15 a.m. - 8.15 a.m. **BREAKFAST**

Mountbatten Salon – 2<sup>nd</sup> Floor

**8.30 a.m. - 9.30 a.m. KEYNOTE ADDRESS: The Board's Role in Creating an Ethical Culture**

Mountbatten Salon – 2<sup>nd</sup> Floor

Presenter: Airick "AJ" Crabill, Former Chair and Board Member of Kansas City Public Schools Board

How often are board members incentivized to lie? What's the fastest way for a board to demoralize a staff? Why might a board intentionally recruit incompetent staff? When do board members benefit from employee thievery? How might board choices inspire dishonesty? Under what circumstances do board members encourage staff to be abusive to children? Sadly, true stories are behind each of these questions. Join us for a humorous and instructive look into how boards create ethical cultures.

**9.30 a.m. - 9.45 a.m. REPORT FROM THE DEMONSTRATED IMPACT TEAM**

Mountbatten Salon – 2<sup>nd</sup> Floor

Presenter: Karen Fryday-Field, IPGA Demonstrated Impact Team Leader

9.45 a.m. - 9.50 a.m.     **ACTIVITY**  
Mountbatten Salon – 2<sup>nd</sup> Floor

9.50 a.m. - 10.20 a.m.   **BREAK** *and a great chance to visit our exhibits and bookstore.*  
Mountbatten Lane – 2<sup>nd</sup> Floor

10.20 a.m. - 11.10 a.m.   **Hot Topics!**  
Mountbatten Salon – 2<sup>nd</sup> Floor

Richard (Dick) Biery, Eric Craymer, and Karen Fryday-Field will kick off the following topics to be followed by lively debate around the ethical implications of each:

- Avoiding Crisis: What happened at Volkswagen and could a system like Policy Governance® have made a difference?
- What does a “reasonable interpretation” look like?
- The ins and outs of Ownership

11.25 a.m. – 12.45 p.m.   **FOURTH WORKSHOP SESSION**

**Choose your workshop from the following three tracks:**

**FOURTH WORKSHOP SESSION: TRACK 1 – Understanding the Policy Governance® System**  
Wren Room – 3<sup>rd</sup> Floor

**The Nuts and Bolts of Monitoring**

Presenter:

Jannice Moore, President, The Governance Coach™

This session will examine what goes into successful monitoring:

- What’s in an interpretation?
- What kind of data will demonstrate compliance with a board policy?
- What are the pitfalls that a board and CEO can stumble into?
- Using direct inspection and external reports appropriately?
- Assessing monitoring reports without getting tangled in the mechanics
- Minimizing the amount of board meeting time needed for monitoring
- Documenting the board’s assessment
- Addressing non-compliance

Bring your questions and real examples for discussion.

**FOURTH WORKSHOP SESSION: TRACK 2 - Learning from Practice**  
**Carlyle Room - 3<sup>rd</sup> Floor**

**The Ends Clinic**

Presenter:

Caroline Oliver, CEO, Good to Govern

Come and share your Ends development processes and results. This is a great chance to work with others to consider how to maximise the power of those policies that ensure that your organization is accomplishing the right things for the right people with the right efficiency and priority.

**FOURTH WORKSHOP SESSION: TRACK 3 - Ethical Choices**  
**Scott Room - 3<sup>rd</sup> Floor**

**Dealing with Conflicts of Interest**

Presenter:

Susan Radwan, Senior Partner, Partners in Policy Governance

Most statutory frameworks require that board members take on duties of care, loyalty, and obedience. And, even without these requirements, as the link between owners and operators, boardrooms can be seen as being the only place in which all the conflicts of interest that surround every organization can be resolved.

As a result of this workshop you will have a clear understanding of how conflicts of interest play out in Board work and how to ensure that:

1. Your policies address the exposure both internally and at the board level
2. Board members appropriately declare conflicts of interest

12.45 p.m. - 1.45 p.m. **LUNCH** [Including a brief IPGA Update and Awards] *and a great chance to visit our exhibits and bookstore.*  
Mountbatten Salon - 2<sup>nd</sup> Floor

1.45 p.m. - 3.05 p.m. **FIFTH WORKSHOP SESSION**

**Choose your workshop from the following three:**

**FIFTH WORKSHOP SESSION: TRACK 1 – Understanding the Policy Governance® System  
Wren Room – 3<sup>rd</sup> Floor**

**Evaluating the CEO and the Board when Using Policy Governance®**

Presenters:

Andrew Bergen, Consultant, The Governance Coach™

Richard Stringham, Senior Associate, The Governance Coach™

You've diligently monitored the CEO's compliance with Ends and Executive Limitations policies. But now what? How do you tie together your assessments of those reports to create an evaluation of the CEO's performance? And what about CEO's compensation? How does it fit into this evaluation process?

Speaking of evaluation, the board needs to evaluate its own performance. How should that be handled? What criteria should you use and what options are there for methods of evaluation?

Come to this session for answers to these questions and more (such as: What should the board do with the self-evaluation results?).

**FIFTH WORKSHOP SESSION: TRACK 2 - Learning from Practice  
Carlyle Room – 3<sup>rd</sup> Floor**

**Working Together - Creating the Board-CEO Partnership**

Presenters:

Annora Gilliam, Board Chair, Leads Employment Services

Wendy Lau, Chief Executive Officer, Leads Employment Services

Karen Fryday-Field, Senior Partner, Meridian Edge Leadership and Governance Consulting

There are at least three critical relationships which any Board needs to actively lead, define, develop, govern, and support, including: The Board/Ownership Relationship; The Board/CEO Relationship; The Board Members' Relationship with Each Other as a Governance Team.

This session will focus on the development of the working relationship/partnership between the Board and the CEO.

Many Boards, even Boards with some success, have been notorious for living with any number of symptoms that demonstrate the Board is not leading, defining, and engaging in a healthy relationship with their CEO, including:

- CEO and Board are moving in opposing directions.
- CEO behaves with as little accountability to the Board as possible or the CEO jumps through the hoops of the appearance of accountability to the Board.
- Board conducts its business without clearly defining the scope, authority, delegation, and monitoring accountability of the CEO, resulting in multiple, likely confusing, and possibly unethical, overlaps between Board and CEO decision-making.
- Board conducts its governance with a strong level of frustration with CEO performance and yet does not clarify its expectations for CEO success or its frustration related to the Board's perception of lack of CEO success.
- Board is not explicit regarding what performance criteria it will hold the CEO accountable to, so there is no agreed upon vision for success resulting in subjective (unethical) CEO evaluation by the Board.
- Board attempts to direct CEO decisions (related to strategies, tactics, methods,

programs, organizational means, etc.) on a one-off or decision-by-decision basis.

None of these behaviours represent effective, ethical governance and yet we have all experienced these conditions in some governance setting.

This session is designed to share the experience of one specific organization, Leads Employment Services, from London, Ontario, Canada in terms of the ethical reframing of its Board relationship with its CEO.

Leads is a large employment agency with headquarters in London, Ontario, Canada. It has a Board of 12 community members and a staff of approximately 80 people spread over several offices and cities. The current high-level End for Leads is Leads exists so that “People with Disabilities, those who are vulnerable, and employers are meaningfully engaged to create a diverse workforce and community”.

**FIFTH WORKSHOP SESSION: TRACK 3 - Ethical Choices**  
**Scott Room – 3<sup>rd</sup> Floor**

**Making Ethical Choices as Part of Risk Governance**

Presenters:

Richard (Dick) Biery, President, The Broadbaker Group

Ray Tooley, CEO, OurBoardroom Technologies Inc.

There is a closer relationship than meets the eye between the issue of protecting (avoiding violations of) ethics in an organizational context and the governance and concomitant management of risk.

Executive Limitations as used in the Policy Governance® System are well suited to governing ethical risk as they define the boundary between acceptable and unacceptable behaviors or situations.

This workshop is designed to introduce the concept of risk as a unifying theme and framework and apply it particularly in the area of ethical behavior. However, it is also our background contention that every risk (behavioral or situational) has, after due consideration, discoverable aspects of ethics imbedded.

3.05 p.m. - 3.25 p.m.     **BREAK**  
3<sup>rd</sup> Floor Foyer

3.25 p.m. - 4.45 p.m.     **SIXTH WORKSHOP SESSION**

**Choose your workshop from the following three:**

**SIXTH WORKSHOP SESSION: TRACK 1 – Understanding the Policy Governance® System  
Wren Room – 3<sup>rd</sup> Floor**

**Sustaining Through Thick and Thin**

Presenter:

Eric Craymer, Senior Partner, Partners in Policy Governance

This workshop will involve you in looking at the importance of sustaining your governance system over several generations for your current board and its future. What can assist sustainability; the obvious, the less obvious, and the least obvious?

The obvious sustainability builders include understanding the system and good board recruitment and orientation. But what about the less obvious strategies such as cultivating teamwork, crisis preparation, and creating an engaging board calendar?

Join in to discover more about how to build a culture of honest and productive dialogue, trust, good relationships, and the humility to keep on learning.

**SIXTH WORKSHOP SESSION: TRACK 2 - Learning from Practice  
Carlyle Room – 3<sup>rd</sup> Floor**

**The Human Element: It's a Great System - Shame About the People!!**

Presenter:

Hartger Wassink, Governance Consultant, NIVOZ

This workshop will address the 'human side' of governance, and of Policy Governance® in particular. Yes, we board members (or CEOs, for that matter) are humans too! That is important to recognize, because success or failure of Policy Governance® (or any other governance system) depends on the human beings using it in daily practice.

Of course, all governance systems are devised to minimize human failure. In an ideal world, we don't need rules and structures, but in the real world, we do. Rules and structures help us to compensate for our human weaknesses – laziness, short-sightedness, and selfishness - to name a few. But human failings can still wreck the best of systems.

Is Policy Governance® better than other approaches at making human weaknesses visible at an early stage? If it is impossible to rule human error out, you'd better have something in place that identifies and tackles it early.

But even with the Policy Governance® System, the human elements of discipline and responsibility are essential. Join this workshop to explore how you can go about encouraging these values in yourself and others.

**SIXTH WORKSHOP SESSION: TRACK 3 - Ethical Choices**  
**Scott Room – 3<sup>rd</sup> Floor**

**The Ethics of Relationship Fundraising**

Presenter:

Gray Keller, Intentional Solutions

Dr. Gray Keller is a thinker, author, and philanthropist who loves to challenge the status quo, interrogate ideas, and create intentional solutions for donors. In this workshop, he will engage you in an inquiry into the many ethical issues surrounding relationship fundraising.

As a philanthropic leader, Dr. Keller has travelled the world serving the poor, working with orphans and widows, and participating in everything from medical missions to constructing homes in the developing world. Over the years, he has given away millions of dollars to charities, giving him a good understanding of the blessings and the burdens that donors experience as they participate in giving.

5.00 p.m. - 5.45 p.m. **CLOSING GENERAL SESSION including Report from the International Young Governance Professionals'**

Mountbatten Salon – 2<sup>nd</sup> Floor

6.15 p.m. - 7.45 p.m. **CLOSING RECEPTION**

Mountbatten Lane – 2<sup>nd</sup> Floor

## ABOUT OUR SPEAKERS

### Andrew Bergen



Andrew Bergen is a Consultant with The Governance Coach™. He is a facilitator and coach, incorporating elements of problem solving skills, group dynamics, and thinking tools to assist groups in strategic planning and stakeholder input. His training includes brain-based coaching, processes and tools for effectively working with conflict, assisting parties to come to collaborative solutions. He is also educated in effective team process, including the use of the Myers-Briggs Personality Inventory.

For most of his career, Andrew Bergen was involved in the education sector in several different ways. Beginning as a teacher in inner city schools, he developed a passion for helping people learn, develop their potential, and find those “aha” moments. His career developed to involvement mostly in the adult education sector, from teaching in a university in St. Petersburg, Russia to a college in rural Saskatchewan. Following this portion of his professional life, he became involved in local school board governance. It was in this role that he began to study the work of Dr. John Carver, the inventor of the Policy Governance® Model.

Andrew introduced the board of the School Division to the Policy Governance® Model and chaired the board during its implementation of the model. Serving in that capacity, he was able to learn and develop practices for the hands-on application of Policy Governance®. Andrew has received advanced training at the Policy Governance® Academy<sup>SM</sup> and regularly participates in professional development regarding the Policy Governance® Model.

Andrew currently holds a contract with the Saskatoon Health Region as the lead consultant in strategy for both leadership coaching and development, as well as conflict resolution.

Email: [andrew@governancecoach.com](mailto:andrew@governancecoach.com)

### Richard (Dick) Biery, M.D., MSPH, FACPM



Dr. Richard Biery served as Director of Health for Kansas City, Missouri for 23 years with policy oversight for indigent medical care systems involving two hospitals, a long-term care facility, five community clinics, and a comprehensive EMS system, as well as all public health functions for the city. He also served in many other city government roles, including chair of the City Ethics Committee. He has been a clinical professor at the University of Missouri in Kansas City, an adjunct professor at the University of Kansas, and a lecturer at the UMKC Bloch School of Business. He holds designations as an M.D., MSPH, and FACPM.

In 1998, Dr. Biery stepped down to form his own consulting firm, specializing in helping organizations and ministries, including churches, achieve excellence in board governance, leadership, and management performance. He has become convinced of the importance of high quality ethical governance and customer-focused leadership to achieve high performance.

Dr. Biery has extensive experience as a leader in the faith community. He is currently chairman of Avant Ministries International, an international church planting mission using Policy Governance®, for over ten years. His skill set includes board governance, especially Policy Governance® (he is a graduate of the Policy Governance® Academy<sup>SM</sup>), strategic thinking (including Hoshin Planning), and the performance improvement and measurement sciences.

Dr. Biery has extensive experience in speaking and training on a variety of topics to a wide variety of audiences (including national audiences) and has received outstanding ratings by audience surveys.

Email: [richardbiery@broadbaker.com](mailto:richardbiery@broadbaker.com)

### **Miriam Carver**



Miriam Carver was born in England and has lived there, in Canada, and in the USA. Currently, she resides in Atlanta with her husband Dr. John Carver. In addition to co-leading and finally leading the Policy Governance® Academy<sup>SM</sup>, she has consulted with boards in all sectors and in many countries.

Miriam is the co-author, with Dr. John Carver, of two books and the Carver Policy Governance® Guide series, co-author of a book written with Bill Charney, and the author of numerous articles.

Email: [miriam@carvergovernance.com](mailto:miriam@carvergovernance.com)

### **Airick "AJ" Crabill**



Raised in and out of foster care from birth until high school, Airick Crabill bounced around enough to have attended 11 schools prior to graduation. He attended urban, suburban, and rural schools; private, public, and parochial schools; lived with white families and families of color; lived in racist communities and inclusive communities; experienced loving homes and homelessness. Drawing on his intimate familiarity with the triumphs and terrors of America's safety nets for children, Airick has devoted much of his adult life to advocating for the well-being of the nation's most vulnerable youth.

Airick currently serves in governing roles with Mazuma Credit Union, The Council of the Great City Schools, Missouri School Boards Association, and Kansas City Public Schools (KCPS). He led the implementation of Policy Governance® in KCPS and currently consults with other urban school boards throughout the United States that want to effectively implement Policy Governance®.

Email: [ajcrabill7@gmail.com](mailto:ajcrabill7@gmail.com)

### **Eric Craymer, MBA, CMA**



Eric Craymer brings a unique blend of professional training and real world experience to the projects he is associated with. He has been a business owner, researcher, manager, and consultant. He has attended and taught multiple workshops on Policy Governance®, been on the IPGA board, attended the Policy Governance® Academy<sup>SM</sup> (2002 and 2013), and worked with a vast array of clients on Policy Governance® implementation, practical use, and sustainability.

Eric really loves helping boards and staff figure out how to actually do what they need to within the model and in a way that also fits their strategic direction and process. Bringing a systems perspective and a deep knowledge of strategy and this governance model allows him to help clients with issues both simple and complicated. Eric holds an MBA and a CMA designation.

Email: [ericcraymer@PolicyGovernanceConsulting.com](mailto:ericcraymer@PolicyGovernanceConsulting.com)

### **Shelley Farouse**



Shelley Farouse is Executive Assistant of the College of Registered Nurses of Nova Scotia and has provided support and guidance to Chief Executive Officers, Presidents, and Council for over nineteen years. Her recent leadership work has included guiding Council to a paper-free administrative system called OurBoardroom Inc., and she can always be found coaching new Council members on the Carver Policy Governance® Model. She graduated from the Policy Governance® Academy<sup>SM</sup> in 2004.

Email: [SFarouse@crnns.ca](mailto:SFarouse@crnns.ca)

### **Karen Fryday-Field, MBA**



Karen Fryday-Field is the Senior Partner of The Meridian Edge Leadership and Governance Consulting in London, Ontario, Canada, which provides governance and strategic organizational development consulting services to boards and senior management teams. Karen consults regularly to address governance effectiveness and to develop new ways to add value. She has been a Policy Governance® consultant and researcher since 1993. Her client list of non-profit, public, and for-profit boards in Canada and the United States is extensive.

Karen has a Bachelor of Science in Physical Therapy and achieved the position of Ivey Scholar while graduating with her MBA, at the Ivey School of Business.

Karen has completed an international benchmarking study on corporate governance best practices, including an evaluation of the unique work of the board, communication systems within corporate governance, and the roles of the board and Chief Executive Officer. She is currently studying the key issues facing boards and CEOs in the not-for-profit sector. The study also addresses solutions which are working for these same boards. She has published articles and presented hundreds of workshops and seminars. Karen serves as Director on the Board of Brescia University College, Canada's only women's university.

Karen is dedicated to enabling boards and organizations to lead and embrace change in order to accomplish their Ends.

Email: [kfryday-field@meridianedgeconsulting.com](mailto:kfryday-field@meridianedgeconsulting.com)

**Michael A. Gillette, Ph.D.**



Dr. Michael Gillette attended Brandeis University as an undergraduate, where he graduated magna-cum-laude with majors in philosophy and classical Greek and was elected Phi Beta Kappa. He went to Brown University for his Master's and Ph.D. in Philosophy, where he wrote a doctoral dissertation entitled "Paternalism in Psychiatric Medicine: A Philosophical Perspective". Dr. Gillette has taught philosophy at several colleges and universities, received tenure at Randolph-Macon Woman's College, published several articles in the field of clinical ethics, and has received numerous teaching awards.

He is presently President of Bioethical Services of Virginia, Inc., a medical ethics consulting business. In addition to his clinical work, Dr. Gillette also has experience in local government and has consulted with local governing bodies regarding the challenges of setting budgets in difficult financial times. He was first elected to Lynchburg City Council in 2004 and was re-elected for a second term in 2008, a third term in 2012, and was also elected Mayor in 2012 and again in 2014. In addition to providing extensive policy and case consultation services to a variety of different organizations, Dr. Gillette is a dynamic speaker who presents to audiences around the country.

Email: [mgillette@bsvinc.com](mailto:mgillette@bsvinc.com)

**Annora Gilliam, MBA**



Annora is the Compliance Auditor of Western University in London, Ontario. She has more than thirty years of experience in business in both private and public organizations including banking, credit cards, and internal audit for the former Canada Trust; marketing and financial investment analysis for London Life Insurance Company; and business analysis and internal audit for the City of London (Ontario). For each of these organizations, Annora was fortunate to be exposed to their different governance systems.

A graduate of the Ivey Business School of Western University in London, Annora holds a Master of Business Administration degree, as well as a Chartered Professional Accountant (Ontario) designation. It was in completing these programs that she was first introduced to governance theory.

Over the past seven years, Annora has channeled this interest into volunteer roles, first with Junior Achievement's Company Program, teaching business skills to high school teens, then with Leads Employment Services, a remarkable organization that helps people with any manner of disability to obtain meaningful, lasting work. Six years in, Annora became board chair while the board solidified its transition to the Policy Governance® Model. Annora also serves as Treasurer of the London Arts Council, an extraordinary organization that distributes the largest funding budget in Ontario to support and promote the arts in London.

Email: [annora.gilliam@execulink.com](mailto:annora.gilliam@execulink.com)

## Joseph Inskeep



Joseph Inskeep attended the Policy Governance® Academy<sup>SM</sup> with John and Miriam in 2007.

He served for eight years on Shambhala International's Board of Directors with a portfolio of governance. During that time, he did the initial governance education and policy development for affiliate Shambhala Centers in the US and Canada.

Joe is currently a board member of the International Policy Governance Association and the Fort Wayne Journal Gazette newspaper. He is a consultant with The Governance Coach™, a group that specializes in consulting to and coaching boards and

organizations in the implementation of Policy Governance®.

Email: [joseph@governancecoach.com](mailto:joseph@governancecoach.com)

## Gray Keller



Dr. Gray Keller writes, speaks, and consults on philanthropic leadership while he practices philanthropy as a way of living. He believes in the power of engaging people at the heart level, then educating at the head level, whereby they are released for empowerment at the hands-on level for a holistic philanthropic leadership approach.

He currently serves on the following advisory boards: Nomi Network, She's the First, and Urban Hope NYC. Gray also serves on the boards of Memnosyne Institute, Danita's Children, and presides over the Leader Foundation. He participates in many philanthropic groups like

the Global Philanthropy Forum and Nexus Global Youth Summit, where he has spoken at the United Nations.

Gray has been published in The Eight Principles of Sustainable Fundraising Podcast (2016), as a contributing author in "Family Offices: The STEP Handbook for Advisers" (2015), "Developing a Global Agenda: Expert Insights from the Inaugural STEP Global Congress" (2014), "Sorbet" (2014), "The Times of India: Paying it Forward" (2013), and has published one book "Everyone Wants Your Money" (2010). Gray speaks on philanthropy, servant leadership, and the relational aspects of wealth dynamics on the soul.

You may learn more at [www.graykeller.com](http://www.graykeller.com).

## Wendy Lau



Wendy Lau is the Chief Executive Officer for the Board of Directors of Leads Employment Services who have been actively using Policy Governance over the past two years.

In her 30 years of practice, Wendy has led Leads to being recognized in both the business and social service sectors for excellence in human resources. Leads has placed over 14,000 individuals with disabilities/barriers in competitive employment with more than 12,000 employers in Southwestern Ontario.

Wendy obtained a graduate degree in Guidance & Counselling,

Certificate in Supported Employment Specialist Program, and the National Certificate in Voluntary and Non-Profit Sector Management. She is a Registered Rehabilitation Professional and taught the Supported Employment Specialist Program at Fanshawe College. From 2007 to 2009, Wendy joined the Employment Accessibility Standard Development Committee in its development of the Accessibility for Ontarians with Disabilities Act.

She has been published in Facing the Future, Best Practices in Supported Employment, Training Resource Network, Florida, USA, and Integrating Supported Education and Supported Employment for people with Mental Illness: A Pilot Study in the International Journal of Psychosocial Rehabilitation.

### **Janice Melanson**



Janice Melanson is the National Office Executive Assistant of The Kidney Foundation of Canada.

Email: [janice.melanson@kidney.ca](mailto:janice.melanson@kidney.ca)

### **Rose Mercier**



Rose Mercier, Senior Consultant with The Governance Coach™, has twenty years' experience in organizational transition and leadership development and twenty-plus years in management and leadership positions. In the time since she trained at the 2008 Policy Governance® Academy<sup>SM</sup>, Rose has focused her consulting work on supporting boards in the implementation of Policy Governance®. Her clients include membership-based, education and social service non-profit organizations, unions, foundations, and corporations.

Prior to consulting, Rose served in CEO and senior staff roles with national non-profit organizations. She holds a Master's degree in Business Administration. Rose is in her fourth year as a member and third as Chief Governing Officer of the Board of Directors of the International Policy Governance Association.

Rose lives in the beautiful, historical "limestone" city of Kingston, Ontario, and when she isn't working, she can be found walking and catering to the whims of her slightly crazy Lhasa-poo, Oats.

Email: [rose@governancecoach.com](mailto:rose@governancecoach.com)

## Susan Mogensen



President of Brown Dog Consulting, Susan Mogensen's passion lies in helping people to work more effectively together in pursuit of productivity, profit, and progress. Combining her strong political background with skills, training, and experience in group facilitation and board governance, Susan inspires clients with the new possibilities that emerge when rational design is applied to the meeting or board governance context.

Susan holds a B.A. (Honors) in Political Science from Carleton University and received the IAF Certified Professional Facilitator designation in 2006. Susan was personally trained by John and Miriam Carver at the Policy Governance® Academy<sup>SM</sup> in 2002, served as CEO of the International Policy Governance® Association from 2004-2009, has had articles published in the governance journal *Board Leadership*, and other publications, and has been a speaker and facilitator at governance conferences throughout Canada and the United States.

Email: [susan@browndogconsulting.com](mailto:susan@browndogconsulting.com)

## Jannice Moore, MHSA



Jannice Moore is President of The Governance Coach™, which for over 20 years has specialized in Policy Governance®. She attended the first Policy Governance® Academy<sup>SM</sup>. With over thirty years' experience as a manager, planner, consultant, and educator, she has assisted over 300 boards in applying Policy Governance®. She holds the designation Certified Health Executive and an MHSA from the University of Alberta. Jannice is the author of *Governance for Health System Trustees*, the *Policy Governance® Toolkit* series, and *Governing Membership Associations: Applying the Policy Governance® Model*, published in 2015. She contributed to *The Policy Governance® Fieldbook* and is a regular author in *Board Leadership*.

Jannice has been an invited speaker at conferences and seminars in North America and Europe. Jannice was qualified as an expert witness on governance at the Court of Queen's Bench, Alberta. She is a founding member and past Chair of the International Policy Governance Association board and in 2014 received the IPGA Distinguished Service Award. She is currently Board Chair of Wycliffe Canada.

Email: [jannicemoore@governancecoach.com](mailto:jannicemoore@governancecoach.com)

## Anna C. Naud



Anna Naud joined Mason Bennett Johncox Professional Corporation as a corporate/commercial associate in September 2013. Called to the Ontario Bar in 2005, Anna has spent the last nine years practicing at a large national firm on Bay Street in Toronto.

Anna advises clients in both the for-profit and not-for-profit sectors on day-to-day corporate and commercial matters.

Anna has additional expertise in both not-for-profit and charity law and corporate governance. Anna has worked with both national and provincial non-share capital corporations and registered Canadian

charities, including colleges, hospitals, public and private foundations, religious organizations, Montessori schools, day cares, private schools, social clubs, associations, co-operative corporations, and special act corporations.

### **Caroline Oliver**



Caroline Oliver's board leadership and Policy Governance® experience span over thirty years. Today her international consultancy has clients in the UK, North America, and beyond.

She is general editor of *The Policy Governance® Fieldbook: Practical Lessons, Tips, and Tools from the Experiences of Real-World Boards* (Jossey Bass; 1999).

She is a co-author of *Corporate Boards That Create Value* with the creator of Policy Governance®, John Carver (Jossey Bass: 2002). Her latest book, *Getting Started with Policy Governance® – Bringing Purpose, Integrity and Efficiency to Your Board* (2009), was also

published by Jossey Bass Publishers Inc.

Caroline is Editor of the Wiley Periodicals Inc. bi-monthly newsletter *Board Leadership* and author of numerous articles and social media contributions. She was a lead writer of the BS 13500 Code of Practice for Delivering Effective Governance (2013) - an international version is currently under discussion.

Caroline is Chair of the UK Policy Governance Association and, most importantly of all to her, CEO of the International Policy Governance Association (IPGA).

Email: [ceo@policygovernanceassociation.org](mailto:ceo@policygovernanceassociation.org)

### **Susan Radwan, SMP, CAE, Med**



A senior partner of Partners in Policy Governance, Susan Radwan has a rich history of experience in the fields of insurance, education, non-profit associations, and consulting.

Radwan completed the Policy Governance® Academy<sup>SM</sup> in 1999. She served on the IPGA Board from 2006-2010, completing one year as Chief Governing Officer. In 2010, she resigned from the Board to become the volunteer Chief Executive Officer from 2010-2012.

Radwan earned a Master's Degree in Education and holds designations awarded by the American Society of Association Executives (ASAE), the Insurance Institute of America, and the

Association for Strategic Planning.

Radwan's most recent achievement is serving as the Executive Management Editor of the *Handbook of Professional Practices in Association Management*, a joint publication of ASAE and Wiley & Sons. Released in 2015, the book is *the* textbook for the association management profession and will be distributed world-wide.

Email: [susan.radwan@PolicyGovernanceConsulting.com](mailto:susan.radwan@PolicyGovernanceConsulting.com)

## Catherine M. Raso, MBA



With 30 years of experience in governance and the nonprofit sector, Catherine Raso is President of CMR Governance Consulting (located just outside of Toronto), a governance consulting firm that helps public, non-profit, private, and governmental boards of directors to improve their governance systems, structures, and processes.

A highly skilled and experienced facilitator, trainer, and coach, Catherine has earned a reputation for listening to her clients' special circumstances and responding with options for solutions that make sense based on an individual board's goals. She has consulted with more than 400 boards around the world and has an impressive client

list.

Catherine earned her BA (Economics) and MBA (Health Services Management) from McMaster University. Catherine attended the first Policy Governance® Academy<sup>SM</sup> in Atlanta in 1995 and is one of the most experienced Policy Governance® consultants in the world. Catherine was CEO of a non-profit retail organization in the health care industry and has served on many local community boards, including arts, service, and educational organizations.

Catherine is co-author of *The OnTarget Board Member: 8 Indisputable Behaviours*, now in its fourth edition with over 10,000 copies sold worldwide, *The Policy Governance® Fieldbook*, *The Board Administration Handbook* (2014), and author of the soon to be released governance book, *100 Ways to Build a Better Board* (NVP Publishing, 2015).

Catherine also volunteers as a governance trainer and workshop facilitator with many local United Ways, and has instructed in non-profit management courses at the College and University levels.

Email: [raso@sympatico.ca](mailto:raso@sympatico.ca)

## Rosemary Smith



Since joining The Kitchener and Waterloo Community Foundation in 2001 as Chief Executive Officer, Rosemary Smith has worked to encourage cross-sectoral leadership and collaboration in an effort to take the Region of Waterloo from good to great. She is committed to supporting tactical philanthropy to enrich the quality of life for all community members.

Rosemary has held leadership positions on the Boards of several organizations such as Chair of The Greater Kitchener-Waterloo Chamber of Commerce and the Cambridge Chamber of Commerce and has served on boards such as the K-W YWCA, The KWCF, the

Cambridge & North Dumfries Community Foundation, and K-W Big Brothers. She currently serves on the Waterloo Regional Police Services Board.

Rosemary was recognized as a Woman of Distinction by the Cambridge YWCA and was named as Kitchener-Waterloo's Citizen of the Year for 2009. In 2013, she was honored as a recipient of the Queen's Diamond Jubilee Medal for her significant contributions and achievements as a Canadian. In 2014, Rosemary was a recipient of the Governor General's Caring Canadian Award.

## Joane Routhier, RD



Joane Routier is a graduate of the School of Dietetics and Human Nutrition of McGill University and obtained her degree in 1985 (BSc Dietetics).

For the past 30 years, she has been working at her Alma Mater as a Stage/Internship coordinator.

Joane acquired familiarity with board processes as she served as Board member for l'Ordre professionnel des diététistes du Québec for 9 years. She held the position of Vice President for 2 mandates, served as Chair of the Governance committee, and as member of the Ethics committee. She currently serves as the Chair of the appeal committee.

She has been on the Board of Directors for Dietitians of Canada for the past year. As part of that mandate, she is a member of the Governance working group.

She was the 2014 recipient of the prize from the Conseil Interprofessionnel du Québec, honoring her involvements in her regulatory body as well as advancement of the profession.

## Richard Stringham



For over 30 years, Richard Stringham has provided development services to a range of organizations such as co-operatives, professional regulatory organizations, non-profit groups, and commodity organizations. As a member of the management team for a non-profit educational organization, he led leadership development programs for youth and adults, provided educational services, and facilitated planning for both boards and volunteer and management groups.

He began work with the application of the Policy Governance® Model in 2002 with the Alberta Institute of Agrologists (AIA), where he was a direct report to the CEO. In that capacity, he provided governance services to both the CEO and the governing Council. AIA received the benefit of in-house Policy Governance® expertise. Richard received the benefit of practical experience with Policy Governance®.

He attended the Policy Governance® Academy<sup>SM</sup> in 2004 and is a member of the International Policy Governance Association. Richard is Senior Associate with The Governance Coach™.

Email: [richard@governancecoach.com](mailto:richard@governancecoach.com)

## Ray Tooley



Ray Tooley has over 25 years' experience delivering information system solutions to organizations across North America. He has founded and operated several successful hi-technology companies. He served on the Dealer Executive Councils of Compaq and AT&T and in an advisory capacity to IBM, Hewlett Packard, Microsoft, and other innovators in the computer industry.

As a director on a number of for-profit and not-for-profit corporate boards, he has first-hand experience of the need for both computer-based support tools and Policy Governance® in the boardroom. Ray is a member of the Professional Engineers of Ontario, a Chartered

Director, and a Policy Governance® Academy<sup>SM</sup> participant. He is also a current member of the UK Policy Governance Association (UKPGA) board.

Email: [rtooley@ourboardroom.net](mailto:rtooley@ourboardroom.net)

### **Hartger Wassink**



Dr. Hartger Wassink is an organizational psychologist with experience in academic research as well as consultancy. His particular interests lie in 'professional dialogue', distributed leadership in schools, and the role of values in management and board (Policy Governance®). Hartger works with boards and management teams within single educational organizations and trains groups composed of teams from different organizations. He also provides individual coaching for educational executives. Hartger participated in the 2010 UK Policy Governance® Academy<sup>SM</sup>. He is affiliated to NIVOZ, an independent Dutch think tank on education. At NIVOZ, he helps building an online and offline Forum that provides a space

for researchers and practitioners to engage in dialogue on fundamental themes with regard to good education.

Email: [post@hartgerwassink.nl](mailto:post@hartgerwassink.nl)

### **Kathy Wilkie**



Kathy Wilkie is the Registrar and Executive Director of the College of Medical Laboratory Technologists of Ontario (CMLTO). She has more than 30 years of experience in medical laboratory technology and health services management in the public, private and professional regulatory sectors.

A graduate of Ryerson University in Toronto, Kathy holds a Bachelor of Health Administration (Honours).

Over the last twelve years, Kathy has developed a keen interest in Policy Governance® both as a Board member and Executive Director in the not-for-profit sector. She is a recognized speaker provincially, nationally and internationally on the impact of regulatory governance excellence. Kathy currently serves on the Board of Directors for Guelph General Hospital and is the Chair of the Governance Committee. She also serves on Board of the Federation of Health Regulatory Colleges of Ontario, where she has held the positions of President and Treasurer.

Email: [executiveoffice@cmlto.com](mailto:executiveoffice@cmlto.com)

**Kathleen J. Wootton, MA**



Kathleen Wootton has been Chairperson of the Cree School Board since 2011. From 2008 to 2011, she represented the Cree community of Mistissini as the School Commissioner for the Cree School Board. She served a one-year term as the Vice-Chairperson of the Board.

Kathleen has expertise in later childhood education and educational leadership, with a Bachelor of Education, majoring in Later Childhood Education and a Master of Arts, majoring in Educational Leadership, both from McGill University. Kathleen also attended graduate school at Simon Fraser University.

Kathleen's previous work experience includes teaching at Voyageur Memorial School; Coordinator and Instructor of the En'owkin College Achievement Program in Penticton, B.C.; Coordinator of Post-Secondary Student Services Program with the Cree School Board; Training and Education Advisor for the Cree Human Resources Development; and Deputy Chief of the Cree Nation of Mistissini (2002 – 2010) with the portfolio for education;

Kathleen resides in Mistissini, Quebec. She has two children: Michelle and Lucas and two grandsons: Hayden and Liam.

Email: [kwootton@cscree.qc.ca](mailto:kwootton@cscree.qc.ca)

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