

**2018 IPGA CONFERENCE OUTLINE PROGRAM
EXPLORING GOVERNANCE EXCELLENCE**

Savannah, Georgia, USA

Thursday, June 21 - Saturday, June 23, 2018

The DeSoto Hotel, 15 East Liberty Street, Savannah, GA 31401

| Hotel: 912-232-9000 | Reservations 800-239-5118


WORKSHOP TRACK KEY



Yellow	Policy Governance: The Fundamentals
Green	Excellence in Applied Practice
Blue	Exploring Models of Excellence
Orange	Developing Leadership Excellence

THURSDAY JUNE 21, 2018

PRECONFERENCE SESSIONS

<p>10 am - 4:30 pm</p>	<p>Policy Governance® 101: Ten Key Principles for Effective Boards</p> <p>Have you ever...</p> <ul style="list-style-type: none"> • seen board members get drawn into operational details? • seen intelligent, well-meaning people become a dysfunctional group? • questioned how time was used at a board meeting? • worried the board might miss something important? • wondered why the same conversations keep recurring? • wished boards knew how to direct and control — without micromanaging? • wanted more results, less frustration? <p>Luckily, there's hope.</p> <p>A set of principles called Policy Governance® enables boards to govern effectively on behalf of owners. When these</p>	<p>Susan Mogensen, President of Brown Dog Consulting</p>  <p>Susan's passion lies in helping people work more effectively together in pursuit of productivity, profit, and progress. Starting off as a page in the House of Commons, Susan served in multiple roles in the Canadian Parliament for 12 years and has a particular interest around transformational change to democratic institutions.</p> <p>Beyond her Parliament Hill experience, her governance background includes a B.A. (Honors) in Political Science from Carleton University, training at the Policy Governance® Academy (SM) in 2002, serving as CEO of the International Policy Governance Association from 2004-2009, coaching and training multiple boards of directors from a variety of sectors, and both attending and speaking at multiple governance conferences throughout Canada and the United States.</p>
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	<p>principles are applied, board and staff know the difference between governance vs. management decisions, how to delegate without micromanaging, and how to be accountable without getting tied up in red tape.</p> <p>By the end of this workshop, you will know how to:</p> <ul style="list-style-type: none"> • save valuable board meeting time while getting more done • liberate the chief executive and staff to create, innovate, achieve results • improve the board - CEO relationship • prevent board member frustration and burnout • control effectively without micromanaging • please your members, community, owners or shareholders • apply your new understanding of this system and enjoy the rest of the conference! 	
<p>10 am - 4:30 pm</p>	<p>Deep Dive: Exploring the Power of Ends: The Latest in Theory and Application</p> <p>Ends policy development is one of the most challenging, yet integral and powerful components of Policy Governance practice. How can a board get the most benefit from this unique direction setting tool?</p> <p>By participating, you will enhance your theoretical understanding of the Ends concept with special attention to the latest thinking on the "at what worth" component. We'll explore how Ends differ from traditional mission/goals/objectives language, their role in the strategic planning process, and why Ends add greater value to governance.</p>	<p>Dr. John Bohley, Principal consultant for Boards On Course</p>  <p>Prior to embracing board governance consulting in 2014, John served in management roles in the non-profit, public, and he attended the Policy Governance Academy in 2005. John has a master's degree in social work and a doctorate in public administration. Contact via John@BoardsOnCourse.com or jpbohley@gmail.com.</p>

	<p>We'll also do some "hands-on" work by rolling up our sleeves and developing Ends policies. You may also choose to bring your current Ends policies for review and suggestions for improvement. In addition, you'll also have the opportunity to create Ends monitoring reports complete with interpretations presented as operational definitions.</p> <p>And finally, we'll look at what boards can do to enhance their abilities to set Ends that speak to the right benefits, for the right people, at an appropriate worth. In particular, how can the Board better incorporate the values of its owners and enhance its forward thinking for crafting better Ends policies?</p>	<p>Bill Charney, Principal Consultant, Charney Associates</p>  <p>Bill has been a trusted advisor to more than 300 governing boards since 1997. He has an MBA from the University of Colorado, has served on many Boards, and chaired two, and served nine years as the highly successful CEO of a prominent Denver, Colorado nonprofit. Bill co-authored, with Miriam Carver, <i>The Board Member's Playbook</i>.</p> <p>Richard Stringham, Senior Associate, Governance Coach</p>  <p>Richard has provided development services to a range of organizations and began working with the Policy Governance model in 2002 with the Alberta Institute of Agriologists (AIA) where he provided governance services to both the CEO and the governing Council. He attended the Policy Governance® Academy in 2004 and is a member of the International Policy Governance Association's Model Consistency Committee.</p>
5 pm - 6 pm	<p>First Timer's Orientation If this is your first time at an IPGA conference, please join us for a brief overview of the conference and some networking time with other first timer's and some veterans who will be happy to show you the ropes.</p>	
6 pm – 7:30 pm	<p>OPENING RECEPTION</p>	

FRIDAY JUNE 22, 2018

7:15 am - 8:15 am

BREAKFAST

8:30 am – 10 am

OPENING GENERAL SESSION AND KEYNOTE: What is Excellence? Advanced Systems, and The International Standards Organization (ISO) Experience

Is it possible to develop a standard on good governance, spanning all sectors, types of organizations, and jurisdictions? Currently there are many sector specific guidance regulations and codes (e.g. banking, state owned enterprises, listed companies) and country specific codes for good governance (e.g. UK Corporate Governance Code, King IV in South Africa). However, many organizations across the world still do not have a standard they can use as a guide. Australia and the UK have led the way as the first countries where their standard setting bodies have developed standards for corporate governance and governance of organizations respectively. Now, ISO is in the process of developing a global standard on governance of organizations. This session will provide a behind-the-scenes look into the process and the range of issues that need to be addressed.

Visual Mapping

Throughout the conference, visual mapping experts will capture our best insights and share their work at the closing keynote session, showing a creative method to create shared stories, values and results.

Dr. Hartger Wassink, Governance Consultant, De Professionele dialoog & Chair, IPGA Board








Hartger was trained as an organizational psychologist and participated in the 2010 UK Policy Governance® Academy. He has worked with numerous boards, mainly in education, in the Netherlands, helping them to work more efficiently and be better accountable to their communities based on Policy Governance principles. As an educational researcher, he is affiliated to NIVOZ, an independent Dutch think tank on education. He writes regularly about leadership in education.



Dr. Axel Kravatzky, Co-Convenor and Technical Editor of TC309/WG1 Guidance for the Governance of Organizations (ISO 37000)







Axel is currently serving as co-convenor and technical editor of the new international guidance standard ISO 37000 on “Governance of Organizations.” Axel was the Founding Chairman of the Caribbean Corporate Governance Institute and is working internationally as the Corporate Governance and Strategy Practice Lead for Syntegra Change Architects Ltd. He also has more than 10 years of experience as a board member himself, throughout Europe and the Caribbean.


		<p>Renatta Algalarrondo, Visual Communications Consultant, Fall4Art</p>  <p>Renatta has fifteen years experience as a visual communications consultant to executives and has supported meetings for many of the largest companies and institutions in the world. Renatta regularly records live and virtual meetings, creating visualizations in support of conversations, workflows and decisions generated in meetings.</p>
10 am - 10:30 am	BREAK	
10:30 am - 11:45 am	WORKSHOP SERIES ONE	
	<p>The Policy Governance Journey</p> <p>Follow fellow professionals throughout the various stages of their governance journeys. Hear from three panelists, each with progressive experience serving on boards using an advanced governance model. Each will share insights gained at their respective stages in the process, giving attendees the opportunity to learn what to expect in your own journey and discover practical implications of navigating these important transitions.</p> <ul style="list-style-type: none"> • Explore questions relevant to the developmental journey of a PG practicing organization • Gain insights from the practical experiences of others, including: pitfalls, challenges and creative strategies • Learn about the preliminary results of the Demonstrated Impact Team’s research into what constitutes effective PG practice from the perspective of Board Chairs (CGOs) and CEOs • Get new ideas for consideration in your own PG practice 	<p>Michael Juech District Administrator, Bristol, WI</p>  <p>Michael is starting his third year as District Administrator for Bristol School District #1 in Wisconsin, where he has been using an advanced governance model for just over a year. Prior to this role he has worked in school and district administrative roles for 6 years.</p>  <p>Kathy Wiener is a nonprofit organization development consultant who has worked to support a Board that has been practicing for nearly 20 years.</p>
	People Over Paper: Project Management Excellence in the	Athens Koliass , MPM, PMP, PMI-ACP, PGP, Governance Consultant,


	<p>Governance World</p> <p>When monitoring Ends, both boards and management can be more effective while saving time and paper by using prevailing project management approaches. This session highlights the top approaches to managing projects in the context of delivering excellent governance.</p> <p>Basic definitions, organizational context and examples of the project management approaches for different governance projects will be provided. A comparison will also be made of measurement approaches from the governance and project worlds, and how engaging with the right people and asking the right questions is critical to ensuring that governance projects succeed.</p>	<p>Order4Orgs</p>  <p>Athens is an expert in both the Project Management and Policy Governance worlds. With a Bachelors in Marketing, and a Masters in Project Management, Athens solidified her expertise with certifications as a Project Management Professional, an Agile Certified Professional, and most recently as a Policy Governance Professional.</p> <p>She is a 30 year veteran in various project management roles, both in the for-profit and non-profit spheres. For the last six years, she has been a corporate trainer teaching PMP bootcamps nationwide</p> <p>For more detail please explore her LinkedIn profile at: www.linkedin.com/in/athenskolias</p>
	<p>Governance of State Owned Enterprises</p> <p>This workshop focuses on the additional work required for boards of organizations that are owned by the state. Specific highlights include the process for determining the ends of State Owned Enterprises (SOEs), determining performance parameters, reporting and accounting, and the nomination and selection process for board members. The governance work that Ministries need to undertake in relation to the companies that report to them, and the interface between the Ministries and the boards, is critical for the SOEs to achieve their purpose.</p>	<p>Dr. Axel Kravatzky Chairman and Principal Consultant of Syntegra Change Architects Ltd.</p> 

11:45 am - 1:15 pm	LUNCH	
1:30 – 2:45 pm	<p>WORKSHOP SERIES TWO</p> <p>Policy Development – Architecture and Content</p> <p>In Policy Governance policies are carefully, purposefully and specifically crafted. That is important because those policies are the guide for all further decisions and actions, both of the board and of the CEO. Board policies capture and make explicit the values of the board. They are developed in a particular way such that ANY further decisions (which are reasonable interpretations) will be acceptable.</p> <p>In this workshop you will learn how to understand and master the architecture (framework) that underlies the Board's Policy Manual and how your board can go about capturing its values in the content of its policies. You will know why there are four policy areas (Ends, Executive Limitations, Board Management Delegation and Governance Process), why you develop issues from broad to narrow when capturing board values in policies and how to develop and maintain your policy set over time.</p>	<p>Eric Craymer, Senior Partner, Partners in Policy Governance</p>  <p>Eric has been a business owner, researcher, manager, and consultant, and successfully completed the Carver Policy Governance Academy (twice). He has worked with many boards both in initial implementation and in the ongoing practice of Policy Governance®. Eric gained practical experience in Policy Governance sitting as an IPGA board member and Chair, and he is currently serving on the IPGA Consistency Committee.</p>
	<p>Visual Mapping to Facilitate Governance Excellence</p> <p>Visual facilitation is in demand because it promotes innovative thinking, accelerates decision making and creates buy-in on the direction forward. You don't have to draw to work visually! Use visual maps to efficiently facilitate board room conversations that move policy makers toward governance excellence.</p> <p>In this session you'll get hands-on experience with a visioning map to facilitate board alignment on results. This visual</p>	<p>Jenny Trautman, Executive Facilitator, Same Page People</p>  <p>Jenny is an International Association of Facilitators (IAF) Certified™ Professional Facilitator and President of the International Forum of Visual Practitioners. She has three decades of experience working with executives and their teams. In 2012 she began using visual processes to spur creativity in planning sessions. She found they led to productive big picture thinking, accelerated decision making, helped organizations focus on their future and</p>

	<p>thinking tool increases motivation to change and engages directors in the process.</p>	<p>condensed weeks of talking into action. Now, she can't imagine holding a meeting without a visual guide and a marker in the hands of every participant.</p>
	<p>Reframing Governance: Generative Thinking in the Boardroom</p> <p>High performing boards are needed to deal with an increasingly dynamic, complex environment within which boards govern. Effective board and CEO leadership is essential to support innovation and advance the organization's mission. Traditional systems of governance are no longer adequate. We need to reframe how we think about governance.</p> <p>Emergent governance frameworks are emphasizing the concept that governance is leadership. Chait, Ryan and Taylor (2005) suggested that boards could govern more effectively by viewing their roles from a leadership perspective. In our complex environment, board members and CEOs are required to work in multiple modes – from a fiduciary, strategic and generative perspective. Collectively, these three modes comprise governance as leadership.</p> <p>In this session, we will highlight current thinking about framing governance from a leadership perspective. Based on the foundational work of Chait, Ryan and Taylor (2015) and advanced by Trower (2013), we will explore current thinking about Governance as Leadership or generative governance.</p>	<p>Karen Fryday-Field, Senior Partner, The Meridian Edge Leadership and Governance Consulting Group & Interim Co-CEO, IPGA</p>  <p>Karen has been a Governance Consultant and researcher since 1993 and completed the Policy Governance Academy Program in Atlanta, Georgia in 1996. Karen consults with many organizations to develop strategic thinking and planning directed toward building success in the face of an ever-changing business environment.</p> <p>Karen has completed an international benchmarking study on corporate governance best practices, and has presented hundreds of workshops and seminars. Karen also serves as the Chair of the Board of Brescia University College. Karen can be reached at kfryday-field@mericianedgeconsulting.com.</p> <p>Kathy Wilkie, BHA, MLT, Registrar & CEO College of Medical Laboratory Technologists of Ontario</p>  <p>Kathy is a passionate proponent of governance excellence and recognized speaker on the impact of regulatory governance excellence. She is a graduate of Ryerson University in Toronto and holds a Bachelor of Health Administration (Honours), a diploma in medical laboratory technology and is currently completing the Chartered Director Program at Mc Master University, DeGroot School of Business. Kathy also serves on numerous boards, such as the Guelph General Hospital Board and the Federation of Health Regulatory Colleges of Ontario Board and she has held numerous leadership roles with the boards and committees she has served on.</p>

2:45 pm – 3 pm	BREAK	
3 pm – 4:15 pm	WORKSHOP SERIES THREE	
	<p>CEO Monitoring and Evaluation Part I – from the Board Perspective</p> <p>Ever see a board set goals but then never look at them again to see if the CEO had actually accomplished them? Ever watch a board spend months developing a strategic plan only to never actually monitor whether or not the CEO implemented it? Ever serve on a board yourself that had ends statements but that didn't know to what extent they were actually being followed by the CEO? Ever see a CEO do everything right but still get a confusing or poor evaluation from the board? You're not alone. There are ways forward and there are solutions. Join me and let's talk about it!</p>	<p>A.J. Crabill, Deputy Commissioner, Texas Education Agency</p>  <p>Prior to A.J.'s work at TEA, Crabill served eight years on the board of the Kansas City (MO) Public Schools. Crabill has also served on the board of the Missouri School Boards Association, the executive committee of the Council of the Great City Schools, the Policy Committee for the National School Boards Association, and currently serves as chair of the IPGA annual conference committee and as an instructor for the Texas Education Policy Institute.</p>
	<p>Monitoring – How Will We Know? Where Boards of Education and Superintendents Get Stuck</p> <p>This presentation will focus on the monitoring process and talk about the bumps often faced in developing and maintaining policy governance boards and board members especially when elections determine membership. Tools and tips will be offered as well as opportunities for active audience participation to learn from and improve with each other.</p>	<p>Cindy Elsbernd, Vice Chair of the Des Moines Public Schools Board of Directors</p>  <p>Cindy, completing the third year of her second four-year board term, is a member of the 2nd Cohort of the IPGA Policy Governance Proficiency Program and a co-lead of the IPGA Education Hub. Cindy is the director of a Des Moines non-profit called Iowa Kidstrong, Inc. which she founded in 2005 to promote healthy lifestyles to youth. She is also an independent consultant contracting with the United Way of Central Iowa as the Well Kids of Central Iowa Program Manager and with the Iowa Association of School Boards as part of their "Board Development Cadre." Cindy sits on other boards including the Council of the Great City Schools Board of Directors, the Junior Achievement of Central Iowa Board, and the Polk County Early Childhood Iowa Board. She looks forward to further development and expansion of her governance consulting work through her most recent venture Cindy Elsbernd Consulting, LLC.</p>

	<p>How to Overcome Age Bias in the Boardroom</p> <p>As a younger board member, you probably have a desire to make a difference. But, do you have an equal voice in the boardroom and the ability to influence your fellow directors? It's common for new directors, especially those who are the youngest (and anyone under 40 will usually be the youngest) to face this challenge. Yes, they've been accepted onto the board but may not yet have the confidence to have their say, especially when they have plenty to offer. In this session, Paul will take you through the best strategies to find your confidence, find your voice and influence the boardroom.</p>	<p>Paul Smith, Co-founder & CEO of Future Directors Institute</p>  <p>Paul is a business owner, coach, advisor and non-executive director with a passion for advancing diversity and inclusion in the boardroom. He is dedicated to helping next generation leaders shape the future from the boardroom and become successful, responsible and influential leaders.</p> <p>His business, Future Directors Institute, was established to empower, develop and support board directors. It helps professionals at any stage of their journey to define their goals, articulate their value and ensure they are committed and ready for the boardroom. He is also co-founded NED and Start-up Boardroom that helps connect “new economy” companies and directors.</p> <p>Paul is also a keynote speaker and runs a popular podcast called Boardroom Hustle. He is working on his first book about the future of boards and the role of the non-executive director.</p>
4:30 pm - 5:45 pm	IPGA Annual General Meeting	Hartger Wasskink
6:15 pm	Depart for River Cruise	
7 pm – 9 pm	Savannah River Boat Cruise and Dinner	

SATURDAY JUNE 23, 2018		
7:15 am - 8:15 am	BREAKFAST	
8:30 am – 10 am	KEYNOTE: Models under the Microscope	<p>Facilitator: Karen Fryday-Field</p> <p>Vin Hoey Director, Strategic4sight</p>  <p>Vin helps nonprofits improve by developing strategic plans and marketing plans that are engaging, strategic and integrated.</p> <p>He serves on a team at the University of Texas at Dallas Institute for Excellence in Corporate Governance (IECG) that is developing a new governance capital model. The IECG is a leading global resource in developing and communicating thought leadership on governance issues for boards and C-level executives.</p> <p>Throughout his career, Vin has provided significant volunteer leadership on the boards of directors of 20 different local, national, and international nonprofit organizations in various cities, serving as board chair for seven nonprofits. He currently serves on the Advisory Council of Project Transformation North Texas, where he served as board chair. He also serves on the Advisory Council of the Social Enterprise Alliance North Texas.</p>
10 am - 10:30 am	BREAK	
10:30 am – 11:45 am	WORKSHOP SERIES FOUR	
	CEO Monitoring and Evaluation Part II – from the CEO Perspective	Facilitator: A.J. Crabill, Deputy Commissioner, Texas Education Agency
	Ever see a board set goals but then never look at them again to	

see if the CEO had actually accomplished them? Ever watch a board spend months developing a strategic plan only to never actually monitor whether or not the CEO implemented it? Ever serve on a board yourself that had ends statements but that didn't know to what extent they were actually being followed by the CEO? Ever see a CEO do everything right but still get a confusing or poor evaluation from the board? You're not alone. There are ways forward and there are solutions. Join me and let's talk about it!

Doris Lavoie



Doris holds a Bachelor of Science degree from the Université de Sherbrooke (1980), a Master of Social Work from the Université du Québec en Outaouais (1998) and a Master in Organizational Development from Université Laval (2010). He is also an Addiction Counsellor (since 1991) and a Certified Association Executive (since 2004). He first became familiar with Policy Governance in 2005 and attended the Policy Governance Academy in 2008.

Doris has worked as a military engineer, project manager, crisis counsellor, director of adult services at a rehabilitation centre. He is a former CEO of the Canadian Counselling Association and he has now been the Executive Director of the National Dental Hygiene Certification Board since 2006.

Vicki Hawarden, CMP, PGP





Vicki's experience includes 25 years as an association executive with organizations such as the National Park and Recreation Association and Meeting Professionals International, concluding with her role as President and CEO of the International Association of Venue Managers and the IAVM Foundation. During her tenure at IAVM, she implemented a policy governance model so she has a deep experience of the process from a nonprofit CEO's perspective, which complements her experience of serving on many volunteer boards



throughout her career. Vicki currently serves as a consultant to associations on board governance. She can be reached at vicki@thearcspark.com.



Kathy Wilkie, BHA, MLT

Registrar & CEO

College of Medical Laboratory Technologists of Ontario

		 <p>Kathy is a passionate proponent of governance excellence and recognized speaker on the impact of regulatory governance excellence. She is a graduate of Ryerson University in Toronto and holds a Bachelor of Health Administration (Honours), a diploma in medical laboratory technology and is currently completing the Chartered Director Program at Mc Master University, DeGroote School of Business. Kathy also serves on numerous boards, such as the Guelph General Hospital Board and the Federation of Health Regulatory Colleges of Ontario Board and she has held numerous leadership roles with the boards and committees she has served on.</p>
	<p>Dealing with Wrongdoing This workshop will reflect on the seemingly unabated or even growing organizational meltdowns due to wrongdoing, even at churches. Wrongdoing must be taken very seriously and dealt with urgently. We will look at the cancerous effects of wrongdoing and the human capacity to justify it and overlook it. We will examine what role the Policy Governance board should play in preventing, detecting and dealing with wrongdoing.</p>	<p>Richard M. Biery, M.D., MSPH</p>  <p>Dr. Biery, a physician, trained and board certified in disease investigation and control, as well as health services management, was Director of Health for Kansas City, Missouri, for 23 years, with leadership and public policy responsibility for indigent medical care systems and all public health functions. He has extensive experience with community services and a large range of governing boards, having served on over 30 boards. He is a Carver Academy “graduate” and he has been consulting and coaching in board governance and Policy Governance® for over 17 years.</p>

	<p>Beyond the Board: Alternatives in Nonprofit Governance</p> <p>Nonprofit-corporate governance is dominated by boards of directors, but a traditional board might not be the best structure or fit for every nonprofit. Recent developments in nonprofit-corporate law (and some older, though little-used, provisions) permit a great variety of alternative governance structures—designated bodies, authorized third parties, committees, and members—that can supplement or replace board governance. Use of these alternative structures can meet real, special governance needs of some nonprofits, but implementing alternative structures requires careful consideration, planning, and drafting.</p>	<p>William M. Klimon, Member of Caplin & Drysdale’s Exempt Organizations Group in Washington, D.C.</p>  <p>In the past 15 years, William has advised more than 600 charities and other nonprofit organizations across the nation on matters relating to corporate governance and transactions, intellectual-property issues, and other legal matters. He is the Chair of the American Bar Association’s Nonprofit Organizations Committee and is a regular lecturer on topics important to nonprofit leaders. Mr. Klimon has a law degree from the University of Maryland School of Law and an LL.M. in Tax from Georgetown University Law Center.</p>
11:45 am – 1:15 pm	LUNCH	
1:30 pm – 2:45 pm	WORKSHOP SERIES FIVE	
	<p>Sustaining PG: Does Turnover Have to Mean Turmoil?</p> <p>Many Policy Governance organizations have some turnover in board members every year. What do these organizations do to maintain stability in the governance system? Some boards lose their momentum, or lose Policy Governance entirely, when they recruit a new CEO. How can the board ensure stability in this situation? This session will share practices that boards use to maintain equilibrium and productivity during time of transitions.</p>	<p>Jannice Moore President of The Governance Coach™</p>  <p>Since founding The Governance Coach in 1994, Jan has assisted hundreds of boards of all types and sizes implement Policy Governance. She participated in the first Policy Governance® AcademySM and was a member of the founding board of IPGA. She holds the designation of Certified Health Executive from the Canadian College of Health Service Executives and has a Master’s degree in Health Services Administration from the University of Alberta. Jan is author of the books <i>Governing Membership Associations</i> and <i>Governance for Health System Trustees</i>, and as well as the <i>Policy Governance® Toolkit</i> series featuring practical application of Policy Governance principles. Jan is a past Chair of the board of the International Policy Governance® Association and Vice-Chair of the board of Wycliffe Canada, having just completed two</p>

		terms as Chair. Visit www.governancecoach.com for further information.
	<p>Board Members are People, Too: Ten Ways to Make Policy Governance and Board Meetings More Fun</p> <p>Have you ever heard anyone suggest that neither Policy Governance nor well-run board meetings are interesting, engaging, or fun things to do? Well, as Winston Churchill said, “A lie gets halfway around the world before the truth has a chance to get its pants on.” Designed to put an end to these despicable rumors, this workshop will engage participants in the discovery, sharing and testing of experiences, tips and ideas for injecting productivity, participation, and fun into board meetings and the Policy Governance learning process. Come prepared to participate!</p>	<p>Susan Mogensen President of Brown Dog Consulting</p> 
	<p>Fun With Finances: Financial Training for Board Members</p> <p>If you are looking to learn more about how to understand your organization’s finances, this highly engaging session is for you.</p>	<p>Michael Palmer</p>
2:45 pm – 3:15 pm	BREAK	
3:15 pm – 5 pm	<p>CLOSING GENERAL SESSION AND KEYNOTE</p> <p>The Boardroom of the Future</p> <p>The workplace is shifting. We are increasingly living in a non-linear, hyper dynamic and digitalized world, with fewer constraints and more variables. Disruption, culture, purpose, innovation, machines and data are the new normal and are making the role of the board and its directors ever more important.</p> <p>We all know that the boardroom was designed for a more certain, slower and simpler era. In this session we will asking what it is going to take for boards to survive in these "adaptive times"? How can we ensure that they are still fit for purpose?</p> <p>In this session, Paul Smith will lead the audience in a discussion</p>	<p>Paul Smith, Co-founder & CEO of Future Directors Institute</p>  <p>Paul is a business owner, coach, advisor and non-executive director with a passion for advancing diversity and inclusion in the boardroom. He is</p>

	<p>and exploration of how boards and directors can:</p> <ul style="list-style-type: none"> • (Re)define their value to an organization • Fundamentally rethink the skills needed for effective decision-making • Recalibrate what is expected of them from a widening group of stakeholders • Create fit-for-purpose models to help steer continued success into the Future 	<p>dedicated to helping next generation leaders shape the future from the boardroom and become successful, responsible and influential leaders.</p> <p>His business, Future Directors Institute, was established to empower, develop and support board directors. It helps professionals at any stage of their journey to define their goals, articulate their value and ensure they are committed and ready for the boardroom. He is also co-founded NED and Start-up Boardroom that helps connect “new economy” companies and directors.</p> <p>Paul is also a keynote speaker and runs a popular podcast called Boardroom Hustle. He is working on his first book about the future of boards and the role of the non-executive director.</p>
5 pm – 6 pm	CLOSING RECEPTION	