

CUFA BC presents



CAN GOVERNANCE SURVIVE? THE FUTURE OF THE UNIVERSITY

AGENDA



January 18-19, 2024



Fairmont Hotel Vancouver

Saturna Island Room (2nd Floor)

900 W Georgia St, Vancouver, BC

PROGRAM

DAY 1

18 January 2024

8:00 AM 9:00 AM	<i>Breakfast Buffet</i>
9:00 AM 9:20 AM	WELCOME AND LAND ACKNOWLEDGEMENT <i>Welcome to the Territory: Musqueam First Nation</i> Emcee: Ken Christie, President, CUFA BC
9:20 AM 10:30 AM	STATE OF THE UNION: CURRENT ISSUES Julia Eastman, Governance author, speaker, & advisor Jaqueline Holler, Professor, University of Northern BC
10:30 AM 10:45 AM	<i>Break</i>
10:45 AM 12:00 PM	USE IT OR LOSE IT: FACULTY ROLES & RESPONSIBILITIES Glen Jones, Professor, University of Toronto Mark Mac Lean, Professor, University of British Columbia Rick Kool, Professor, Royal Roads University
12:00 PM 1:00 PM	<i>Lunch</i>
1:00 PM 2:10 PM	LEGISLATION, LOBBYING, BARGAINING: THE ROLE OF GOVERNMENT AND UNIONS Max Blouw, President, Research Universities' Council of BC James Johnson, Professor, University of British Columbia Larry Savage, Professor & Senate Vice-Chair, BrockU
2:10 PM 2:30 PM	<i>Break</i>
2:30 PM 4:00 PM	EQUITY, DIVERSITY & INCLUSION Kumari Beck, Associate Professor, SFU & President, SFUFA Sarika Bose, Lecturer, University of British Columbia Rheanna Robinson, Associate Professor, UNBC
4:00 PM 6:00 PM	RECEPTION AT "THE ROOF" (15TH FLOOR) Host bar & hors d'oeuvres

DAY 2

19 January 2024

8:00 AM 9:00 AM	<i>Breakfast Buffet</i>
9:00 AM 9:15 AM	WELCOME DAY 2
9:15 AM 10:40 AM	BUILDING BRIDGES: ON FACILITATING COLLABORATION BETWEEN SENATE AND BOARD Cheryl Foy, President, Strategic Governance Consulting Jeff Hennessy, President & Vice Chancellor, AcadiaU Robin Whitaker, Vice-President, Canadian Association of University Teachers (CAUT)
10:40 AM 11:00 AM	<i>Break</i>
11:00 AM 12:15 PM	SURVIVE OR THRIVE: WHAT IS THE FUTURE OF UNIVERSITY GOVERNANCE Shannon Dea, Dean, Faculty of Arts, University of Regina Marc Spooner, Professor, University of Regina Sue Wurtele, Associate Professor, Trent University & Past President, OCUFA
12:15 PM 1:15 PM	<i>Lunch</i>
1:15 PM 2:30 PM	DISCUSSION & WRAP UP Ken Christie, President, CUFA BC Sam Bradd, Principal, Drawing Change Annabree Fairweather, Executive Director, CUFA BC

WiFi Network: Fairmont_Meeting
WiFi Password: CUFABC2024

PROGRAM

STATE OF THE UNION: CURRENT ISSUES IN UNIVERSITY GOVERNANCE (KEYNOTE)

In this session, two keynote speakers will present their views on the current issues in university governance, including an overview of key actors/structures in the system and a summary of strengths and weaknesses. This session is foundational to our collective understanding of university governance captured in this moment of time at the start of the conference, and will anchor the conversations throughout the remainder of the conference.



Julia Eastman writes, speaks and advises on university governance in Canada. She is lead author (with Glen Jones, Claude Trottier and Olivier Bégin-Caouette) of *University Governance in Canada: Navigating Complexity* (McGill-Queen's University Press, 2022), co-author (with Daniel Lang) of a book on mergers in higher education and has written about university revenue generation. She is Adjunct Professor in the Gustavson School of Business at the University of Victoria, where she served as University Secretary from 2005 to 2018. Prior to that, she held various administrative positions at Dalhousie University and worked at the Nova Scotia Department of Education, the Council of Maritime Premiers, and the Institute of Intergovernmental Relations at Queen's University. Julia has a BA in Political Economy from the University of Toronto, a MA in Political Studies from Queen's University, and a PhD in Higher Education from the University of Toronto.

Jacqueline Holler is Professor of History and Gender Studies at the University of Northern British Columbia in Prince George, BC. She has a dual research program in contemporary gender studies and the cultural history of New Spain during the "long sixteenth century." Her current SSHRC-funded project concerns women's healing networks and medical knowledge in New Spain. In addition, she co-directs the Global Skills Opportunity-funded Travelling Knowledges student mobility program and the Queen Elizabeth Scholars program at UNBC. Jacqueline has served on the UNBC Senate, and since 2007, variously as President, Vice-President, Grievance Officer, and Negotiating Committee member of the UNBC Faculty Association. She served as inaugural Co-Chair of the CAUT Equity Committee and member of the CAUT Executive Committee from 2014 to 2017 and as CUFA BC President from 2018 to 2020, and she is currently a member of the CAUT Academic Freedom Committee.

USE IT OR LOSE IT: FACULTY ROLES AND RESPONSIBILITIES IN UNIVERSITY GOVERNANCE

In this session, a panel of three presenters will speak about the current roles and responsibilities of faculty within university governance, including an overview of what works and doesn't work for us in the lived experience of shared governance. It's not the intention of this forum to sow division, or to focus on ideological, motherhood-and-apple-pie truisms; rather, this panel will focus on the plurality of experiences from the perspective of leading experts in governance.



Glen A. Jones is Professor of Higher Education in the Department of Leadership, Higher and Adult Education, and former dean of the Ontario Institute for Studies in Education. A globally recognized scholar in the field of higher education, Jones is a prolific contributor to the Canadian and international literature on higher education and a frequent public speaker and commentator on higher education issues. He has received numerous awards for his research and contributions to higher education scholarship, including an honorary degree. In 2021, he was the recipient of the Vivek Goel Citizenship Award. Prof. Jones teaches in the higher education program.

Rick Kool is founder of the MA in Environmental Education and Communication, which began in 2003. A self-confessed generalist and academic dilettante, he has published on the walking speed of dinosaurs, Northwest coast native whaling, museum exhibit design, ciliated protozoans and the sex life of marine invertebrates, along with work in environmental education and communication. His recent work has related to environmental education and how it confronts hope and despair, the potential role and place of religion in environmental education, and conceptions of change in environmental education and communication. Of particular interest is the challenges of engaging in science, health and environmental communications to science-resistant religious communities.

Mark Mac Lean is an award winning researcher and professor in the Department of Mathematics at the University of British Columbia. In addition to his foundational work in geometry and analysis, Mark served as an elected faculty representative on the UBC Board of Governors from March 1, 2020 to February 28, 2023. He is also a former president of the UBC Faculty Association. Mark is deeply committed to the principles of shared governance and collegial governance within the university. He is recognized by his colleagues as someone who leads through consensus-based, informed decision-making, and values the contributions of others.

SPEAKERS

LEGISLATION, LOBBYING, BARGAINING: THE ROLE OF GOVERNMENT AND UNIONS IN UNIVERSITY GOVERNANCE

In this session, experts will share their perspective on the role of government and unions within university governance. Governments legislate the structural foundation of university governance, but they are also actors that participate in governance in ways that can shape institutions. Further, there is no defined role for faculty associations within university governance, but they participate in it even if their role has been historically peripheral and ambiguous.



Max Blouw is President of the Research Universities' Council of British Columbia, a position he has held since October 2019. He served as President and Vice-Chancellor of Wilfrid Laurier University from 2007 to 2017, as well as serving as Chair of the Council of Ontario Universities and as a member of Universities Canada. From 1995 to 2007, Dr Blouw was a professor of biology, and subsequently Vice-President Research at the University of Northern British Columbia. He has held lead roles in numerous organizations and has served on many boards, including at three universities.

Jim Johnson is a Professor of Economics at the University of British Columbia. He previously held academic appointments at Wilfrid Laurier University, McMaster University, The University of Saskatchewan, and Okanagan University College. He spent 10 years as a member of the UBC Okanagan Senate. He has also served on the BC Federation of Labour's Legislative and Research Committee, the BC Ministry of Skills, Training and Education's Standing Committee on Evaluation and Accountability and the Key Performance Indicators Working Group. He was Chief Negotiator for the UBC Faculty Association between 2010 - 2023. His other union positions include President of the Confederation of University Faculty Associations of BC (CUFA-BC), President of the Okanagan University College Faculty Association, and Executive Member at Large of the College Institute Educators Association (CEIA), now the Federation of Post Secondary Educators of BC (FPSE). His primary research interests are in the areas of industrial relations, labour market discrimination, and econometrics.

Larry Savage is Chair of the Department of Labour Studies at Brock University and past president of the Canadian Association for Work and Labour Studies. He has co-authored several scholarly books on the Canadian labour movement, including *Unions in Court: Organized Labour and the Charter of Rights and Freedoms*, with UBC Press. His research focuses on labour politics and union strategy, and his most recent SSHRC-funded research explored labour relations in the university sector. Professor Savage is currently serving in his fifth year as Vice-Chair of the Brock University Senate. He has also served as Chief Negotiator for the Brock University Faculty Association since 2017, Chair of the Canadian Association of University Teachers (CAUT) Collective Bargaining and Organizing Committee since 2022, and was the 2022 recipient of the Ontario Confederation of University Faculty Association's Lorimer Award, which recognizes outstanding contributions to improving the terms and conditions of employment of university faculty through bargaining.

EQUITY, DIVERSITY & INCLUSION IN UNIVERSITY GOVERNANCE (BREAKOUT DISCUSSION)

University governance needs the lens of equity, diversity and inclusion, but it can't get there without embodying representation and internal change. Let's get down to business and collaborate on real world solutions that will incorporate equity, diversity and inclusion into university governance. In this breakout session, three facilitators will oversee group discussions. The session will be structured with an opening plenary in which each facilitator will give a brief presentation on their own views of EDI in university governance, followed by a breakout discussion with facilitated conversation, and then facilitators will present key takeaways from the group discussions.



Kumari Beck is Associate Professor, Co-Director for the Centre for Research on International Education, and academic coordinator of the Equity Studies in Education program in the Faculty of Education at Simon Fraser University. She serves as the President of the SFU Faculty Association and in that capacity is interested in issues relating to equity and academic freedom. Her research focuses on university internationalization including student, faculty, staff and administrator experiences. The courses she teaches reflect diverse and inter-related interests: intercultural and international education, contemporary issues in curriculum, multicultural and anti-racist education, the politics of difference, and teaching for social justice. Her work history includes teaching and program development in international education programs in Canada and abroad, adult community education in the Lower Mainland, and governance experience in the international cooperation sector.

Sarika Bose is a Lecturer in the Department of English Language and Literatures, and teaches Victorian and Children's Literatures. She is also a faculty member in UBC's M.A. in Children's Literature program. She is active as a leader in university labour associations locally, as the current chair of the UBC Faculty Association's Contract Faculty Committee, nationally as previous chair of the Canadian Association of University Teachers' Contract Academic Staff Committee and internationally, as a Board member of the International Board of the Coalition of Contract Academic Labour. She is also active in P.E.O., an organization that funds higher education for women. Dr. Bose did her undergraduate work at UBC, and her doctoral work on Oscar Wilde and Victorian Drama at Birmingham University (U.K.). She returns regularly to the U.K. to continue her cultural studies research.

Rheanna Robinson is Métis and a member of the Manitoba Métis Federation. She acknowledges the territory of the Lheidli T'enneh Nation where the Prince George campus of UNBC is located and where she has had the privilege to live, work, and learn for more than two decades. Dr. Robinson is an Indigenous scholar who is deeply committed to the discipline of First Nations Studies. She values the role of Indigenous Knowledge within institutions of higher learning and what this knowledge offers the world. Her research interests include: Indigenous Disability Studies; Indigenous Education; Indigenous Theory, Methods, and Indigenous-led Community-based Research.

SPEAKERS

BUILDING BRIDGES: ON FACILITATING COLLABORATION BETWEEN SENATE AND BOARD (BREAKOUT DISCUSSION)

The senate and board of governors serve important and very specific functions within university governance, but they don't always work in complement. University governance reached a turning point in the pandemic that exposed the fundamental flaws in institutional decision-making. Some say the pre-pandemic rules and structures are outdated and no longer serve the purposes they once did. Senates and faculty say they're displaced from shared governance, their authority and autonomy in decision-making eroded. How can we facilitate collaboration between the senate and board of governors? In this breakout session, three facilitators will oversee group discussions.



Cheryl Foy authored *An Introduction to University Governance*. Cheryl is the President of Strategic Governance Consulting Services Ltd. through which she provides governance reviews, strategic advice, training and education, and mentoring (see www.universitygovernance.ca). She has over twenty years of governance experience in the publicly traded, private, not-for-profit and university sectors. She is on the Editorial Board of *Canadian Lawyer Magazine*. Cheryl writes regularly on matters pertaining to governance, labour law, universities, and professional responsibility. Cheryl received her law degree from Queen's University in 1993. She also has an Honours BA from Queen's in Political Studies and French. She was called to the Ontario bar in 1995 and started her career as a union-side labour lawyer. She practised law for more than twenty-five years, including twenty years as General Counsel and Corporate Secretary to four organizations in the technology and higher education sectors advising clients on governance, compliance, risk, policy, labour and employment, human rights, privacy, intellectual property, merger/acquisition, and commercial matters. Cheryl was awarded the Women's Law Association of Ontario, General Counsel Award in 2020.

Jeff Hennessy began his term as the 17th President and Vice Chancellor of Acadia University on September 1, 2023. He has a long history with Acadia, completing his Bachelor of Music degree in 1999 and later serving as a Professor of Music, Director of the School of Music, and Dean of the Faculty of Arts. In 2020, Dr. Hennessy was appointed Provost and Vice President Academic and Research at Mount Allison University and later was appointed as Mount Allison's Chief Transition Officer and then Interim President and Vice Chancellor. During this time, he also served as Chair of the Maritime Provinces Higher Education Commission and as Chair of the Maple League of Universities. Dr. Hennessy holds a Doctor of Philosophy from the University of Toronto, a Master of Arts from the University of British Columbia, a Bachelor of Music from Acadia University, and a Bachelor of Science from Trent University.

Robin Whitaker is Vice-President of the Canadian Association of University Teachers (CAUT) and co-Chair of the CAUT Governance Committee. She is a former President of MUN Faculty Association, the union representing academic staff at Memorial University of Newfoundland and Labrador, where she is a faculty member in the Department of Anthropology.

SURVIVE OR THRIVE: WHAT IS THE FUTURE OF UNIVERSITY GOVERNANCE?

What is the future of university governance, and how can it evolve and adapt to the changing educational landscape? Can it survive today's challenges? In this session, three speakers will share their visions for the future of university governance. They will draw from discussions held during the conference to foster a deeper, collective understanding of governance and what it means for the health and vitality of universities in Canada. This session aims to identify key components of effective governance in universities, which will serve as a springboard from which we build a collective vision for the future.



Shannon Dea is the Dean of the Faculty of Arts and a Professor of Philosophy at the University of Regina. A settler scholar, she originally hails from Anishanabek Algonquin and Kanyen'kehà:ka (Mohawk) territory, and now lives and works on Treaty 4 and the Métis homeland. Shannon is the author of *Beyond the Binary: Thinking About Sex and Gender* (Broadview), which just came out in a revised and expanded second edition, and of numerous articles and book chapters. She was the creator and author of the (2018-2022) University Affairs column, *Dispatches on Academic Freedom*, and has published and spoken on academic freedom, campus freedom of expression issues, and university governance. She is also the principal investigator on a SSHRC-funded project that seeks to explore better academic freedom protections for precarious and equity-denied scholars. Shannon has a long history of community leadership and public engagement. She is a recipient of the Ontario Women's Directorate's Leading Women Building Communities Award and of University of Waterloo's Distinguished Teacher Award. Prior to joining the University of Regina, Shannon spent thirteen years at the University of Waterloo, where she was the Director of Women's Studies, Vice-President of the Faculty Association, and the inaugural Faculty of Arts Teaching Fellow, among other roles.

Marc Spooner is a professor in the Faculty of Education at the University of Regina. His research interests include audit culture, academic freedom, and the effects of neoliberalization and corporatization on higher education; as well as social justice, activism, and participatory democracy. He has published in many venues, including peer-reviewed journals, book chapters, government reports, and a wide variety of popularizations. He is the co-editor of the award-winning book *Dissident Knowledge in Higher Education* and is oftentimes a social/political commentator who can be followed on X/Twitter here (but is by no means a Musk supporter): @drmarcspooner

Sue Wurtele is Chair of the OCUFA Board of Directors and immediate Past President of OCUFA. She is Chief Negotiator of the Trent University Faculty Association (TUFA) and has previously served as the Vice-President of OCUFA, Chair of OCUFA's Collective Bargaining Committee, and President of TUFA. She is the recipient of OCUFA's 2022-2023 Lorimer Award for Collective Bargaining and currently serves on the University Pension Plan's Board of Trustees. Wurtele is an Associate Professor in the School of Environment at Trent University. Her research and teaching is in the areas of feminist, urban, and historical-cultural geography in the Canadian context. She is the recipient of numerous awards for her teaching.

SPEAKERS

WRAP UP

WRAP UP & DISCUSSION

Wrapping up our conference, we will hold a final interactive discussion in which participants will share their new-found knowledge. Sam Bradd will present his graphic recording visuals produced throughout the conference. CUFA BC President Ken Christie and Executive Director Annabree Fairweather will synthesize discussion from the conference and summarize future-looking solutions that participants can put into practice after the conference.



Ken Christie is President of the Confederation of University Faculty Associations of BC (CUFA BC). He is the Program Head and a Professor of the Human Security and Peacebuilding graduate program at Royal Roads University. Christie is a political scientist, author, editor and international academic who has taught and conducted research at universities in the U.S., Singapore, South Africa, Norway, the United Arab Emirates and Canada. Working all over the world has given him a unique perspective on peace, development and human security. His work has focused on issues of human rights, security and democratization. He is widely published as an author and editor with eleven books to his credit. His most recent book, co-edited with Marion Boulby, *Migration, Refugees and Human Security in the Mediterranean and MENA* was published by Palgrave MacMillan (2018). Today, he is working on issues of human security and its links to ethnic and state formation/failure in the Middle East, North Africa and South Asia. Christie is also working on issues of de-radicalization, terrorism and human rights as well as populism (historical and contemporary) and corporate social responsibility. The work he produces is truly interdisciplinary and collaborative in nature. Dr. Christie is also a frequent commentator in the international and national media including television, radio and print on a wide variety of international affairs topics.

Annabree Fairweather is the Executive Director of the Confederation of University Faculty Associations of BC (CUFA BC). She has worked in post-secondary academic labour relations union-side for over a decade in BC and Alberta. She has experience representing faculty rights in bargaining and labour disputes, as well as personal experience as a contract faculty member. Prior to her career in university labour, Annabree was a published researcher and contract instructor at both the university and college level. She holds a Master of Science in experimental psychology and a double major Bachelor of Arts and Science in French and Psychology, as well as a Labour Relations-Management Certificate.

Sam Bradd Sam Bradd (MEd, he/him) is the Principal of Drawing Change. With 25 years' of facilitation experience, he focuses on creating visuals for organizational development and systems change. Sam has co-edited two books including *Drawn Together Through Visual Practice* and is a co-founder of the award-winning Graphic History Collective that creates peoples' histories in accessible formats. Sam has worked in 11 countries and is recognized for expertise in health systems, environment, social policy and helping people have better meetings. Drawing Change likes to give back with our Foundation. Together, we're drawing change.

About CUFA BC

For more than 50 years, the Confederation of University Faculty Associations of British Columbia (CUFA BC) has been the provincial voice for 5,500+ university professors, instructors, lecturers, and academic librarians at five research universities across the province. We work with the faculty associations at Royal Roads University, Simon Fraser University, University of British Columbia, University of Northern British Columbia, and University of Victoria.

Our purposes are to support high-quality post-secondary education and research in British Columbia, and to advocate for the interests of our members.

We respectfully acknowledge our office is located on the traditional, ancestral, and unceded territory of the xʷməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), Səlilwətaʔ/Selilwitulh (Tsleil-Waututh), and Stó:lō Nations.



PUBLICATIONS

1 INTRODUCTION TO THE SERIES
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 1 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

2 MEET BRITISH COLUMBIA'S RESEARCH UNIVERSITIES
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 2 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

3 AN OVERVIEW OF BRITISH COLUMBIA'S POST-SECONDARY FUNDING
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 3 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

4 ON REVENUE & EXPENDITURES AT BC'S RESEARCH UNIVERSITIES
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 4 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

5 ON PERFORMANCE INDICATORS IN POST-SECONDARY EDUCATION
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 5 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

6 RECOMMENDATIONS FOR BC'S POST-SECONDARY FUNDING MODEL
FUNDING FOR SUCCESS POST-SECONDARY EDUCATION IN BC
Brief 6 of 6 in a series by the Confederation of University Faculty Associations of British Columbia (CUFA BC)

FACULTY VOICE
ON ACADEMIC GOVERNANCE IN MICRO-CREDENTIALS AT BC'S RESEARCH UNIVERSITIES
A White Paper by CUFA BC

REBALANCING UNIVERSITY GOVERNANCE
RETHINKING COLLEGIATE ACADEMIC GOVERNANCE IN BRITISH COLUMBIA
A White Paper by CUFA BC

Academic Governance at UBC
WHAT SHOULD YOU EXPECT FROM YOUR FACULTY?
A Report by the Confederation of University Faculty Associations of British Columbia (CUFA BC)
Edited by Richard Hall

CUFA BC
Analysis of Faculty Association Mill Rates in Canada
February 2021

CUFA BC Bargaining Manual
A Guide for Representatives for the 50 Members of the Confederation of University Faculty Associations of British Columbia (CUFA BC)
November 2018

ABOUT THE CONFERENCE

University governance reached a turning point in the pandemic that exposed fundamental flaws in institutional decision-making. Administrations say the pre-pandemic rules and structures are outdated and no longer serve the purposes they once did. Senates and faculty say they're displaced from shared governance, their authority and autonomy in decision-making eroded. Faculty associations participate in university governance, but their role is historically peripheral and ambiguous.

The overarching questions behind this conference are: *What is the state of university governance today, and can it survive modern day challenges? Is there a defined role for faculty associations in the governance model of today's university?*

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“We’ve set the ambitious goal of shaping the future of university governance in Canadian post-secondary education,” says President Ken Christie. “This national conference will provide valuable opportunity for faculty, staff, university administrators, government policymakers, and other stakeholders to shape the future of university governance.”

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