



The College Leadership Excellence program is available to Ontario college delegates through the purchase of the CLE Package



THE CLE PACKAGE CAN BE PURCHASED AT ANY TIME FOR \$895 PLUS TAX BY CONTACTING:

Lisa Lam
Project Management, Design and IT Services Officer
Colleges Ontario
Lam@collegesontario.org or 647-258-7678.

The College Leadership Excellence Package includes:

- ✓ **Higher Education Summit:** One full two-day Higher Education Summit registration (must be used within 2 years of purchase)
- ✓ **Webinars:** All mandatory and elective webinars
- ✓ **Leadership symposium:** One registration at the Leadership symposium (must be used within 2 years of purchase)
- ✓ **Access to CLE Workroom (on BoardEffect Portal):** Multiple access points to program materials (online, BoardEffect phone app)
- ✓ **Manual for Effective College Governance:** A digital copy of the *Manual for Effective College Governance*, searchable version.

Once the delegate has purchased the Leadership Excellence Package, the delegate will be able to access CLE materials through a workroom on the college system portal.

The College Leadership Excellence is a partnership of:



New in 2017 - 18

COLLEGE LEADERSHIP EXCELLENCE Program

V: November 4, 2017

For further information regarding sessions and registration, please contact:



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About the College Leadership Excellence program

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

Who can take the program?

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

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

Others who may also wish to participate in the CLE Program include:

- Vice presidents
- Senior vice presidents

College Leadership Excellence Certificate

A College Leadership Excellence Certificate will be awarded upon completion of the four mandatory sessions and the successful accumulation of six or more elective credits.

It is anticipated that delegates would usually take 1 - 2 years to complete the certificate. Note: Sessions taken via the College Centre of Board Excellence program in the past five years will be recognized and counted towards the College Leadership Excellence Certificate. Sessions taken prior to the 2012-13 Board Excellence program will NOT be recognized.

Program Summary re. College Leadership Certification	
Session	Credit Value
Duties and obligations of governors	△
The leadership accountability gap - what's really getting in the way of your organization's success	△
Understanding college financial statements	△
Leadership symposium: Working with boards; change leadership	△
The college system & introduction to collective bargaining	◆
Good governance	✦
Achieving diversity and inclusion on boards and senior management teams	◆
Conducting difficult conversations	◆
College financial leadership	◆
Risk management for senior management - an introduction	◆
Building resilience	◆
Mentoring board members and college leaders	◆

LEGEND: △ = mandatory ◆ = one (1) elective credit ✦ = two (2) elective credits

Mandatory Sessions

Duties and obligations of governors

Webinar: Tues., Oct. 10, 2017, 8 a.m. - 9:30 a.m.
Webinar: Wed., Oct. 25, 2017, Noon- 1:30 p.m.

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

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

In person: Sun., Nov. 26, 2017, 8 a.m. - 11:30 a.m. - Sheraton Centre Toronto Hotel

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

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

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

Understanding college financial statements

Webinar: Tues., Jan 30, 2018, Noon- 1:30 p.m.
Webinar: Thurs., Feb. 8, 2018, 8 a.m. - 9:30 a.m.

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

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

Leadership symposium: Working with boards; change leadership

In person: Winter term - Date TBC 9 a.m. - 4 p.m. - CO/CEC Offices, 20 Bay Street, Toronto

Led by experts, this all-day, interactive session will enable delegates to explore:

- What a college's senior management can do to work most effectively with its board and,
- Senior management's role in change leadership
- How change leadership differs from leadership, the skills needed to be effective and some of the key steps toward successful change leadership

Elective Sessions

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

The college system and introduction to collective bargaining

Webinar: Thurs., Sept. 28, 2017, 8 a.m. - 9:30 a.m.
Webinar: Tues., Oct. 3, 2017, Noon - 1:30 p.m.

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

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

Good governance

In person: Sat., Nov. 25, 2017, 9 a.m. - 3:30 p.m. - Sheraton Centre Toronto Hotel

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

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

Delegates are asked to bring a copy of the CCBE Manual for Effective College Governance to the session as it will be referred to throughout the session.

Welcome reception

In person: Sat., Nov. 25, 2017, 3:30 p.m. - 5:00 p.m. - Sheraton Centre Toronto Hotel

Please join us for a welcome reception being held for delegates attending the Saturday Good governance session, the Board chair/vice chairs meeting and the student governor workshop. This is an excellent opportunity to strengthen current connections and make new ones!

Achieving diversity and inclusion on boards and senior management teams

In person: Mon., Nov. 27, 2017, 10:45 a.m. - 11:45 a.m. - Sheraton Centre Toronto Hotel

The session will provide key insights on how to use recruitment, policies, processes and measures to achieve diversity and inclusion. This session will be offered as a concurrent session as part of the Higher Education Summit program.

Conducting difficult conversations

In person: Mon., Nov. 27, 2017, 3 p.m. - 4 p.m. - Sheraton Centre Toronto Hotel

Having difficult conversations is a critical leadership skill. Knowing how to have these conversations will resolve conflict, build relationships, increase your effectiveness, and reduce your stress. This session will be offered as a concurrent session as part of the Higher Education Summit program.

College financial leadership

Webinar: Tues., Jan. 9, 2018, 8 a.m. - 9:30 a.m.
Webinar: Thus., Jan. 25, 2018, Noon - 1:30 p.m.

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

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

Additional Sessions in 2018 - 19

The following sessions will be provided in 2018-19. Further details will follow in Fall 2018:

- **Risk management for senior management - an introduction**
- **Building resilience**
- **Mentoring board members and college leaders**