



**Highlights
and
Achievements
2013-2014**

Executive Director's Message

Give us a piece of your mind!

Throughout its 77-year existence, CAUBO has continually worked and evolved to ensure that its programs and services were relevant and timely for the needs of its members and the past year is no exception: we've adapted the annual conference to respond to member concerns about its duration and schedule; we have refreshed both of our awards programs, in an effort to broaden participation and eligibility and to do a better job at celebrating our members' leadership and successes, both individually and institutionally; we are enhancing pillar surveys and reports such as the Investment Survey and the FIUC; and we have partnered with other organizations, such as NACUBO, to enhance the value of your membership by extending you preferred pricing to their activities.

Change is a strange thing. It can occur slowly, organically, and near-invisibly; or it may happen in leaps and bounds. Since transitioning from a volunteer member of the CAUBO Board to the Executive Director in 2010, I now look at change within CAUBO through an entirely different lens. As your environment changes in the higher education sector, we too at CAUBO must continue to adapt and become more nimble.

In the year ahead, change will be more outwardly visible to you, our members, as CAUBO undertakes a strategic planning exercise. Like most organizations, this is an activity that we carry out periodically to help us set organizational priorities and measurable goals for the next few years. A framework for this exercise is already in place, and in the coming months we will seek members' comments and input to help inform the process and inspire us as we work to take CAUBO into the future. One of the most beneficial aspects of a strategic planning exercise is that it forces us to pause and look at the big picture to ensure that we are being focused and purposeful in what we do. It is a chance to review our mission and vision and ensure that they are still valid in the current landscape, to choose strategic goals that will support and empower the individual members and institutions that we serve. Personally, I am excited about embracing more change that will provide CAUBO with an opportunity to better serve our members. I hope you will support these efforts by "giving us a piece of your mind!" I look forward to talking with many of you in the coming year.

Nathalie Laporte
Executive Director

“While I see our future being shaped by more global financial deficits, and emerging pressures to be more accountable toward the achievement of our core education missions, I also see plenty of opportunity. Our challenging environment can certainly be characterized as exciting, and those who adapt, change and deal with the challenges will outperform.”

Gary Brewer, Vice-President Finance and Administration, York University

Supporting members' needs

CAUBO undertook two issue-based analytical studies in 2013-2014:

- A report on the Indirect Costs of Research, using results from a joint CAURA-CAUBO survey, was released in November 2013, and several possibilities for follow-up research are currently being explored.
- A study on the amount and potential impact of deferred maintenance at Canadian universities was conducted in late 2013. A report on the study's findings will be released later this spring.

The full versions of both reports are available to members via CAUBO's website.

Faculty Bargaining Services continues to grow and evolve to meet member needs in the area of academic collective bargaining.

Working with its national committees, CAUBO continues to provide focused support to each functional area as member needs are identified.

Examples include:

- CAUBO's Treasury and Investment Committee crafted a joint submission with the Pension Investment Association of Canada (PIAC) to the Minister of Finance, asking him to allow university endowments to invest in tax-exempt corporations such as real estate pools. Currently, access to these investment vehicles is limited to pension plans, governmental entities, and workers' compensation boards.
- Building on material developed for and presented at the CAUBO 2013 conference in Hamilton, CAUBO's Risk Management Committee, with volunteer support, has created templates and supporting documentation to facilitate the creation of business continuity plans. This information is available to members through the CyberCommunity.
- The Internal Audit Committee continues to report annually on the results of its Fraud Survey, helping to highlight risk areas for fraud and best practices to manage these risks.

- In response to a request from the Accounting Standards Board and the Public Sector Accounting Board for comments on their proposed changes to Canadian not-for-profit accounting standards, CAUBO's Finance Committee, with input from a broad cross-section of interested members, developed a CAUBO response which highlighted key concerns of universities regarding the proposals. Numerous universities used this response as a basis for their own individual responses.
- The Facilities Management Committee, with additional volunteer support, has begun the implementation of a multi-year plan to ensure coordinated support for Canadian participation in the Facilities Performance Indicators survey. This will help to ensure comparability of results from Canadian universities, and will provide a channel through which improvements can be recommended to APPA.
- The HR Committee released a preliminary report showing the results of its national HR Benchmarking survey.
- The Taxes Committee is working to identify member needs in the areas of sales and income tax.

Providing learning opportunities for members

“Well-run and most informative session – well worth our time to attend. The webinar technology worked wonderfully, and the presenters were knowledgeable and did an excellent job in sharing their experiences! Thank you to CAUBO for making this presentation a reality – without leaving the University of Guelph!”

*Glenn White, Director,
Treasury Operations, University of Guelph
Participant, Travel and Expenses System webinar*

CAUBO's 2013 annual conference “All the Right Moves” was held in Hamilton, Ontario in June 2013 and brought together over 500 delegates from member institutions across Canada for two days of professional development and networking. Nearly 40 volunteers from CAUBO's member institutions helped to seek out and shape the educational content for the conference, while more than 100 volunteers from McMaster University supported the conference activities on-site.

Other professional development activities held this year included:

- four successful webinars – a series of three covering various topics related to sales tax, and a standalone about implementing an integrated travel and expenses system;
- a well-attended two-day project management workshop in Toronto;

- offerings of CAUBO's two online courses, Fundamentals of the Research Enterprise and Understanding the University Context, Governance and Culture for Effective Administration; and
- the addition of 2013 recorded conference content to the CAUBO Live Learning Centre.

Building bridges for members

“Going forward, we need to continue getting better at what we do so that the entire higher education team can meet the challenges we face. That means maintaining inclusiveness and open relationships, facilitating and participating in dialogue, gathering and sharing information and data, and basically being the anchor for the business side of higher education. This is where CAUBO’s role continues to be so vital.”

*Pat Hibbitts, Vice-President,
Finance and Administration,
Simon Fraser University*

In an effort to expand professional development opportunities, CAUBO has partnered with NACUBO and its Eastern chapter, EACUBO, to offer reciprocal member pricing on events, meaning that CAUBO members can now attend NACUBO’s conference, workshops, webinars and other educational opportunities at the same price as their own members pay. We hope that you will take advantage of this partnership. The discount codes are posted on CAUBO’s website under Professional Development.

CAUBO also partnered with NACAS to offer a new pre-conference seminar on the topic of ancillary services at the 2014 annual conference in Victoria, B.C. The intent was to provide a forum for discussion and exchange of best practices among Canadian university administrators working with ancillaries such as food services, student housing, and campus retail.

For the second year in a row, CAUBO participated in the NATVAC conference which was held in Vancouver in October 2013 under the theme “The Future of Canadian Higher Education – Possibilities, Opportunities and Choices.” NATVAC brings together university Vice-Presidents with responsibilities across academic, research and administrative portfolios for an exchange of views on higher education in Canada.

Saving members time and money

In 2013-2014, under the oversight of the Procurement Committee, national contracts were negotiated for car rentals and moving services and the database of preferential hotel rates was updated. The national agreement for discounted service from VIA Rail is ongoing. HighEd Jobs.ca continues to enable university, college and higher education organization employers to quickly and effectively post their administrative positions and market them to candidates across Canada.

Celebrating members' achievements

"To be recognized by my peers was such an honour, and a humbling experience at the same time. I've been very blessed to have had the opportunities to serve CAUBO members and the higher education sector."

*Gwen Toole, Director, Purchasing Services
University of Saskatchewan
2012 Ken Clements Distinguished
Administrator Award Recipient*

Two new categories were introduced to the CAUBO Recognition Awards in 2013: the Emerging Leader Award, which identifies future leaders in higher education; and the Leadership in Learning Award, which recognizes outstanding individual contributions to CAUBO professional development activities.

Beginning in 2014, the Q&P Awards now feature both an Open and a Themed category. The theme will change each year and seeks to highlight projects that respond to current trends in higher education administration. 2014's theme was "Achieving and Demonstrating Operational Efficiency."

"The collegial participation of members of the university community is essential to the continued life of organizations like CAUBO which support the professional growth and collaborative nature of our community."

*Roseann O'Reilly Runte, President and
Vice-Chancellor, Carleton University*

2013-2014 Committee Members

Academic Managers Committee

Roxanne Millan (Chair) – Memorial University of Newfoundland
Geneviève Gagné – Université du Québec à Montréal
Liz Leman – Ryerson University
Ian McAskill – University of the Fraser Valley
Andrea Purvis – Western University
Anne Weeden – Dalhousie University

Facilities Management Committee

Robert Carter (Chair) – University of Guelph
Mohamed Attalla – McMaster University
Jeffrey Lamb – Dalhousie University
Rob MacCormack – Mount Allison University
Jean-Christophe Messin – HEC Montréal
Shelley Rennick – University of Northern British Columbia
Hugh Warren – University of Alberta

Finance Committee

Deborah Collis (Chair) – Memorial University of Newfoundland
Ian Burgess – The University of British Columbia
Denis Cossette – University of Ottawa
Murray Griffith – University of Victoria
Steve Houle – NSCAD University
Daniel Therrien – Concordia University
Cristiane M. Tinmouth – McGill University
Heather Woermke – Queen's University

Human Resources Committee

Kelly Kummerfield (Chair) – University of Regina
Darren Becks – St. Jerome's University
Pamela Cant – Wilfrid Laurier University
Lois Devoe – Cape Breton University
Stephen Dodge – Memorial University of Newfoundland
Lynne B. Gervais – McGill University
Lynn Joly – Royal Roads University
Carolina Willsler – Concordia University

Internal Audit Committee

Sharon Farnell (Chair) – Western University
Alain Decelles – University of Ottawa
Christina Duquette – Thompson Rivers University
Michael O'Bree – Concordia University
Chad Schulz – University of Alberta

Nominating Committee

Matthew Nowakowski (Chair) – Université de Montréal
James Butler – Wilfrid Laurier University
Gary Bradshaw – Memorial University of Newfoundland
Pat Hibbitts – Simon Fraser University
Nathalie Laporte – CAUBO

Procurement Committee

Stephen Cook (Chair) – University of Waterloo
Mary Aylesworth – Simon Fraser University
Normand Hamel – Institut national de la recherche scientifique
Bruce Gorman – Memorial University of Newfoundland
Daryl Schacher – The University of Lethbridge
Kathy Zendeabad – McGill University

Quality and Productivity Awards Selection Committee

Lucie Mercier-Gauthier (Chair) – University of Ottawa
Gary Bradshaw – Memorial University of Newfoundland
David Button – University of Regina
Josée Germain – Université Laval
Nathalie Laporte – CAUBO

Risk Management Committee

Michael Histed (Chair) – University of Ottawa
Jean-François Baril – Concordia University
Anne Baxter – The University of Lethbridge
Marc Drouin – Université de Sherbrooke
Dan Langham – Queen's University
Philip Stack – University of Alberta
Chris White – Ryerson University

Taxes Committee

Lynne Bouret (Chair) – Concordia University
Aldo DiMarcantonio – York University
Krista Dixon – University of New Brunswick
Isabelle Goyette – Bishop's University
Gary Pike – Memorial University of Newfoundland
Lou Ranalli – University of Toronto
Dennis Silva – The University of British Columbia

Treasury & Investment Committee

Robert Inglis (Chair) – Mount Allison University
William Chew – University of Northern British Columbia
Andrew Coward – University of Victoria
Swavek Czapinski – York University
Marc Gauthier – Concordia University
Serge Germain – Université de Sherbrooke
Lawrence Guitard – University of New Brunswick
Maureen Hayward – Saint Mary's University
Elizabeth Springer – Carleton University

2013-2014 Board of Directors

David Button* (President)

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Gitta Kulczycki* (Vice-President)

Western University Canada

Gayle Gorrill* (Secretary-Treasurer)

University of Victoria

Matthew Nowakowski* (Past President)

Université de Montréal

Gary Bradshaw

Memorial University of Newfoundland

James Butler - Wilfrid Laurier University

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The University of British Columbia

Michael Di Grappa - McGill University

Josée Germain - Université Laval

Nathalie Laporte* - CAUBO

Lucie Mercier-Gauthier - University of Ottawa

Eric Tufts - Université Sainte-Anne

**Executive Committee members*



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