

**Teleconference**

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**Access Code: 1125286#**

**MEETING AGENDA**

	<b>Name</b>	<b>Region/College</b>	<b>Term</b>	
1.	Krista Pearson President	North, Sault	2012	2017
2.	David Belford Past President	West, Fanshawe	2011	2017
3.	Alanna McDonell Vice President	East, Algonquin	2011	2016
4.	Riley Burton, Secretary	North, Confederation	2011	2016
5.	Greg Murphy Treasurer	East, Durham	2012	2015
6.	Jane Cooper	West, Mohawk	2012	2015
7.	Kristi Harrison	Central, Centennial	2013	2016
8.	Kelly Murray-Scott	West, Lambton	2013	2016
9.	Janine Foster	East, St. Lawrence	2013	2013
10.	Shemeena Shraya	Central, George Brown	2014	2017
11.	Mary Lou McLean	East, Fleming	2015	2018
12.	Barb Watts	Central, Georgian	2015	2018
<b><i>Resource</i></b>				
	Diane Posterski	Executive Director, OCASA		

Agenda Item #	OCASA Board Agenda	Supplementary Materials
1.	<b>Call to order</b> <b>Welcome &amp; Call to order</b> Chair: Krista Pearson	
2.	<b>Approval of the Agenda</b> (Motion to approve)	
3.	<b>Approval of the Meeting Minutes of November 26, 2015</b> (Motion to approve)	Draft Minutes OCASA
4.	<b>College Employer Council – David Brook, CEO</b> Update on Council activities and admin compensation <i>David will exit the call after this item.</i>	
5.	<b>OCASA submission to CEC (draft)</b> – Diane Posterski For review and final approval by the Board	Meeting Materials
6.	<b>CoP Working Group – Update</b> – Krista Pearson <ul style="list-style-type: none"> <li>• Member communications</li> <li>• Working Group membership</li> <li>• OCASA’s capacity</li> </ul>	Meeting Materials
7.	<b>Executive Director’s Report – Discussion/Decisions</b> – Diane Posterski <ul style="list-style-type: none"> <li>• Awards Committee</li> <li>• Membership Report</li> <li>• Business Plan priorities</li> <li>• Conference Overview</li> <li>• PD Framework (verbal report)</li> </ul> <i>Motion to receive report</i>	Meeting Materials
8.	<b>Administration</b> Next meeting: April, 2016	
9.	<b>Adjournment</b> (Motion to adjourn)	

**DRAFT  
MEETING MINUTES**

	Name	Region/College	Term	
1.	Krista Pearson President	North, Sault	2012	2017
2.	David Belford Past President	West, Fanshawe	2011	2017
3.	Alanna McDonell Vice President	East, Algonquin	2011	2016
4.	Greg Murphy Treasurer	East, Durham	2012	2015
5.	Jane Cooper	West, Mohawk	2012	2015
6.	Kristi Harrison	Central, Centennial	2013	2016
7.	Kelly Murray-Scott	West, Lambton	2013	2016
8.	Janine Foster	East, St. Lawrence	2013	2013
9.	Mary Lou McLean	East, Fleming	2015	2018
10.	Barb Watts	Central, Georgian	2015	2018
Resource				
	Diane Posterski	Executive Director, OCASA		
Regrets				
	Shemeena Shraya	Central, George Brown	2014	2017
	David Belford Past President	West, Fanshawe	2011	2017

<b>Agenda Item #</b>	<b>OCASA Board Draft Minutes</b>
1.	<b>Call to order</b> Chair: Krista Pearson welcomed everyone to the meeting.
2.	<b>Approval of the Agenda</b> Moved: Greg Murphy Seconded: Kristi Harrison Carried
3.	<b>Approval of the Meeting Minutes of August 21, 2015</b> Receive Meeting Notes October 5, 2016 (no quorum) Moved: Barb Watts Seconded: Alanna McDonell Carried
4.	<b>CoP Working Group – Discussion</b> Krista Pearson provided a brief summary of OCASA’s presentation to CoP on October 26. In reviewing the Executives recommendations, it was agreed that: <ul style="list-style-type: none"> <li>• The use of a facilitator should be a strong recommendation (this helps to dissipate any political influences, allows everyone to participate equally)</li> <li>• We should be clear on our desired outcomes</li> <li>• Members should be able to fulfill the commitment of the working group</li> <li>• One president should be included</li> <li>• And we should be clear about our competency and expertise</li> </ul> Further discussion addressed the possibility of cost sharing for a facilitator. It was also suggested that we map out our best-case scenario, as well as the worst case, meeting by meeting. Reporting to the Board by summary would be sufficient. In terms of thinking about the best president to participate, there was some discussion about the value of a newer president to the system, but also one that has history and commitment to the system. It was agreed that we should consult with Linda Franklin about this at the next meeting (Dec. 8). Motion: That we follow the plan of action as outlined above. Moved: Kristi Harrison Seconded: Greg Murphy Carried
5.	<b>Executive Director’s Report – Discussion/Decisions</b> – Diane Posterski <ul style="list-style-type: none"> <li>• Strategic Plan/Business Plan priorities</li> </ul> Diane presented priorities for a Business Plan. There was significant discussion:

	<ul style="list-style-type: none"> <li>○ Still need ways to be viable moving forward</li> <li>○ Would be helpful to have sample emails for college reps for promotion, including a letter to accompany College Administrator</li> <li>○ Good time to update the College Rep's tool kit</li> <li>○ Is there an opportunity for OCASA to attend and speak at Management Academy?</li> <li>○ Concerns were raised about OCASA's capacity to meet all the priorities. Diane was encouraged to prioritize her efforts for the next year, and to identify gaps in resources.</li> <li>○ It was suggested that the following amendments be made: <ul style="list-style-type: none"> <li>▪ 4. Expanded revenue streams;</li> <li>▪ add 5. Advocate through the CoP Working Group to transition to a new membership model that focuses on institutional membership.</li> </ul> </li> </ul> <p><b>Motion: that the Strategic Plan/Business Plan Priorities be adopted with the amendments noted above</b></p> <p>Moved: Riley Burton Seconded: Kelly Murray-Scott Carried</p> <ul style="list-style-type: none"> <li>• Conference Overview: Diane reviewed current status plans for the conference. There was no discussion.</li> <li>• <i>College Administrator</i>: Diane reviewed the provided report, noting a pilot for national distribution. She also requested confirmation of a one-year extension of contract with Craig Kelman &amp; Associates (publisher), noting a drop in revenues from \$5,000 to \$2,000/annum based on lower advertising sales. If advertising sales surpass \$10,000 OCASA will receive 10% in extra revenues.</li> </ul> <p><b>Motion: That the contract with Craig Kelman &amp; Associates be extended for one year with the new terms of payment as outlined above.</b></p> <p>Moved: Jane Cooper Seconded: Greg Murphy Carried</p> <ul style="list-style-type: none"> <li>• PD Framework: Diane reviewed the work to date, and that Steve Robinson is ready to go with working with Diane to begin uploading onboarding content starting January.</li> </ul> <p><b>Motion: That work continues as outlined in the PD Framework concerning the Onboarding program.</b></p> <p>Moved: Alanna McDonell Seconded: Barb Watts Carried</p> <ul style="list-style-type: none"> <li>• Awards Committee: Diane requested that a Board member volunteer for the Awards Committee, as Chair. Mary Lou McLean volunteered.</li> </ul>
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6.	<p><b>Finance Report</b> Greg Murphy reviewed the proposed budget, noting a deficit budget is being recommended as the best strategic move over raising member fees at this time. <b>Motion to receive the Treasurer's report</b> Moved: Mary Lou Mclean Seconded: Kelly Murray-Scott Carried</p> <p><b>Motion to approve 2016 Budget</b> Moved: Jane Cooper Seconded: Alanna McDonell Carried</p>
7.	<p><b>Administration</b> Next meeting: February 2016 TBA</p>
8.	<p><b>Adjournment</b> Motion to adjourn Moved: Alanna McDonell Seconded: Janine Foster</p>

February 16, 2016

David Brook  
CEO, College Employer Council  
2010 20 Bay Street, Suite 1600  
Toronto, ON M5J 2N8

Dear David,

OCASA welcomes the opportunity to provide recommendations for the 2016 Compensation Guidelines (for non-executive administrative positions) but also to bring into the conversation broader issues influencing a strong compensation program for college administrators.

First, a few general comments:

Without confirmation about the ministry approval of the Executive Compensation Framework we support the release of guidelines for those not covered by the framework, effective April 1, 2016.

However, with anticipation of the Executive Compensation Framework approval, colleges need a real plan for the positions of Deans/Directors that have been frozen for several years. OCASA has raised this issue previously, encouraging forward research and planning to address this when the freeze is lifted. This might include a review of the existing payband structure. Whatever the case, broader consultation is warranted, and OCASA would welcome the opportunity to participate in those conversations.

Also, increasingly colleges' practices around compensation – grid adjustment, movement through range timelines, and EPI – are becoming more diverse. Collection of salary data (not just annual salary statistics) that includes, for example, percentage changes over time, and payband levels by position would give greater insight into our own market, and inform conversations about talent recruitment and retention.

Finally, while most colleges anticipate the release of the guidelines, primarily for the grid adjustment and EPI recommendations, OCASA is also very supportive of the “tools” to support a strong compensation program which in turn supports recruitment and retention. Comments about this are included in our recommendations, following:

1. Grid adjustment: This is the inflationary portion of compensation adjustments and should not be tied to performance.

As some colleges apply little or no merit increases, the importance of a strong grid adjustment is even greater. And for those in lower paybands, the grid adjustment is crucial.

Cognizant of the economic outlook, the history of increases within our system (including academic and support) and similar settlements in the public sector (e.g. IMAPCEO), OCASA recommends the following:

**1.4% adjustment to non-executive administrative positions effective April 1, 2016.**

2. Salary compression: This issue is longstanding and at many colleges is influencing their ability to recruit into academic leadership – and to keep them there. With pressure on a differential of 13% (with Step 2 Coordinators), and the time it takes for chairs to reach the top of their payband (where the 13% differential is calculated) the attraction of becoming a chair is challenged.

**That Council undertakes to review and recommend specific strategies to relieve the compression between faculty and chairs, which would likely be part of the overall review strategy of the compensation structure.**

3. Lower paybands: For those administrators in the lower paybands, the distinction between support and administration is becoming blurred, with perceived and real benefit at times resting with support staff. The existing compensation plan was never intended to treat lower payband positions in the same way as higher level positions: overtime should not be expected on a regular basis for those in lower salary bands, and not without some form of compensation. A college policy on this would help guide individual supervisors with this issue, also bringing consistency to each college where practice can vary significantly. Therefore, OCASA again makes the following recommendation:

**That included in the compensation guidelines are recommendations about managing lower paybands when it comes to overtime requirements, and how to compensate them fairly.**

4. Performance pay: The challenge of attracting and retaining strong talent is influenced by compensation policy. Therefore, compensation guidelines that strongly encourage timely movement through the pay ranges based on merit are essential. These increases should not be viewed as economic adjustment, nor available only as budget allows, rather appropriately compensating as experience and performance demonstrate movement towards full achievement of the position requirements. Therefore, OCASA recommends the following:

**That the compensation guidelines encourage colleges to have a compensation policy in place that sets clear timelines for an administrator to move through their range, as they meet the requirements of the position.**

5. The HR “tools”: The Compensation Administration Guidelines have typically included recommendations for managing compensation beyond the grid adjustment. OCASA finds those tools very helpful, particularly for the growing trend of administrators



moving into “acting” roles, or assuming extra duties during times of organizational transition. Our experience suggests that these are not always known to supervisors, or employed when administrators experience lateral job growth, added responsibility (short-term) or take on special assignments, for example. OCASA recommends the following:

**The Council includes within the Guidelines a recommendation that colleges include these “tools” as part of their compensation policy, which is also communicated to all administrators.**

We respectfully submit these recommendations for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Krista Pearson', with a stylized, flowing script.

Krista Pearson, PhD, CHRL  
Registrar, Algonquin College  
OCASA President

Board of Directors  
February 12, 2016  
Background information for compensation discussion

Year	Admin	CPI (Ontario)	Support	Academic	AMAPCEO	OPSEU (Ontario Government)	Ontario Power Generation
2008	3.0%	2.3%	4.0%	4.0%			
2009	1.5%	0.0%	3.0%	1.75%			
2010	0.0%	1.8%	3.0%	2.0%			
2011	0.0%	3.1%	1.5%	2.0%			
2012	1.5%	1.4%	1.75%	0.0%	0%		
2013	1.75%	1.0%	2.0%	0.0%	0%		
2014	1.2%	2.4%	1.0%	1.2%	0%		
2015	1.5%	1.7%	1.0%	1.5%	0%	0%	
2106		1.6% F	0.5%	1.8%	1.4%	0%	1.0%
2017					1.4%	1.4%	1.0%
2018							1.0%

## CoP Working Group

Motion No. 3: It was moved by (Don Lovisa) and seconded by (Chris Whitaker) that we establish a working group to include OCASA, HRCC, CEC and CO **to flush out a viable model and that options be brought back** to COP in 2016. Motion carried.

Proposed Mandate: to determine a viable working option of the *Ontario Centre for College Leadership concept* proposed by OCASA, including details that provide direction for purpose, governance, leadership, and resources needed to meet its objectives.

### Committee members:

Lorraine Carter, VPA, St. Lawrence (representing the VPAs)

Rani Dhaliwal, Humber (representing the Vice-presidents, Finance)

Lise Labine, Executive Director, Human Resources, Collège Boréal (and HRCC representative to CCHRD)

Leslie Quinlan, Vice President HR and OD, George Brown

Linda Franklin, Colleges Ontario

David Brook, College Employer Council

Diane Posterski, OCASA

Krista Pearson, OCASA (Chairing working group)

*Working with Brian Tamlyn, former presidents, Georgian College to generate a study, exploring the current landscape, needs of the system, and barriers.*

### Meeting Schedule:

Wednesday, February 24 – 1:00pm-3:00pm (in person)

Tuesday, March 29 – 10:00am-12:00pm

Thursday, April 7 – 1:00pm-3:00pm

Monday, May 2 – 2:00pm-4:00pm

This question has been raised in the past couple of years: should we open up the OCASA excellence awards to all administrators?

Our new Awards Committee Chair, MaryLou McLean, is recommending that we do. Here are MaryLou's comments:

I polled a few members at Fleming and they were supportive of opening it up. Here is a summary of why I believe it's time to consider this.

The main advantage of opening of the award nominations to both member and non-members is that this is an opportunity, during a time where membership is declining and we are shifting our mandate, to attract new members because of the profile that more nominations would give to OCASA. It may even be an opportunity when announcing the call for nominations to do a bit of a membership drive to non-members. In terms of the quality of the nominations, a larger pool of submissions means that we are picking from the best of the best and not simply the best of the nominations of members alone. This would in turn add credibility to the awards and there could also be more incentive and perhaps be more tempting for a non-member who is nominated, to join OCASA as it may seem slightly cheeky to display an award from a group you don't belong to (or know about).

Finally, being more inclusive of the whole administrator community would engender goodwill to all administrators as OCASA would be seen as an association that isn't exclusive and values all college administrators, regardless of whether they are members. This in turn would raise the profile of OCASA and also the services it can provide to this group.

...

MaryLou McLean

***How would you rate this proposition of opening awards?***

Pros	Cons	Notes/Considerations

One suggestion is that we make an OCASA award available only to OCASA members. Currently we have the Volunteer Recognition award, which could quite nicely be morphed into an OCASA Leadership Award, for example.

For more information about the awards, visit <http://www.ocasa.on.ca/about-us/awards>

## **Awards overview:**

### **OCASA Doug Light Lifetime Achievement Award**

The OCASA Doug Light Lifetime Achievement Award, newly named in 2013, pays tribute to an administrator within the Ontario college system who has significantly influenced college education throughout her/his career, demonstrating the following:

- leadership (innovation, vision, enterprise, impact, involvement)
- contribution to others (students, college, college system, community)
- outstanding performance (team involvement, achievements, beyond job expectations, recognition by others).

While nominees must be administrators, their lifetime achievement may include efforts during their time as support staff or faculty if it falls within the criteria listed above. The recipient of this award is highly respected by her/his colleagues and peers and their contributions have helped to shape colleges. Their contribution typically happens on a regional, provincial or national level. They have left their mark for the betterment of colleges.

### **OCASA Distinguished Administrator Award**

The OCASA Distinguished Administrator Award recognizes administrators within an Ontario college who have demonstrated distinguished administrative performance within their college or region demonstrating the following:

- outstanding leadership (Innovations, vision, enterprise, impact, involvement)
- excellence of performance (team involvement, achievements, beyond job expectations, recognition by others).

This award differs from the Doug Light Lifetime Achievement Award in scope. They are influencers and leaders who are highly respected by their colleagues and have shown strong leadership in their college or region. These administrators are contributing at a high level, but don't have a lifetime of work behind them yet, nor have they necessarily influenced beyond their local sphere.

### **OCASA Emerging Leader Award**

The Emerging Leader Award seeks to recognize administrators who are newer to management (approximately five years or less) and who are positively influencing the college through their leadership. Already they have the respect of their colleagues. The criteria used to measure the emerging leader will include:

Initiator - introduces a project or course of action that successfully addresses a management issue

Team Player - motivates and improves the performance of others

Learner - participates in professional development activities

Collaborator - encourages opportunities for collaboration on projects

Community Builder - is involved in college and external activities beyond immediate work assignment (i.e. United Way Campaign, OCASA, Chamber of Commerce)

OCASA Volunteer Award

**The Volunteer Recognition Award** recognizes the dedication of volunteers working on OCASA's behalf at their local college, and/or provincially.

Past recipients have been involved as a local college representative, serving on their local ASA leadership team in a key role, through OCASA provincial appointments, or on the Board of Directors. These volunteers are highly respected by their colleagues and have contributed to a positive work environment at the college, demonstrating OCASA's values: Professionalism, Excellence, Integrity and Collegiality.

## Membership Report Year end 2015

	2013 Members	2015 Members	2014/2015 Total Admin	2015 Membership Rates
Algonquin	86	75	170	44%
Boréal	2	2	75	3%
Cambrian	37	33	75	44%
Canadore	8	8	28	29%
Centennial	39	39	150	26%
Conestoga	1	3	133	2%
Confederation	44	38	69	55%
Durham	24	25	104	24%
Fanshawe	58	51	153	33%
Fleming	16	14	65	22%
George Brown	63	59	187	32%
Georgian	53	44	125	35%
Humber	21	15	319	5%
La Cité	28	25	68	37%
Lambton	19	22	39	56%
Loyalist	26	18	43	42%
Mohawk	30	23	148	16%
Niagara	19	13	100	13%
Northern	12	10	31	32%
Sault	14	17	42	40%
Seneca	38	49	202	24%
Sheridan	27	22	251	9%
St. Clair	3	4	60	7%
St. Lawrence	33	35	77	45%
	701	644	2,714	24%

Strategic Priorities	Resources
<b>1. Communication/engagement with membership about new strategic directions</b>	
<b>a. Email/website/Feedback loop</b>	
February – pre -CoP	
February – series of three emails	Bill/Diane develop communications
Create and update Webpage VISION 2025	
Phone conversations with college reps as part of preparation and ongoing monitoring	
<b>b. College visits: Schedule face-to-face college visits to engage membership</b>	
February - May	Travel
Fanshawe, St. Lawrence, Loyalist, Algonquin, Fleming, Durham, GTA?, Georgian, Mohawk	Recruitment fund support
<b>c. College Administrator – Presidents’ message in Spring/Fall</b>	Krista, in consultation with Bill/Diane
<b>2. Increased Awareness throughout the system, at all levels</b>	
<b>a. Presidents &amp; Senior leadership – News briefs to them specifically</b>	Monthly: Diane to develop and execute
i. Leaders & Innovators Conference ii. Awards iii. Onboarding materials iv. Mentoring iv. Interesting stats	
<b>b. Increased support on New Hire/regular membership registration and follow-up</b>	Small committee to focus on this effort; Can draw from college reps as well
Spring campaign	
Tools for college reps/HR	
Incentive for members to recruit, both new hires and existing	
Need action on the ground & and phone callers to welcome new members	
<b>c. Trial/open access to products/services on a limited basis</b>	
Conference	
Specific webinars identified	Come from PD Committee

<b>3. Increased user rates of products/services</b>	
a. More frequent webinars	PD Committee to help guide this and the onboarding project, with Board chair?
b. Onboarding program available: History, Funding, Co/CEC by end of April	
c. "Chairs" networking group	Committee of Chairs to drive this with one Board member? Explore partnership with CTL centre (Centennial)?
d. Improved conference registration (90 registrations) with scholarship support; target under represented colleges: Conestoga, St. Clair, Sheridan, Fleming	Solicit funds scholarships (OCAS, Knightsbridge?, other?) Encourage colleges to sponsor seats
e. Improved archival of articles and resources that are promoted	
f. Begin development of management essentials – Fall, depending on outcome of CoP	
<b>4. Expanded revenue streams developed</b>	
a. Increased support for sponsorship development	Board support
b. Increased profit target for conference	\$10,000 is goal, with 90 in paid attendance (at \$7500 sponsorship level) or 80 in attendance (at \$10,000 in sponsorship level)
c. Training revenues for open access events - Webinars, Chairs event	Chairs event is key
<b>5. Advocate through the CoP Working Group to transition to a new membership model that focuses on institutional membership</b>	
Committee is formed and starts meeting Feb. 24	
Capacity - develop a package that will present well to this working group.	Small Board committee





## **Proposed Outline for OCASA Conference June 2016**

### **Plenary Session**

#### **Introduction to Relationship Systems Intelligence™: A New Paradigm for Leaders**

**Scope** -- 60 minutes, combination of teaching and interactive experiences, take away will include two exercises to use at work. Equipment needs - lap top and projector for PowerPoint slides. Because this would be the Opening Plenary session I will include a mingle exercise to get people up and connecting with their colleagues. The question will help reveal the voices in the system and we'll use that to jump into the session topic.

#### **Description**

A system is a group of interdependent entities with a common focus or purpose. At work, relationship systems can be pairs, teams, committees, departments, Boards, organizations or sectors. Moving beyond Emotional and Social Intelligence, Relationship Systems Intelligence™ (RSI) focuses on the collective wisdom, skill and experience of everyone the system to achieve goals.

Current reality demands more focus on the human dimension in the workplace and how to create conditions for effective collaborations and cross-functional teaming. In the quest to be more effective, efficient and engaging, creating a relationship-based culture is the new norm. Leaders using RSI are better equipped for the increasing focus on collaboration and collective impact, which requires more intentional focus on relationship design and alignment in order to achieve results.

In this plenary session you will learn about this new paradigm so that you can bring this awareness to your leadership. You will also experience two exercises that will help you learn how to "reveal the system" you are working with.

### **Concurrent Session**

#### **Relationship Systems Intelligence: Practical Applications**

**Scope** - 90 minute interactive workshop, participants will learn tools and techniques they can apply with their teams. We'll be working with exercises that will require space for participants

to stand up as a large group and in small groups, so a room with a fair amount of open space would be ideal. Equipment required - lap top, projector and screen.

### **Description**

A team is an interdependent group of individuals who exist to create results. They are a relationship system with a unique personality, history, strengths and challenges. Sometimes they thrive, other times they struggle. Relationship Systems Intelligence™ is the ability to be aware of what is going on in the system and a skill set to work with the relationship dynamics in a constructive, engaging manner.

This session will build off of the Plenary Session where the concept of Relationship Systems Intelligence™ is introduced. It will be a deeper dive into the concepts to help you become more systems oriented in your leadership. You will experience tools and exercises you can use as a Leader. You will learn ways to:

- Access the different levels of reality operating within a team at any time
- Reveal the "third entity" of a team and access it's "voice" to determine what it needs most
- Cultivate empathy and understanding that is essential for collaboration and productive work relationships
- Design a team alliance to create conditions for high productivity and positivity

### **Pre -Conference Preparation**

In order to get a sense of the Leadership challenges and opportunities that exist for Leaders, Managers and Directors in the Ontario College system, I would be happy to do up to eight information interviews (by phone or Skype) to hear from people at different Colleges about their experience in engaging their teams, working across divisions, and creating conditions for collaboration, etc. This will help me understand the operating context for many of those who will be in attendance. I would need help in making connections to get this input.

### **Fee**

The fee to deliver both of the sessions is \$3,500 + HST. Travel costs would also be charged back including mileage and accommodation.

(Janet would also like to join the conference the day prior to meet people, and better understand our community and interests.)

## Speaker Bio



**Janet Frood** is an internationally certified executive, leadership and team coach who works with leaders and organizations. She is a caring and provocative ally for leaders and organizations as they boldly transform. Janet helps people challenge the status quo, be resilient through change, and to create conditions for a strong culture of engagement and collaboration. Through her business **Horizon Leadership** she serves clients in the public, private and non-profit sectors.

Janet serves on the Faculty of CRR Global, creators of Relationship Systems Intelligence™, and is an Associate Coach with Epiphany Coaches. She is also a member of the Professional Advisory Group with Pillar Nonprofit Network.

Prior to launching Horizon Leadership, Janet had a successful career as a fund raising executive and raised over \$100 million for Western University, Victoria Hospital and St. Joseph's Health Care Foundation. She also operated a consulting business serving the non-profit sector.

### EDUCATION

Queen's University, BA. Social Behaviour

Centre for Philanthropy/Western University, Certificate in Non Profit Management

Richard Ivey School of Business, Executive Leadership Program

### COACHING CREDENTIALS

Coaches Training Institute, Certified Professional Co-Active Coach (CPCC)

CRR Global, Organization & Relationship Systems Certified Coach (ORSCC)

International Coaches Federation, Professional Certified Coach (PCC)

Daring Way™, Certified Daring Way Facilitator (CDWF)

## Contact Information

Janet Frood

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519-471-5505

[www.horizonleadership.ca](http://www.horizonleadership.ca)