

Rethinking sustainability and public value

Vancouver, April 21-22, 2026

Repenser la viabilité des universités et leur valeur publique

Vancouver, les 21 et 22 avril 2026

Tuesday, April 21, 2026

All times in this program are in Pacific Time (PT) | Plenary sessions livestreamed via zoom

12:00-1:00 PM

Coal Harbour
Foyer - 3rd floor

REGISTRATION

Coast Coal Harbour Hotel

Sandwich buffet lunch available

1:00 - 1:15 PM

Coal Harbour A

LAND ACKNOWLEDGEMENT AND WELCOME REMARKS

Welcome remarks by Gabriel Miller, President and CEO, Universities Canada

1:15 - 2:15 PM

Coal Harbour A

FINANCIAL PRESSURE, MISSION RESILIENCE AND PUBLIC TRUST

A clear-eyed assessment of the pressures remaking higher education, the cultural and structural impediments to fundamental change and the exposure to public criticism and strategic threats.

Opening keynote:

Brian Rosenberg, Visiting Professor of Education, Harvard Graduate School of Education

2:15 - 3:15 PM

Coal Harbour A

FROM REVIEW TO RESPONSE: POSITIONING UNIVERSITIES FOR WHAT COMES NEXT

Exploring system-level perspectives to institutional sustainability with a focus on provincial financial sustainability reviews in Alberta, Ontario and British Columbia. This session will situate institutional challenges within broader fiscal, demographic and policy contexts and explore what these reviews signal for university leaders nationally.

Moderator:

Kim Brooks, President, Dalhousie University

Speakers:

- Cindy Forbes, Member, Ontario Blue-Ribbon Panel on Postsecondary Education Financial Sustainability
- Don Avison, Chair, BC Post-Secondary Institution Sustainability Panel
- Ed McCauley, President, University of Calgary



**Universities
Canada.** **Universités
Canada.**

3:15 - 3:30 PM Foyer	BREAK	
3:30 - 4:45 PM Coal Harbour A	ACADEMIC WORKFORCE, PROGRAM RENEWAL AND INSTITUTIONAL FLEXIBILITY	Small table discussions and candid reflection on the trade-offs implicit in conversations about academic workforce design, program renewal and institutional financial flexibility. Facilitator: Michelle Coates-Mather, Vice-President, Public Affairs, Universities Canada
4:45-5:00 PM Coal Harbour A	REMARKS TO WRAP UP DAY 1	Wrap up remarks by Gabriel Miller, President and CEO, Universities Canada
6:30-8:30 PM	RECEPTION Bill Reid Gallery 639 Hornby Street	Join us for an evening reception and networking with senior university leaders and guests.

Wednesday, April 22, 2026

All times in this program are in Pacific Time (PT) | Plenary sessions livestreamed via zoom

7:30 - 9:00 AM Coal Harbour B	NETWORKING BREAKFAST	
9:00 - 10:15 AM Coal Harbour A	UNIVERSITIES CANADA BUSINESS MEETING	Members are invited to join the business meeting of Universities Canada for discussion and votes on matters to advance the business of the organization. Updates on key policy files and other membership matters will also be provided.
10:15 - 10:30 AM Foyer	BREAK	
10:30 - 11:45 AM Coal Harbour A	GLOBAL ENGAGEMENT AND CANADA'S GLOBAL BRAND	Examining how to rebuild coherence and confidence in Canada's global brand, adapting engagement under current policies and conditions while also considering a more coordinated, strategic and forward-looking approach between institutions, government and across sectors.

Moderator:

Philip Steenkamp, President, Royal Roads University

Speakers:

- Joe Wong, Vice-President, International, University of Toronto
- Stephen Lucas, Chief Executive Officer, Mitacs
- Weldon Epp, Assistant Deputy Minister (Indo-Pacific), Government of Canada

11:45-1:00 PM**LUNCH**

Coal Harbour B

1:00-2:15 PM

Coal Harbour A

**INSTITUTIONAL VOICE,
ACADEMIC MISSION
AND PUBLIC TRUST**

A discussion of when—and whether—universities should speak publicly on political or social issues that fall outside core academic mandates. This session will examine institutional neutrality, impartiality and restraint policies, and their implications for institutional values, academic freedom, viewpoint diversity, and public trust.

Moderator:

Jennifer Ditchburn, President and CEO, Institute for Research on Public Policy

Speakers:

- Bill Flanagan, President, University of Alberta
- Janet Morrison, President, Memorial University of Newfoundland and Labrador
- Wisdom Tettey, President, Carleton University

2:15-2:30 PM

Foyer

**ADJOURNMENT AND
NEXT STEPS**

Closing remarks by Gabriel Miller, President and CEO, Universities Canada
