

January 29, 2021

Hi Everyone.

In the final troika of January Departmental Acknowledgments highlighting essential partners during my decade as Chair/Chief, rather than singling out individuals I would like to highlight an essential structure in our Departmental governance; the **Departmental Executive Committee**.

A formalized Departmental Executive Committee is the product of the initial Departmental Rules and Regulations that were created and adopted by Departmental vote early in my mandate. The Executive Committee functions analogously as a Cabinet, serving at the discretion of the Chair-Chief with defined sectors of operational responsibilities for which they are accountable. These roles and responsibilities are carefully spelled out in the Rules and Regulations document that is posted online. The Executive Committee reflects my guiding principles of distributive leadership and empowering leadership throughout the Department rather than a hierarchical model.

The Executive Committee meets regularly (1-2 times a month). The discussion is wide-ranging, frank, and open. I expect to be challenged and disagreed with, as do the members of the Executive Committee in their sector of responsibility. All members are free to give input on any topic that comes up for discussion. All of the Department's Strategic choices and responses to important operational challenges (and there have been many as we all know-it's the normal course of things) have been vetted inside the Executive Committee and many times a path I thought we would take was shifted and changed for the better through collective discussion. The Executive Committee can take joint credit for all Departmental innovations and successes over the last decade. They have served as an important sounding board and I shudder to think what the load would have been without their input.



I have been blessed by longevity of service for members on the Executive Committee. I have been even more blessed by their intelligence, commitment and passion for the Department. **Emmett Francoeur** has served for my entire two mandates as Chair-Chief as Executive Associate Chair for Community and in the second mandate Outreach. **Mitch Shiller** has served for 9 of 10 years as Associate Chair for Finance. During my first mandate, **Harley Eisman** was Associate Chair for Clinical Operations, **Saleem**

Razack Associate Chair for Education, **Bruce Mazer** Associate Chair for Research, **Aurore Cote** Associate Chair for Outreach and **Robert Brouillette** Associate Chair for Special Projects. In my second mandate I deliberately shifted to a younger generation of leaders with **Mylene Dandavino** Associate Chair for Clinical Operations, **Laurie Plotnick** Associate Chair for Education, and **Patricia Fontela** Associate Chair for Research. **Adrian Dancea** (Finance) and **Maryam Oskoui** (Research) both stepped up for Interim appointments for one year. All of these individuals have had their own individual DAs and I invite you to search the website for them if you wish.

The current ExCo will tender their resignation when I step down as specified in the Rules. One of the important first steps for my successor will be assembling their own Executive Committee that reflects their own character and style to assist in moving the Department ever-forward. With the wealth of talent within the Department the challenge will be choosing from a plethora of capable individuals.

Have a great weekend everyone!

Michael

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