

Bruce L. Smith
Brief Board Governance Bio

Bruce Smith is an organizational consultant based in Liverpool, Nova Scotia, who specializes in dialogue and governance. He has 30 years of experience with industry, government and small business in a variety of professional and senior management roles. He is an experienced facilitator and mediator, and has been awarded the designation Chartered Mediator (C. Med.) by the ADR Institute of Canada. Board governance is a major focus of his work.

His clients include volunteer/community organizations, government, industry, and business. He has worked with boards of directors from many sectors, including: child welfare, education, adult literacy, youth homelessness, deaf and hard of hearing, professional associations, conservation and land protection, anti-poverty, environmental remediation, recycling and waste management, sustainable forest management, fisheries, community development and arts.

Bruce provides expertise and support to boards of directors in all aspects of governance and board development. He assists boards to: develop mission, vision, and goals; carry out strategic planning; clarify roles and responsibilities; develop a collaborative style; refine board structures and processes, including committee structure; undertake recruitment and selection; develop policy; improve executive/board relations; monitor and evaluate performance; resolve conflict; and, conduct training and orientation. He has worked with a number of boards that seek to diversify funding and enhance organizational sustainability through the development and pursuit of “social enterprise”.

He also assists boards in the design of governance models that meet their specific needs. Emphasis is placed on respecting and reflecting community values, and on the development of a collaborative board style. When requested, Bruce provides assistance to boards wanting to adopt "Policy Governance", as developed and promoted by John Carver.

Through Thinkwell Online Inc. Bruce provides online workspaces for boards and groups. These have proven to be especially useful for boards with widely dispersed membership, or for boards with a need to create more agenda time for discussion of important topics or issues. Bruce has designed and facilitated online strategic planning, as well as group discussions in preparation for or as follow-up to scheduled face-to-face meetings.

In addition to his work in board governance, Bruce designs and facilitates multi-stakeholder consensus processes and is an active mediator. He delivers training workshops in communication, conflict resolution, facilitation, collaboration and consensus-building, public policy and public participation to public and private sectors clients, and across Canada for Dalhousie University Continuing Technical Education.

Bruce has a BA degree in Liberal Arts from the State University of New York, Friends World College. His professional training includes a one year mediation mentorship with the Saskatchewan Department of Justice, and the Government of Saskatchewan Senior Management Development Program. He has attended numerous professional development workshops, including a two week program in Peacekeeping Negotiation and Mediation at the Lester B. Pearson Canadian International Peacekeeping Centre.

Following are some of the Boards that Bruce has worked with:

- Halifax Immigrant Learning Centre
- National Anti-Poverty Organization
- Canadian Produce Marketing Assn.
- Phoenix Youth Programs
- Society for Deaf & Hard of Hearing
- GreenWood/MaderaVerde (Honduras)
- Gulf Nova Scotia Fleet Planning Board
- Bluenose Coastal Action Foundation
- Nova Scotia Designer Craft Council
- Community Animation Program
- Family and Children's Services
- Southwest Regional School Board
- Coastal Communities Network
- Community Links
- Atlantic Lighthouse Council
- Nova Scotia Nature Trust
- Maggie's Place
- Cape Jourimain Nature Centre
- NS Harbour Authorities
- Nova Scotia Ocean's Initiative
- Family Mediation Nova Scotia
- Encore Atlantic Ltd.
- Joint Action Group (JAG)
- Queens Family Resource Centre

References are available on request.

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