

## UNIVERSITY OF TORONTO

### COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Tuesday, October 16, 2007 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Françoise Ko (In the Chair)	Ms Pamela McPherson (Victoria)
Mr. Doug Allen (Architecture, Landscape, and Design)	Mr. Paul Morrison (Law)
Mr. Michael Branch (Engineering)	Mr. Peter Murchison (Social Work)
Ms Ruhee Chaudhry (Community Health)	Ms Florence Newman (Victoria)
Dr. Vic Chiasson (Innis)	Mr. Lennox Phillips (Mississauga)
Ms Ann Clarke (Scarborough)	Dr. Betty Power (OISE/UT)
Professor Mary Condon (SGS)	Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Dr. Don H. Cowan (Medicine)	Mr. Gordon Shantz (Mississauga)
Mr. Chris Driscoll (St. Michael's)	Ms Maureen Simpson (Trinity)
Dr. Inez Elliston (OISE/UT)	Ms Nancy Sutherland (Victoria)
Ms Celeste Francis (Woodsworth)	Mr. Colin Swift (New)
Mr. Pierre François (OISE/UT)	Ms Liz Terry (OISE/UT)
Professor Shashi Kant (Forestry)	Dr. Ben Venditti (Dentistry)
	Mr. William Wrigley (Woodsworth)

#### Regrets:

Ms Noreen Calderbank (Engineering)	Mr. Devin S. Ragwen (Scarborough)
Mr. Jason Dehni (UC)	Ms Maria Topalovich (Music)
Mr. Garry Kwan (Mississauga)	Mr. Rajesh Uttamchandani (SGS)

Secretary: Ms Mae-Yu Tan

Guests: Mr. Louis Charpentier, Secretary of the Governing Council  
Ms Joan London, member, Nominating Committee

Representatives to be Named:

Engineering, Information Studies, Management, New College, Nursing, Physical Education and Health, Pharmacy, St. Michael's College, and University College (2).

#### 1. Welcome and Chair's Remarks

The Chair welcomed members to the meeting, and explained that she served as Chair by virtue of her position as Vice-President, University Governance, of the University of Toronto Alumni Association. She informed members that she had previously served as a student member of the Governing Council for three years.

The Chair acknowledged the ten new members of the College:

- Mr. Doug Allen, Architecture, Landscape, and Design
- Dr. Vic Chiasson, Innis College
- Dr. Don Cowan, Medicine
- Ms Celeste Francis, Woodsworth College
- Mr. Paul Morrison, Law
- Mr. Peter Murchison, Social Work
- Ms Florence Newman, Victoria College

**1. Welcome and Chair's Remarks (cont'd)**

Mr. Devin Ragwen, University of Toronto at Scarborough  
Ms Barbara Salmon, Physiotherapy and Occupational Therapy  
Mr. Bill Wrigley, Woodsworth College

Members introduced themselves and indicated the alumni group that they represented.

The Chair noted that there were still ten vacant seats on the College. The alumni associations of each of those faculties and colleges had been contacted and encouraged to nominate a member as soon as possible. The Chair stated that candidates for membership on the College were typically experienced and knowledgeable in University affairs, often because they had been or were active members of an alumni association's executive committee. The Chair asked members to contact her if they had suggestions for suitable alumni who might fill the vacancies.

**2. Minutes of the Previous Meeting – March 26, 2007**

The minutes of the meeting of March 26, 2007 were approved.

**3. Business Arising**

There was no business arising from the previous meeting.

**4. Report of the Nominating Committee**

The Chair welcomed Ms Joan London, a representative of the Nominating Committee, who would present the Committee's report.

The Chair stated that members in their first year of the College were not eligible to serve on the Executive Committee. She explained that nominations other than those presented by the Nominating Committee could be put forward by members, but would be considered as an alternative to the names on the slate.

The College moved *in camera*.

**(a) Vice-Chair**

On motion duly moved and seconded

The College of Electors APPROVED

THAT Dr. Betty Power (OISE/UT) be Vice-Chair for 2007-2008.

**(b) Executive Members**

On motion duly moved and seconded

The College of Electors APPROVED

THAT the remaining members of the Executive Committee for 2007-2008 be Ms Ann Clarke (UTSC), Mr. Lennox Phillips (UTM), and Mr. Colin Swift (New College).

The College returned to open session.

## 5. Overview of the Work of the College in 2007-2008

### (i) Presentation

At the invitation of the Chair, Mr. Louis Charpentier, Secretary of the Governing Council, gave a presentation in which the following points were highlighted.

#### (a) Overview of the University of Toronto

- The University of Toronto was founded by royal charter in 1827 as King's College (now University College).
- The federated Universities, which each had a Memorandum of Agreement with the University of Toronto, were affiliated with the Faculty of Arts and Science:
  - St. Michael's
  - Trinity
  - Victoria
- The University operated under provincial statute – the *University of Toronto Act*, 1971.
- The University consisted of three campuses, with over 70,000 students, 11,000 faculty and staff, and over 430,000 living graduates.
- The University comprised twenty-eight academic divisions:
  - 16 Faculties/Schools
  - University of Toronto at Mississauga (UTM) & University of Toronto at Scarborough (UTSC)
  - 4 Constituent Colleges
  - 3 Federated Colleges
  - Library
  - School of Continuing Studies
  - Massey College
- The University had an annual budget of \$1.7 billion, \$375 million in research funding, and a \$1.8 billion endowment.
- Ten hospitals were fully affiliated with the University (their members had appointments to a hospital as well as academic appointments at the University), and a number of community hospitals also had agreements with the University.
- The *University of Toronto Act* defined the University's system of governance, and specified:
  - the composition of Governing Council;
  - the powers and duties of the Council;
  - the process for choosing members of the Governing Council; and
  - the duties of the President of the University.
- The *Policy on the Appointment of Academic Administrators*, which was derived from the *Act*, outlined the duties of the Deans and Principals.
- The University's mission statement was an important element of its policy framework established by the Governing Council:

The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate, and professional programs of excellent quality.

## 5. Overview of the Work of the College in 2007-2008 (cont'd)

### (i) Presentation (cont'd)

#### (a) Overview of the University of Toronto (cont'd)

- The President's mandate as articulated in his installation address included:
  - Increasing the University's capacity for creating knowledge, and advancing research and scholarship that was recognized internationally as outstanding among its peer institutions;
  - Enhancing the quality of student experience;
  - Fostering a culture that attracted, motivated, recognized, and retained excellent faculty;
  - Building effective relationships that would advance the University's interests and those of post-secondary education in general; and
  - Being a strong external representative and a champion of the University as a force for public good.

#### (b) Governance at the University of Toronto

- The Governing Council had been established in 1972 and had 50 members:
  - President and Chancellor, ex officio
  - 2 Presidential Appointees
  - 16 Lieutenant-Governor-in-Council Appointees
  - 8 Alumni
  - 12 Faculty
  - 8 Students
  - 2 Administrative Staff
- The Governing Council had a unique, unicameral system that combined the internal academic functions of an academic senate and the external fiduciary role of a Board of Governors.
- The faculty and administrative staff governors were elected by their peers to serve for three years, while the student governors were elected for one year terms; members were eligible for reappointment for two subsequent terms.
- Governors had a legal responsibility to ensure that the University was well managed by:
  - Acting in the best interests of the University as a whole;
  - Taking a broad and long-range view when participating in collective decision-making;
  - Considering how the Council's decisions would affect the University, not just a particular constituency; and
  - Engaging in dialogue about policy, especially at the level where matters were first introduced.
- The Executive Committee (14 members) was a senior body that set the agenda for the Governing Council and assigned issues to the Boards and Committees when necessary.
- The Council had three Boards:
  - The Academic Board (117 members) had responsibility for setting the academic and budgetary priorities for the institution;
  - The Business Board (31 members) had responsibility for implementing the priorities determined by the Academic Board in a fiscally sound way and overseeing human resources issues, investments, and business ancillaries;
  - The University Affairs Board (25 members) had responsibility for all areas relating to 'campus and student life' outside the classroom, as well as Governing Council Elections.

**5. Overview of the Work of the College in 2007-2008 (cont'd)****(i) Presentation (cont'd)****(b) Governance at the University of Toronto (cont'd)**

- Ongoing communication between the senior administration and the Governing Council contributed to the success of the University; the President provided oral reports at each meeting of the Council, and the senior assessors to each Board gave oral reports at each meeting.

**(c) Election of Alumni Governors**

- Three of the eight seats for alumni governors would be open as of July 1, 2008 (three year terms).
- Two of the three incumbents were eligible for re-election (maximum term of nine years).
- The role of the members of the College was to carefully assess the needs of the University and determine which candidates would best meet those needs. Qualities such as leadership potential and the ability to provide support and guidance to the administration should be considered when making a selection.
- Each spring, members of the Governing Council were canvassed about their preferences for standing committee and board assignments for the coming year.
- The Chair and Vice-Chair considered the balance of skills, experience, and interest among members when preparing a recommendation of assignments.
- The Governing Council made annual appointments of members to its Boards/Committees in May or June.

**(ii) Discussion**

A member noted that members of the College were not permitted to sign the nomination forms. Mr. Charpentier stated that while that was the case, members served an important role in the recruitment of candidates to run for the alumni governor positions.

A member asked whether members of the College were required to attend meetings of the Governing Council. Mr. Charpentier replied that members were welcome to attend the meetings, but could also listen to them via the live webcast. It would be helpful to observe a Board or Governing Council meeting in order to understand the types of issues considered at those levels of governance.

A member inquired whether the sixteen government appointees on the Governing Council were expected to support the views of the government when voting on items of business. Mr. Charpentier explained that the Lieutenant-Governor-in-Council (LGIC) members were independent and were not partisan. Generally speaking, the Chair recommended candidates for appointment by the Premier's Office and these were usually accepted. All new appointees, though, were asked to appear before a standing committee of the legislature.

In response to a member's inquiry of the role of the Chancellor, Mr. Charpentier explained that the Chancellor, elected by the College of Electors, was one of the external members of the Governing Council. He was the titular head of the University, and under the *University of Toronto Act*, he was responsible for granting all degrees. While the Chancellor had no administrative function, he was a key ambassador for the University and for postsecondary education generally.

**5. Overview of the Work of the College in 2007-2008 (cont'd)****(ii) Discussion (cont'd)**

The Chair thanked Mr. Charpentier for his clear presentation of governance at the University. She commented that the University's governance system was quite exceptional, in that the fifty members of the Governing Council had an equal voice on matters under consideration.

The Chair then outlined the process of the College over the coming year. The next meeting would be held jointly with the Council of Presidents. The Chair of the Governing Council, the President of the University of Toronto, and the President of the University of Toronto Alumni Association would address the College at the meeting, and members would have an opportunity to learn of the requirements for the alumni governor positions that were to be filled. The nominations for alumni governors would open on Friday, January 11, 2008 at noon, and close on Monday, February 25, 2008 at 4:00 p.m. The College would then meet in early March to review the nominations received, to select the candidates to be interviewed, and to finalize the details of the interview process. At the final meeting in early April, the College would interview selected candidates, and elect three alumni governors. The process over the past year would also be reviewed.

The Chair encouraged members to provide regular updates of the activities of the College to their constituent alumni associations, as part of an effort to increase awareness of the role of the College, as well as the role of alumni on the Governing Council and its Boards and Committees.

**6. Selection of a Nominating Committee, 2007-08**

The Chair reminded members that the Nominating Committee was composed of three members who were chosen by election or formed of volunteers from among the members who were in their final year on the College. The Nominating Committee was responsible for recommending to the College the Vice-Chair and three other members of the Executive Committee of the College. The Nominating Committee normally met once prior to the fall meeting of the College, either in person or by conference call, to develop its recommendations.

Mr. Mike Branch and Ms Maureen Simpson volunteered to serve on the Nominating Committee for 2007-08.

**7. Date of Next Meeting**

The Chair informed members that the next meeting of the College was scheduled for Monday, December 10, 2007 at 5:30 p.m. in the Council Chamber, Simcoe Hall.

**8. Other Business****(a) U of T Magazine Advertisement: Call for Nominations**

The Chair informed members that the deadline to place an advertisement for the Call for Nominations for alumni governors in the Winter 2008 issue of the U of T Magazine was in two weeks. She emphasized the need to broaden the pool of nominees and suggested that members assist with that goal by drawing attention to the ad, and by speaking with other alumni about the nominations process.

**8. Other Business**

**(a) U of T Magazine Advertisement: Call for Nominations (cont'd)**

Members reviewed the advertisement that had been placed in the U of T Magazine in January 2007. The following suggestions of ways to raise awareness of the nominations process were made.

- Investigate the inclusion of an article in the U of T Magazine that would enhance the impact of the ad by focusing on the important role of the Governing Council and the alumni governors. This could be explored for the Winter 2009 issue, if it was too late for 2008.
- Invite the constituent alumni associations/Council of Presidents to include the ad in their print and online publications, and to send it electronically to their members using available email lists. Information on alumni governors from their respective divisions could be provided by the Secretary.
- Make use of the “News@U of T” electronic bulletin distributed to alumni to promote the ad.
- Contact co-opted (non- Governing Council) alumni members who have served on Council’s Boards and Committees to encourage them to consider running for a position of alumni governor.

**(b) Photo Sheet**

The Chair stated that a photo sheet of members of the College was being prepared. Such a sheet would assist members in identifying their peers and would be posted on the College’s website. She encouraged members who had not yet done so to provide their photo to the Secretary.

The meeting adjourned at 6:50 p.m.

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Secretary

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Chair

November 23, 2007