

## UNIVERSITY OF TORONTO

### COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Monday, December 10, 2007 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Françoise Ko (In the Chair)	Mr. Michael Meth (Information Studies)
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)
Ms Ann Clarke (Scarborough)	Mr. Lennox Phillips (Mississauga)
Professor Mary Condon (SGS)	Dr. Betty Power (OISE/UT)
Dr. Don H. Cowan (Medicine)	Ms Linda Prytula, Pharmacy
Mr. Chris Driscoll (St. Michael's)	Mr. Devin S. Ragwen (Scarborough)
Dr. Inez Elliston (OISE/UT)	Ms Patricia Robb (PE&H)
Ms Celeste Francis (Woodsworth)	Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Mr. Pierre François (OISE/UT)	Mr. Gordon Shantz (Mississauga)
Ms Victoria Hurlihey (UC)	Ms Maureen Simpson (Trinity)
Professor Shashi Kant (Forestry)	Ms Nancy Sutherland (Victoria)
Mr. Garry Kwan (Mississauga)	Mr. Colin Swift (New)
Dr. Claire Mallette (Nursing)	Ms Liz Terry (OISE/UT)
	Ms Maria Topalovich (Music)
	Mr. Rajesh Uttamchandani (SGS)
	Mr. William Wrigley (Woodsworth)

#### Regrets:

Ms Noreen Calderbank (Engineering)	Ms Erica Henderson (UC)
Dr. Vic Chiasson (Innis)	Ms Pamela McPherson (Victoria)
Mr. Jason Dehni (UC)	Dr. Ben Venditti (Dentistry)

Secretary: Ms Mae-Yu Tan

Guests: Mr. John F. (Jack) Petch, Chair, Governing Council  
Professor David Naylor, President, University of Toronto  
Mr. Paul Cadario, President, University of Toronto Alumni Association (UTAA)  
Ms Susan Eng, member of the Governing Council  
Mr. Stefan Larson, member of the Governing Council  
Ms Jacqueline Orange, member of the Governing Council  
Mr. Tim Reid, member of the Governing Council  
Mr. Stephen Smith, member of the Governing Council  
Ms Maureen Somerville, member of the Governing Council  
Ms Elizabeth Vosburgh, member of the Governing Council  
Mr. Larry Wasser, member of the Governing Council  
Ms Wendy Cecil, past Chair of the Governing Council  
Mr. Louis Charpentier, Secretary of the Governing Council  
Members of the Council of Presidents and the UTAA  
UTAA Development Officers  
Mr. Matthew Lafond, Committee Secretary, Office of the Governing Council

At 5:30 p.m., the College met with the alumni governors, the Council of Presidents, and the University of Toronto Alumni Association (UTAA) development officers, and was addressed by Professor Naylor, Mr. John F. (Jack) Petch, and Mr. Paul Cadario.

## **1. Chair's Remarks**

The Chair welcomed members of the College, the guest speakers, the alumni governors, the Council of Presidents, and the development officers. She thanked members of the UTAA and the Council of Presidents for the commitment they brought and for the contributions they made to the University. The Chair also acknowledged that many members volunteered their time in addition to managing busy work schedules. In doing so, they helped to enhance the experiences of the students, faculty, and other members of the University community. The Chair expressed her thanks to the alumni governors for their continued involvement with the University.

## **Joint Meeting**

The Chair explained that the joint meeting was an annual feature of the College's business. The College was required by its Constitution to consult formally on the general requirements for the alumni governor positions to be filled and also on the requirements – the knowledge and skill mix – most needed in a particular year. For a number of years, that consultation had taken the form of a joint meeting, which provided an excellent forum for members to hear from the President of the University, the Chair of the Governing Council, and the President of the UTAA. The joint meeting facilitated the transparency of the selection process through the identification of the types of skill sets required for alumni governors in future years.

The Chair indicated that this was a tremendous opportunity to learn about the context in which the College would be working and the impact of the decisions members would be making. In addition, members would hear about the strategic options and the priorities of the University, as well as their implications for governance. Members would also be advised of the key factors that should be considered as the nomination and selection process proceeded.

## **Speakers**

The Chair introduced Mr. Jack Petch, Chair of Governing Council; Professor David Naylor, President of the University of Toronto; and Mr. Paul Cadario, the President of the UTAA, and former Chair of the College of Electors. She explained that she would invite Professor Naylor to outline some the priorities of his administration for the coming year and to speak about the current *Towards 2030* process. Following the President's remarks, she would ask Mr. Petch to summarize the general and specific skills and attributes that members of the College should consider when reviewing the nominations. Mr. Cadario would then be invited to speak.

## **2. General Requirements for Alumni Members of the Governing Council**

### **Remarks of the President of the University of Toronto**

President Naylor expressed his thanks to the Chair and conveyed his pleasure in attending the joint meeting, given the vital role alumni had served in the University throughout its history. The President stated that while the University was extremely proud of the research it conducted, its primary objective was the transfer and sharing of knowledge with subsequent generations. He thanked the alumni and the divisional alumni leaders for building and maintaining relationships that allowed the flow of knowledge to continue.

## 2. General Requirements for Alumni Members of the Governing Council (cont'd)

### Remarks of the President of the University of Toronto (cont'd)

#### (a) Context

##### (i) Positive Developments

The President outlined some of the University's recent developments:

- this year, 16 of 38 nominees for the designation of "Best Lecturer" in Ontario were from the University of Toronto;
- a renewed emphasis on education with the President's Teaching Awards and the new Teaching Academy;
- major investments in infrastructure to enhance the student experience;
- the extremely positive ratings by graduate and professional masters students of their experience at the University<sup>1</sup>.

##### (ii) Challenges

The President also summarized the challenges faced by the University. He stated that there was a marked contrast between ratings of graduate versus undergraduate student experiences; much work remained to be done in addressing the latter.

The University, together with its peers in the Greater Toronto Area (GTA), was faced with significant demographic challenges. It was anticipated that, over the next fifteen years, the number of new applicants in the GTA postsecondary system could grow to between 40,000 to 100,000, the size of one or two new universities or campuses. That challenge would allow for interesting opportunities and strategic choices for the University.

The President stated that historically, the University had drawn from the best students in the GTA in disproportionate numbers. In the future, should the University be more geographically diverse in its recruitment when considering applicants from the rest of Ontario, Canada, and the global market? What should the balance of graduate versus undergraduate students be? Should the current emphasis on graduate programming be continued, maintaining selectivity in undergraduate admissions? Currently, a fraction of undergraduate students continued on to graduate studies, but that proportion could dramatically increase in the future. As Canada and Ontario increased their investment in graduate education, there would be great demand for increased graduate enrolment, particularly at the University of Toronto.

The President then spoke about the University's reputation and various rating measures. He informed members that the Academic Ranking of World Universities (ARWU, Shanghai Jiao Tong University) had steadily placed the University as twenty-third in the world. In general, the University was well-regarded. The President noted that the ARWU was an amalgam of different measures weighted for research intensity, rather than a stringent educational measure. The *Times Higher Education Supplement* had recently published its university rankings. The University of Toronto's overall ranking had declined, largely as a result of high student-faculty ratio figures that the University had submitted. Other universities had taken a much more liberal view of the eligible faculty for this purpose and had risen in the rankings as a result of the correspondingly lower student-faculty ratios. The University would review the manner in which such ratios were calculated for future submissions. Other than the skewed overall

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<sup>1</sup> As measured by the Canadian Graduate and Professional Student Survey conducted earlier in 2007 by the University and fellow Canadian research-intensive universities.

## 2. General Requirements for Alumni Members of the Governing Council (cont'd)

### Remarks of the President of the University of Toronto (cont'd)

#### (a) Context (cont'd)

##### (ii) Challenges (cont'd)

ranking, the *Times*' results were actually very encouraging. The University of Toronto was the only Canadian institution in a set of eight institutions that tied for top spot in overall reputation. Disciplinary assessments, which depended in part on peer reviews, revealed the University of Toronto as the top Canadian university in three of five categories and in close second place in two other categories. The University's average ranking across all five disciplinary fields was twelve and it stood eighth worldwide in the Humanities.

The President noted that another ongoing challenge for the University was the matter of student funding. Ontario still received the lowest per capita funding for post-secondary education of the ten provinces. If the University were to receive the weighted funding based on the average of that provided in the other nine provinces, there would be approximately \$150-million of additional base funding for the University. Such funding would dramatically alter the University's budget and its ability to reduce student-faculty ratios. The University continued to recruit phenomenal faculty (among recent hires, 50% were from outside of Canada) but at significant expense.

##### (iii) *Towards 2030*

The President stated that the University community was currently engaged in a long-term planning process, *Towards 2030*. The background document and other material was available on the University website<sup>2</sup>, and alumni were urged to provide input and feedback on this process. Noting that twenty-five past and present governors were serving on the five *Towards 2030* task forces, the President stressed the importance of the College's decision-making in the selection of alumni governors.

#### (b) Qualities of Governors

The President acknowledged the great responsibilities that were placed on alumni members of the Governing Council. The University was a large and complex organization with approximately \$2-billion of revenue and expenses per year, almost 12,000 employees, three campuses, and many off-campus sites. There was a need for a breadth of expertise and wisdom from the alumni and lieutenant governor in-council members, who provided an important external perspective. Commenting that the College had a wonderful pool of over 430,000 alumni from which to draw when selecting alumni members of the Governing Council, the President expressed confidence that the College would be successful in identifying outstanding individuals who could contribute to the stewardship of the University.

The Chair thanked the President for his remarks. She then invited Mr. Jack Petch, the Chair of the Governing Council, to speak.

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<sup>2</sup> <http://www.towards2030.utoronto.ca/>

## 2. General Requirements for Alumni Members of the Governing Council (cont'd)

### Remarks of the Chair of the Governing Council

Mr. Petch thanked the Chair for the opportunity to speak. He began by providing some insight into the contributions of the alumni governors. The incumbents held regular meetings, allowing an exchange of views and an opportunity to explore how best to serve the University. They also met regularly, both individually and collectively, with the President of the University and the Chair of the Governing Council to share their views. Through such frank and confidential dialogue, the perspectives of the governors were made known. Mr. Petch indicated that the commitment of the current alumni governors was evident in their preparation for meetings, review of materials, and constant involvement; they were a valuable addition to the governance process.

Mr. Petch suggested that the College consider candidates who were interested and willing to make a long-term commitment to the University, as members were permitted to serve a maximum of nine years on the Governing Council. New governors usually required ample time to learn about the University and to become comfortable in voicing their opinions. Candidates for alumni governors should have an understanding of the University and its context and major initiatives such as the *Towards 2030* process. Members of the College would need to carefully assess the candidates for alumni governors, as those selected would become a part of the University and assume the responsibility and the privilege of that affiliation. Members of the College would also need to assess the incumbents. In his view, they had been interesting, assertive, challenging, and helpful in the whole governance process.

### Areas of Expertise

Mr. Petch highlighted some required areas of expertise and factors that members of the College could keep in mind when considering candidates for alumni governors:

- representation from across a number of areas:
  - experience in financial oversight;
  - background in growing industries such as biotechnology and information technology;
  - entrepreneurs whose successful track records and integrative thinking would bring added value to the work of the Council;
  - expertise in communications that would assist in the University's ongoing goal of communicating key messages within and outside of the University;
- the ability to serve as skilled ambassadors, representing the University and its mission;
- an interest in the academic mission of the University, respecting and sharing its vision;
- possession of strong affiliations within the community;
- the need for broad representation including recent as well as less recent graduates, and graduates from across the University campuses, divisions, and disciplines;
- the potential to rise to positions of leadership, for example, on boards and committees or as mentors to new governors from all constituencies.

Mr. Petch stated that the College had an excellent pool of diverse alumni from which to draw candidates, and he noted that the Chair's leadership would be helpful as the College evaluated the qualifications, experience, and commitment of the candidates. Mr. Petch thanked those present for their dedication to the University.

The Chair thanked Mr. Petch for his comments.

## 2. General Requirements for Alumni Members of the Governing Council (cont'd)

### Remarks of the President of the University of Toronto Alumni Association (UTAA)

Mr. Cadario expressed his delight at having the opportunity to meet with the College of Electors, and to be among old and new friends, as past Chair of the College and as a past alumni governor. On behalf of the UTAA Board, he thanked members of the College for the work they did to enhance the University and to support its mission.

Mr. Cadario commented that alumni were one of the five partners with the University in achieving excellence. Students, the provincial and federal government, businesses, and individuals, particularly alumni, all supported the University. Mr. Cadario expressed the hope that many of the members of the Council of Presidents would participate in *Towards 2030* discussions, exploring ways in which alumni could be well-represented as the University proceeded with its historic planning process.

Reflecting on past years when he had chaired the College of Electors, Mr. Cadario recalled having seen a number of positive developments. The work of the Special Committee that had reviewed the elections process for alumni governors and Chancellor in 2004 had resulted in revisions to the constitution of the College in February, 2005. That renewed process had been implemented and had resulted in the election of the Honourable David R. Peterson as Chancellor. Chancellor Peterson had been providing outstanding service to the University since his three-year term began on July 1, 2006. Another favourable development had been the greater number of candidates for alumni governor seats than vacancies that had been seen in recent years. As well, the explicit efforts of the College in matching candidates' experiences with the University's needs was an achievement of which the College could be proud. The College served a key role in providing alumni support to the University, and it would continue to play a key role in supporting the University's governance structure.

Mr. Cadario stated that in order to serve the University best, everyone was responsible for identifying as large a qualified and diverse candidate pool for Governing Council as possible. That pool should represent the best of the University's alumni across all age and affinity groups. When meeting with alumni groups in Canada and abroad, Mr. Cadario had been particularly impressed with the energy of younger alumni who wanted to give back to the University of Toronto. Members of the Council of Presidents and University alumni relations staff were especially well-positioned to recruit diverse alumni who had demonstrated excellence in their commitment to the University. Many alumni served at the divisional level as members of advisory boards, mentors, and volunteers, or had been recognized as distinguished alumni. They could be canvassed and considered for service on the Governing Council. Graduates who possessed excellent scholarship and student leadership records should also be considered, as they might be interested in continuing to contribute to the University. A third source of candidates was outstanding alumni who had not yet been engaged in university affairs, but whose contributions to the community or to their profession had brought them to the University's attention. As the Chair of Governing Council had suggested, the opportunity should also be taken to engage alumni from the University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC) as well as those from the St. George campus.

Mr. Cadario confirmed that participation in good governance required a willingness on the part of governors to commit much time and energy to the process. Alumni governors had to be selective in identifying key topics for which they could best use their specific knowledge and involvement to make a difference to the University. As the Chair had mentioned, governors ensured that the University was well-managed. However, they did not manage it themselves, so being a Governor was not a full-time job. Just as the time commitment was great, so too was the satisfaction that was derived from contributing to the University in such a special way.

## **2. General Requirements for Alumni Members of the Governing Council (cont'd)**

### **Remarks of the President of the University of Toronto Alumni Association (UTAA) (cont'd)**

Mr. Cadario expressed confidence that with the ongoing involvement of alumni leadership, the College of Electors would continue to elect very capable and effective alumni governors who would be tireless in their support of the University. He stated that the UTAA would strive to assist in election process by raising awareness of the call for nominations among all constituents and offered his own assistance in that regard.

The Chair thanked Mr. Cadario for his remarks.

### **Discussion**

In response to a question concerning the specific qualities that were required for incoming governors, Mr. Petch emphasized the importance of individual talent and commitment. The President commented that the University had grown in many aspects over the past years. Approximately 10,000 students were enrolled at each of the UTM and UTSC, the University's faculty members were very strong, and alumni were occupying increasingly more prominent and distinguished positions. For example, the Lieutenant-Governor of Ontario, the Honourable David C. Onley, was an UTSC alumnus, and a UTSC graduate, Mr. Wojciech Gryc, had been recently selected as an Ontario Rhodes Scholar for 2008. There were many valuable attributes that alumni governors might possess, including the ability to offer special perspectives, such as an international approach, to the Council. Individuals who cared deeply about the University and who were willing to be relentless in their efforts on its behalf would also be of value. The Chair of the College added that candidates should have a willingness to learn about the University and have a desire to contribute to its future. Governors were often asked to make decisions that would impact the future of the University, but they might not see the outcome of their contributions until years later.

The Chair thanked President Naylor, Mr. Petch, and Mr. Cadario for their comments, and thanked the members of the Council of Presidents for attending the joint meeting. Mr. Petch and President Naylor withdrew from the meeting.

## **3. Governing Council Membership Experience**

The Chair introduced the alumni governors who were in attendance:

- Ms Susan Eng
- Ms Jacqueline Orange
- Mr. Tim Reid
- Mr. Stephen Smith
- Ms Maureen Somerville
- Ms Elizabeth Vosburgh
- Mr. Larry Wasser

Invited by the Chair to comment as the senior alumni governor, Ms Orange expressed her pleasure at having the opportunity to address the College. Sadly, she would be completing her ninth and final year on the Council in June. However, there would be good continuity among the other alumni governors, some of whom were serving their second and third term. Ms Orange noted that alumni governors provided an external perspective that was enhanced by their personal experiences at the University. As mentioned previously, they devoted much of their time and energy to the University, contributing in various ways. They provided leadership on the Governing Council: Ms Vosburgh was Vice-Chair of the University Affairs Board, Mr. Smith was Chair of the Elections Committee, and Ms Orange herself was past Chair of the Business Board. The alumni governors met six to eight times each year, discussing how best they could make the alumni voice heard, ensuring they were informed of

### 3. Governing Council Membership Experience (cont'd)

current University issues, and sharing their views with the President and the Provost. They voiced their opinions if they believed an item required further discussion. For example, they had facilitated an offline session on the new budget model through the Business Board, and they had facilitated the consideration of a proposal that had been submitted by students in the Faculty Law which had addressed socially responsible University investment.

Alumni governors were regularly invited to be members of a range of University committees. For example, they served on the Towards 2030 task forces: Ms Eng sat on the Task Force on University Relations and Context, Mr. Reid sat on the Task Force on Long-Term Enrolment Strategy, Mr. Smith sat on the Task Force on University Governance, and Ms Vosburgh chaired the Task Force on Institutional Organization. As well, they participated in numerous review and search committees. Alumni governors also served as mentors, sharing their advice and experiences with current and incoming student governors, whose terms were only one year in length.

Ms Orange thanked Ms Wendy Cecil who had recruited her to let her name stand for election to the Governing Council. The experience had been a highlight of her career, and she appreciated the opportunity that had been provided to her by the College.

Responding to a question of the major challenges that faced the University, an alumni governor said that the institution was currently determining its long-term direction through the *Towards 2030* planning process. He noted that alumni could contribute to the open process, helping to address issues of importance, by submitting comments to the task forces and reviewing the documentation available on the *Towards 2030* website.

An alumni governor stated that she had served as Chair of the College of Electors for six years prior to being elected as an alumni governor. She encouraged members of the College to attend at least one meeting of the Governing Council and of its Boards and Committees before the election of the alumni governors. The Governing Council meeting schedule was available on the website.

An alumni governor shared her view of the role of the governors, reiterating that they could serve a maximum nine-year term. Because of the length of their service, alumni governors could make a significant impact on the University. Individually, and as a group, they were able to make their voices heard. Members ensured that they were able to devote the necessary time to prepare themselves for meetings and to actively participate. Their shared purpose was of particular importance when exploring in-depth issues that would have an impact on the University. Having benefitted from an education at the University, the alumni governors had a special role to play in being of service, and in maintaining a focus on the University's values. The governor noted that as one of the largest and best universities in Canada, the University of Toronto faced a particular challenge in not only maintaining its stature, but also in making greater strides forward. Another challenge was to develop greater diversity among the fifty governors in order to better represent the University community.

An alumni governor commented that he had had no idea of the extent of the time commitment that was required when he became a member of the Governing Council. In order to serve effectively as a governor, it was important to be well prepared for the many meetings that he attended. It was a challenge balancing his role as a governor along with his career as a business-person, but he remained committed. He was enjoying the opportunity and believed he could contribute to the decision making. However, he strongly suggested that the commitment required be well-communicated to prospective candidates. The Chair thanked the governor and noted that the nomination form for alumni governors indicated a minimum requirement of 176 hours per year. As mentioned, much time was needed in preparation for discussions and in seeking feedback from all estates in order to make informed decisions.

The alumni governors and other guests withdrew from the meeting.



The Chair welcomed the following new members of College:

- Ms Erica Henderson, University College
- Ms Victoria Hurlihey, University College
- Mr. Michael Meth, Information Studies
- Dr. Claire Mallette, Nursing
- Ms Linda Prytula, Pharmacy

She encouraged members to feel free to contact her if they wanted to share any comments about the College, noting that she welcomed input on ways of improving the election process.

#### **4. Minutes of the Previous Meeting – October 16, 2007**

The minutes of the meeting of October 16, 2007 were approved.

#### **5. Business Arising**

There was no business arising from the previous meeting.

#### **6. Election of Alumni Governors**

The Chair expressed her pleasure at the attendance of all the alumni governors. She reminded members of the College that there would be three vacant alumni governor seats as of July 1, 2008. Ms Orange would be completing her third term, so was ineligible for re-election, but two of the incumbents, Elizabeth Vosburgh and Tim Reid were eligible for re-election.

#### **Governance Context**

The Chair commented on the importance of strong governance at the University. It was essential to have a well-informed, highly-skilled Council that was prepared to support the President in moving the University forward. She stated that the College would be electing governors who would contribute to the future of the University. They would need to understand its mandate and vision and be capable of considering the broader context in order to make the decisions that would strengthen the University for the future.

There were several critical principles to being an effective alumni governor that the College should keep in mind during the recruitment and election. Candidates must be able to provide oversight, insight, and foresight on matters facing the University. They must be able to take a value-added approach to governance, and they must demonstrate a commitment to deliberations that are guided by trust, constructive verification, and effective communication. Candidates must have the potential to gain quickly knowledge of and respect for the different roles of governance and administration, as well as the different bodies within governance. They must be capable of providing leadership, as they developed governance experience.

#### **Role and Responsibility of Members of the College of Electors**

The Chair reminded members that throughout the process of the election of alumni governors, they must exercise independent and informed judgment. It was the responsibility of members of the College, as well as the academic and alumni leadership of the University, to identify, recruit, support, and encourage

## **6. Election of Alumni Governors (cont'd)**

### **Role and Responsibility of Members of the College of Electors (cont'd)**

individuals to become involved in the University community. It was particularly important to develop a wide and deep candidate pool for alumni governors. In doing so, the focus should be on the skill mix available to Governing Council and on the potential added value of the candidates.

### **Process**

The Chair stated that nominations would open on Friday, January 11, 2008 and would close on Monday, February 25, 2008 at 4:00 p.m. Interviews would be held on the evening of Thursday, April 3, 2008, and all candidates would be informed of that date. She emphasized that members of the College, as electors, could not nominate candidates.

### **Recruitment Strategy**

The Chair said that it was important to develop a pool of candidates for alumni members of the Governing Council as well as for alumni co-opted members of Boards of the Governing Council. Current co-opted members should be considered, as well as business and community leaders or entrepreneurs who might not previously have been involved with the University. Members should encourage such individual to submit a nomination form. Over the past 10 years, the pool of candidates had ranged from 11 in 1999 and 2001 to 3 in 2005. In 6 of the past 10 years, eligible incumbents were not all re-elected. As such, it was important to evaluate the contributions of the incumbents and whether or not it would be appropriate to re-elect them.

A Call for Nominations would appear in the *University of Toronto Magazine* on December 17, 2007, and it had been distributed to the Council of Presidents, along with a request for them to include it in their online and print publications to their alumni. Members were encouraged to use other means to share the nomination information among alumni.

### **Discussion**

The following points arose in discussion.

#### **a) Assessment of Incumbent Alumni Governors**

Members debated the advantages and disadvantages faced by both incumbents as well as new candidates for alumni governor positions. Some felt that incumbents seeking re-election should have the opportunity to serve a second term, given the steep learning curve of their first term. Having gained experience on the Governing Council, they would then be better positioned to make contributions than inexperienced candidates. Other members pointed to instances in the past when new candidates had distinguished themselves during the election process demonstrating that they had unique skills that would benefit the University. The College should be open to electing such individuals.

#### **b) Interview Questions**

Members stated that the interview questions and the nomination form used by the College could serve as assessment tools. Candidates would have the opportunity to present their qualifications, skills, and achievements both in writing and orally. A member noted that the incumbents' attendance record at Governing Council meetings would be provided to the College for additional information. Referring to

**6. Election of Alumni Governors (cont'd)****Discussion** (cont'd)

the set questions used in past years, a member suggested that they should be revised from year to year in order to avoid putting the incumbents at an advantage. Members stated that the College could use the information and new ideas provided by the guests this evening to assist in evaluating the responses provided to the interview questions.

In response to a question, the Chair explained that the Executive Committee would formulate the interview questions, which would then be included in the agenda package mailed to members prior to the next meeting. On March 10, 2008, members would have an opportunity to discuss and revise the questions and to discuss the type of answers that would be preferred during the interview on April 3rd.

The Chair noted that the College would select the top three candidates of the pool. During the election process, there would be an opportunity to truly evaluate the candidates, and it was important for members to keep an open mind when considering each of them.

**7. Date of Next Meeting**

The Chair informed members that the next meeting of the College was scheduled for Monday, March 10, 2008 at 5:30 p.m. in the Council Chamber, Simcoe Hall. After a show of hands by members, it was decided that the meeting date would remain unchanged on March 10<sup>th</sup> even though that was the beginning of the March break. Members who were unable to attend the meeting would be able to join by teleconference. The Chair also encouraged those who would be absent to forward their comments on the nomination forms to her prior to the scheduled meeting.

**8. Other Business**

The Chair offered members best wishes for a safe and happy holiday season and a Happy New Year.

The meeting adjourned at 7:20 p.m.

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Secretary

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Chair

February 8, 2008