

## UNIVERSITY OF TORONTO

### COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Wednesday, February 23, 2011 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Françoise Ko (Chair)	Ms Diane Luty (Woodsworth)
Dr. Mahadeo Sukhai, Vice-Chair (SGS)	Mr. Scott MacKendrick (Engineering)
Mr. Doug Allen (Architecture, Landscape, and Design)	Mr. Jason Marin (New)
Dr. Alexandra Berezowskyj (Medicine)	Mr. Paul Morrison (Law)
Ms Carol Bisnath (Mississauga)	Mr. Peter Murchison (Social Work)
Ms Sadia Butt (Forestry)	Ms Florence Newman (Victoria)
Ms Tiffany Chow (Engineering)	Ms Linda Prytula (Pharmacy)
Dr. Zoë Coull (SGS)	Mr. Devin S. Ragwen (Scarborough)
Ms L. Diane Dyer (Victoria)	Mr. John Richardson (Victoria)
Ms Celeste Francis (Woodsworth)	Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Ms Sue Graham-Nutter (Scarborough)	Mr. Al Smith (Mississauga)
Mr. Aran Hamilton (Rotman)*	Ms Ann Sullivan (St. Michael's)
Rev. David Harrison (SGS)	Mr. Todd Will (OISE)
Ms Erica Henderson (University)	Ms Susan Q Wilson (Music)
Ms Victoria Hurlihay (University)	Mr. Jason Wong (University)
Dr. Sema Kenan (OISE)	Ms Natalie Yeadon (Mississauga)

#### Regrets:

Dr. Pauline Blendick (OISE)	Dr. Claire Mallette (Nursing)
Mr. Corwin Cambray (SGS)	Mr. Michael Meth (Information)
Dr. Vic Chiasson (Innis)	Ms Paula Paunic (Physical Education and Health)
Mr. Norm Hann (Engineering)	Professor Peter Russell (Trinity)
Mr. Craig Hegins (New)	Dr. Valerie Stavro (Dentistry)
Ms Sadia Mahmood (Public Health)	Ms Anne Venton (OISE)

\*Participated by teleconference

#### In Attendance:

Mr. Richard Nunn, Vice-Chair of the Governing Council  
Mr. Louis R. Charpentier, Secretary of the Governing Council

**Secretary:** Ms Mae-Yu Tan

The College met *in camera* to consider items 4 and 5.

The Chair welcomed members of the College. She also welcomed Mr. Richard Nunn, Vice-Chair of the Governing Council, who had attended the meeting to speak to agenda item 3, Implementation of the Task Force on Governance recommendations.

## **1. Minutes of the Previous Meeting – November 24, 2010**

### Item 2 – General Requirements for Alumni Members of the Governing Council

The Chair noted that, at the request of a member, a revision had been made to page 4, paragraph 4 – a few sentences had been added to reflect the member's comments regarding university rankings in greater detail.

The minutes of the meeting of November 24, 2010 were approved.

## **2. Business Arising**

There was no business arising from the Report of November 24, 2010.

## **3. Implementation of the Task Force on Governance recommendations**

The Chair said that the Governing Council had approved in principle the *Report of the Task Force on Governance*<sup>1</sup> on October 28, 2010. Since that time, an Implementation Committee established by the Governing Council and chaired by Mr. Nunn had been developing an implementation plan for the 32 recommendations contained in the *Report*. The Chair then invited Mr. Nunn to provide a summary of the Task Force's recommendations on the election and selection of governors and to discuss the implementation of those recommendations.

Mr. Nunn thanked the Chair for the opportunity to meet with the College, and he expressed Governing Council's appreciation of the important function of the College. He outlined Recommendations 5 to 8 of the Task Force which addressed the creation of nominating committees for external governors; the composition of the College; and the use of a governors' attributes matrix. Mr. Nunn explained that the Governing Council had approved the creation of nominating committees for both Lieutenant Governor-in-Council (LGIC) and alumni governor candidates in order to enhance the sourcing of highly qualified and diverse candidates. Following the Governing Council's approval, the Chair of the Governing Council had established the Nominating Committee for Lieutenant Governor-in-Council Governors (NC-LGIC) and that Committee had begun working to fulfill its mandate.

As the Implementation Committee considered how best to proceed in implementing Recommendations 5 to 8 with respect to the establishment of a parallel Nominating Committee for Alumni Governors (NC-AG), input from members of the College would be most welcome. An information session on this matter was planned for the College at the end of March. At that time, members would have an opportunity to provide input on the proposed revisions to the College of Electors' constitution needed to proceed with Task Force's recommendations. The goal of the Implementation Committee was to obtain Governing Council approval of the proposed constitutional changes by the end of the academic year.

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<sup>1</sup> <http://www.governingcouncil.utoronto.ca/taskforce/reportTFOG.htm>

### **3. Implementation of the Task Force on Governance recommendations (cont'd)**

Mr. Nunn emphasized that the creation of an NC-AG should not be seen to diminish the College's contribution. Rather, the Implementation Committee envisioned a more active role of the College in the recruitment of potential alumni governors. In general, individuals who would make excellent candidates needed encouragement to consider serving on the Governing Council. The development of relationships with such people had been found to be much more effective than reliance on multi-media advertisements. Mr. Nunn added that collaboration and communication between the Chairs of the two Nominating Committees would be valuable as they worked to achieve their goals.

Mr. Nunn addressed the importance of populating the College with the broadest and deepest pool of alumni talent available to the University. He pointed to renewed focus on alumni engagement within the University as a vehicle for identifying and recruiting future members of the College. It was likely that some modifications to existing practice, rather than constitutional changes, would be most effective in ensuring ongoing strength in the composition of the College.

Mr. Nunn then asked for members' input on the working draft of the governors' attributes matrix which had been included in the agenda package. Mr. Nunn said that a similar matrix designed for LGIC governors was currently being used by the NC-LGIC as a guide in its identification and recruitment work. It was anticipated that variations of the matrix would also be used to inform the elections processes for faculty, staff, and students.

Among the matters that arose in discussion were the following.

- In response to a question, Mr. Nunn said that the specific membership of the NC-AG had not yet been determined. However, it would be composed of a subgroup of members of the College.
- Members questioned how the role of the College would be affected by the creation of an NC-AG and expressed concern that its function would be significantly narrowed. It was suggested that if members of the College felt underutilized and dissatisfied with their role, alumni might be less willing to serve on the College in the future.
- Members wondered whether the Governing Council was dissatisfied with the work of the College.
- A member suggested that, in the course of its work, the NC-LGIC might be well-positioned to identify individuals who could serve as either alumni governors or LGIC governors. Information about such candidates could perhaps be shared with the College.
- A member commented that the College did not appear to have been consulted about such changes which had a direct impact on its role. He said that meaningful consultation with the College should occur in the future.
  - It was noted that broad consultation was solicited from the University community throughout the Task Force's process.
- A member suggested that the College might develop an appropriate marketing strategy for alumni governor candidates and could effectively use social media tools in carrying out a mandate of recruitment.

### 3. Implementation of the Task Force on Governance recommendations (cont'd)

- A member suggested that the Implementation Committee contemplate modifying its proposal in response to feedback provided by members of the Committee. Mr. Nunn stated that while it was clear that the Governing Council expected an NC-AG to be established, there was room for discussion with respect to the role of the College in selecting the candidates who should be interviewed by the NC-AG. The College would still retain its responsibility of electing the alumni governors.
- A member requested that his disagreement with the proposed changes to the function of the College be noted. In his view, a strong case for changes designed to streamline the election process had not been made, and the concern that the College would simply “rubber stamp” decisions made by the NC-AG seemed real.
- A member recalled that the College had voted against a similar proposal<sup>2</sup> at a meeting on November 26, 2009.

Members agreed that an information session on the proposed constitutional revisions would be held on Tuesday, March 29, 2011, from 5:30 to 7:00 p.m.

### 4. Review of Alumni Governor Applications

#### Expectations of Candidates

At the invitation of the Chair, Mr. Nunn summarized the Chair of the Governing Council’s expectations of candidates which were informed by the attributes matrix and an assessment of governors relative to the attributes noted. These included the following.

- Financial oversight in the private or public sector, in particular with expertise in investment and pension fund oversight.
- Entrepreneurship - individuals whose successful track records and integrative thinking would bring added value to the work of the Council.
- Growth industries in the private sector such as information technology and green technologies.
- Risk management.
- International experience.
- Leadership potential and leadership continuity.

On a motion duly moved, seconded, and carried, the College moved *in camera*.

The College reviewed the alumni governor application forms that had been received.

### 5. Interview Procedures

The College discussed the interview procedures to be followed.

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<sup>2</sup> Minutes of the meeting of November 26, 2009 are available from <http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Boards+and+Committees/Collge+of+Electors/2009-2010+Academic+Year/r1126.pdf>.

The College moved to Open Session.

## **6. Nominations for the 2011-2012 Executive Committee**

The Chair stated that Ms Celeste Francis, Ms Victoria Hurlihy, and Mr. Devin Ragwen, all of whom were in the final year of their term on the College, were members of the College's 2010-2011 Nominating Committee. The Committee was now seeking nominations for membership of the 2011-2012 Executive Committee.

Invited by the Chair to speak, Ms Francis outlined the role of the Executive Committee and the nomination process. She noted that in addition to its responsibility to advise the Chair on electoral procedures and to undertake duties as assigned by the College, the Committee would also serve as the Chancellor Search Committee, together with the President of the University and the Chair of the Governing Council, in the coming year. Committee members might need to attend approximately eight meetings in 2011-2012 in addition to the five regular meetings of the College. Ms Francis closed by encouraging members to consider submitting a nomination form to the Secretary by the deadline of Thursday, March 10, 2011.

## **7. Spring 2011 Meeting**

The Chair informed members that there was need for a spring meeting of the College to deal with a number of agenda items, including the proposed constitutional revisions.

Members agreed that a meeting of the College would be held on Tuesday, May 10, 2011, from 5:30 to 7:30 p.m. At that meeting, election of both the 2011-2012 Executive Committee and the 2011-2012 Nominating Committee would be held. Committee members would then serve a one-year term from July 1, 2011 to June 30, 2012.

The following two working groups of the College were struck and were charged with reporting back to the College at the May 10<sup>th</sup> meeting.

### Working Group for the Evaluation of the Advertising and Recruitment Strategy

#### *Membership*

Mahadeo Sukhai (convenor)  
Sadia Butt  
Sue Graham-Nutter  
Sema Kenan  
Scott MacKendrick

### Working Group for the Evaluation of the Mentoring Program

#### *Membership*

Victoria Hurlihy (convenor)  
Carol Bisnath  
Tiffany Chow  
Celeste Francis  
Jason Marin

**8. Date of the Next Meeting**

The Chair said that the next meeting would be held on Thursday, March 10, 2011, from 4:00 to 9:30 p.m. The first interview would be scheduled for 4:15 p.m. She reminded the College of the Constitutional requirement that members be present for all interviews in their entirety in order to vote in the election for alumni governors.

**9. Other Business**

The Chair noted that a highlight of future Governing Council items of business had been included in the agenda package so that members of College might be informed of upcoming agenda items.

The meeting adjourned at 7:50 p.m.

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Secretary  
February 28, 2011

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Chair