

## UNIVERSITY OF TORONTO

### COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Tuesday, May 10, 2011 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present.

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

#### Regrets:

Ms Carol Bisnath (Mississauga)	Dr. Sema Kenan (OISE)
Dr. Pauline Blendick (OISE)	Ms Sadia Mahmood (Public Health)
Dr. Vic Chiasson (Innis)	Dr. Claire Mallette (Nursing)
Dr. Zoë Coull (SGS)	Ms Paula Paunic (Physical Education and Health)
Mr. Norm Hann (Engineering)	Mr. Devin S. Ragwen (Scarborough)
Mr. Craig Hegins (New)	Professor Peter Russell (Trinity)
	Dr. Valerie Stavro (Dentistry)

Secretary: Ms Mae-Yu Tan

In Attendance:

Mr. Louis R. Charpentier, Secretary of the Governing Council

The College met *in camera* to consider item 4.

#### 1. Minutes of the Previous Meeting – March 10, 2011

The minutes of the meeting of March 10, 2011 were approved.

## 2. Business Arising

There was no business arising from the previous meeting.

## 3. Constitutional Revisions

The Chair informed the Board that Mr. Richard Nunn, the Vice-Chair of the Governing Council, was unable to attend the meeting. She then invited Mr. Louis Charpentier, Secretary of the Governing Council, to introduce the item.

Mr. Charpentier provided a brief overview of the process that had led to the development of the current proposal. He stated that it had begun in 2007, with the establishment of the Task Force on Governance under the *Towards 2030* initiative that had been undertaken by the President. In striking the task forces to address key strategic areas, one important principle had been that the review of governance must be conducted by governors for governors. Membership of the Task Force had therefore comprised both current and former governors. During its first phase of work, the Task Force had identified several themes that required in-depth analysis and consideration. In its second phase, the Task Force had carefully examined the themes, considered options for improvement, and developed recommendations that would build on existing strengths, and enhance governance. On October 28, 2010, the Governing Council had approved in principle the Task Force's report of recommendations and had established an Implementation Committee to oversee and coordinate implementation of the recommendations.

Mr. Charpentier stated that the proposed revisions to the College's Constitution reflected the intent of the Task Force's recommendations, and that they had been refined with input from the Executive Committee of the College and the College itself. Following the College's previous meeting and the information session held on March 29, 2011, the Implementation Committee had considered the College's helpful input and had agreed on the modified proposal that was being presented.

Mr. Charpentier assured the College that concerns about the proposal that had been expressed by members had been conveyed to the Implementation Committee. One of the suggestions that had been taken into account in the development of the recommendations had been to conduct a review of the new alumni governor selection and election process. Such a review could be conducted in a few years, following the implementation of the proposed changes, and would allow for an assessment of the effectiveness of the changes. Mr. Charpentier then highlighted some of the constitutional revisions. The originally proposed membership of the Nominating Committee for Alumni Governors (NC-AG) had been expanded to include the five Executive Committee members plus three other members of the College. The role of the Executive Committee as a coordinating body for the College had been clarified. As well, the College would be instrumental in creating the short list of candidates to be interviewed and developing the interview questions after having reviewed all of the applications.

In response to questions from members, Mr. Charpentier explained that the type of information that the NC-AG would provide to the College following interviews of the short-listed candidates would normally include a list of the recommended candidates, a summary of the candidates' qualifications, and an outline of the types of issues that had been considered by the NC-AG. Following the College's discussion, it was agreed that the proposed constitutional revisions

### 3. Constitutional Revisions (cont'd)

should be amended to specify that the NC-AG would provide “a list and report on the recommended candidates” to the College for its consideration and discussion (Appendix B, Section III.2., p. 14).

A member asked whether the recommended review of the alumni governor selection and election process should be carried out in 2013, rather than in 2014. The member noted that most members served a four-year term on the College. A review in 2013 would ensure that at least some of the current members would still be on the College at that time, and they would be able to share their observations of the changes to the process. Mr. Charpentier said that it was expected that the College would reflect on the revised process after the first year of its implementation in order to identify areas of strength and weakness. However, it was preferable for the process to have been in place for a few years before a formal, comprehensive review was conducted to determine if any major changes were required. A member suggested that the design of the review be considered immediately so that appropriate data collection could occur from the outset. Relevant factors for such a review should be identified. Mr. Charpentier thanked the member for his suggestion and noted, in this context, that the Implementation Committee was currently considering evaluation tools for the Governing Council and its Boards and Committees.

A member observed that the Constitution required that the names of all candidates appear on the election ballot, regardless of whether or not they had been interviewed. The member asked whether it was possible that the NC-AG might recommend to the College a greater number of candidates than the number of seats to be filled. Mr. Charpentier confirmed that such a scenario was possible, particularly in a year where there were a number of excellent candidates. The College would retain responsibility for electing the alumni governors, following its consideration and discussion of the candidate information provided by the NC-AG.

A member expressed opposition to the proposal stating that, in his opinion, the College had developed an effective process for the selection and election of alumni governors. In his view, it was functioning well. The member did not support the Implementation Committee's recommendation to delegate responsibility for an important part of the selection process to a subgroup of the College.

It was duly moved and seconded,

THAT the proposed revised Constitution of the College of Electors be approved, replacing the Constitution amended on March 25, 2008, effective immediately; and

THAT a review of the College of Elector's selection and election process for alumni governors be conducted in the Spring, 2014 in a manner to be determined by the Chair of the Governing Council and the Chair of the College of Electors in consultation with the Executive Committee of the Governing Council.

The vote was taken.

The motion failed.

The Chair noted that there had been ten votes in favour of the motion, thirteen against, and one abstention.

#### **4. Election of the 2011-2012 Executive Committee**

At the invitation of the Chair, Ms Victoria Hurlihy, a member of the 2010-2011 Nominating Committee, presented the Committee's report. Following her report, the College moved *in camera*.

(a) Vice-Chair

On motion duly moved, seconded, and carried

The College of Electors APPROVED

THAT Mr. Scott MacKendrick be Vice-Chair for 2011-2012.

(b) Executive Members

On motion duly moved, seconded, and carried

The College of Electors APPROVED

THAT Ms Sue Graham-Nutter, Mr. Aran Hamilton, and Rev. David Harrison be appointed to the Executive Committee of the College of Electors for 2011-12.

The College returned to open session.

The Chair congratulated the new members of the Executive Committee and expressed her sincere thanks to Ms Celeste Francis, Ms Victoria Hurlihy, and Mr. Devin Ragwen for their service on the 2010-11 Nominating Committee.

#### **5. Selection of the 2011-12 Nominating Committee for the Executive Committee**

The Chair stated that the Nominating Committee for the Executive Committee (NC-EC) was composed of three individuals who were chosen by election or formed of volunteers from among the members who were in their final year on the College. The NC-EC was responsible for recommending to the College the Vice-Chair and three other members of the Executive Committee of the College. The NC-EC normally met once a year following the close of the Executive Committee nomination period to review the applications received and to develop its recommendations to the College. Ms Sadia Butt, Ms Tiffany Chow, and Mr. Aran Hamilton were selected to serve on the 2011-2012 NC-EC.

## **6. Report of the Working Group for the Evaluation of the Advertising and Recruitment Strategy**

The Chair said that both the Working Group for the Evaluation of the Advertising and Recruitment Strategy (WG-AR) and the Working Group for the Evaluation of the Mentoring Program (WG-MP) had been very active since their creation by the College in February. At her invitation, Mr. Mahadeo Sukhai provided an overview of the WG-AR's discussions. He informed the College that the WG-AR had met twice during the past two months and had developed a survey for members of the College regarding advertising and recruitment matters. Among the main themes that had been identified from the survey responses were the following.

- Advertising activities of the College, which served to increase public awareness, were viewed as being separate from the recruitment function, which was meant to identify outstanding prospective alumni governor candidates.
- There was a need to develop a long-term framework for advertising and recruitment activities of the College.
- Advertising and recruitment steps undertaken by the constituent alumni associations and individual members of the College varied in scope and effectiveness.

Following analysis of the survey responses and further discussion of the issues, the WG-AR had developed six recommendations for future steps by the College that were contained in its Report. Mr. Sukhai emphasized that the future adoption of any of the recommendations should be carried out only in conjunction with any direction provided by the Implementation Committee of the Task Force on Governance.

During the College's discussion, a member commented that the creation and maintenance of a centralized confidential list of potential alumni governor candidates could be problematic. Mr. Sukhai explained that the WG-AR had discussed the importance of a co-ordinated approach to recruitment and the need to track communications with prospective candidates in order to facilitate follow-up and to avoid any duplication of effort. It would, of course, be essential to manage expectations during discussions with prospective candidates. The Chair added that, over the past few years, she had sought input from the College and University staff on ways of engaging both prospective candidates and candidates who were not elected to serve as alumni governors. Members considered strategies for disseminating information about the recruitment function of the College. Suggestions of ways to identify prospective alumni governor candidates, members of the College, and members of alumni associations were generated and included initiating conversations at central and constituent alumni events such as Spring Reunion, and recruiting past Arbor Award, Cressy Award, and Moss Scholarship recipients, as well as former student governors who had since become alumni.

## **7. Report of the Working Group for the Evaluation of the Mentoring Program**

At the invitation of the Chair, Ms Victoria Hurlihy outlined the work that had been conducted by the Working Group for the Evaluation of the Mentoring Program (WG-MP). The WG-MP had canvassed members of the College regarding their views of the Mentoring Program, using the joint survey with the WG-AR. Through discussions and evaluation of the survey responses, the WG-MP had determined that it would be beneficial to continue the Mentoring Program. However, the WG-MP had been of the view that the goals of such a program were to orient new

## **7. Report of the Working Group for the Evaluation of the Mentoring Program (cont'd)**

members to the purpose and functions of the College, rather than to “mentor” members in the traditional sense, and it had been suggested that the program be renamed “Orientation Partnership”. Other recommendations that had been developed by the WG-MP included matching members from different constituent alumni associations, developing an introductory

session for Orientation Partnership participants to be held in the Fall, and providing support for the recruitment of alumni governor candidates to new members.

A member suggested that an information package about the College be provided to participants of the Orientation Partnership and that a follow-up meeting be held for them at the end of the year. Ms Hurlihey reiterated the importance of focusing on recruitment matters with new members and she distributed copies of the Spring 2011 University College Alumni Magazine, in order to provide members with a sample article about the College.

The Chair acknowledged the importance of the feedback that had been provided by members and stated that she would consult with the Executive Committee to determine how best to proceed, given the recommendations that had been made, while ensuring alignment with the directives of the Implementation Committee.

A member expressed his appreciation to members of the Working Groups for their thorough work. The Chair thanked Mr. Sukhai and Ms Hurlihey for their leadership in guiding the Working Groups. She also thanked the members of both Working Groups for their contributions and insight and for having developed such comprehensive reports. A member thanked the Secretary for the support she had provided to both Working Groups.

## **8. Date of the Next Meeting**

The Chair said that the next meeting of the College would be held in the Fall. The Secretary would notify members once the 2011-12 meeting schedule had been set. Continuing members were asked to keep their binders for use in the coming year; updated inserts of information for 2011-12 would be sent to them prior to the first meeting.

## **9. Other Business**

### **a) Recognition of the Executive Committee**

The Chair expressed her heartfelt thanks to the members of the Executive Committee for their valuable input and assistance in the past year. She stated that it had been a privilege to work with such a dedicated group of volunteers who had given so freely of their time.

The members of the Committee included the following.

Dr. Mahadeo Sukhai, Vice Chair  
Mr. Doug Allen  
Ms Victoria Hurlihey  
Mr. Scott MacKendrick

**9. Other Business (cont'd)**

b) Recognition of the Executive Committee (cont'd)

With the exception of Mr. MacKendrick, all of the members of the Executive Committee would complete their terms on the College as of June 30, 2011.

b) Recognition of Members

The Chair also acknowledged the other members of the College whose terms would end on June 30<sup>th</sup>:

- Dr. Pauline Blendick(Ontario Institute for Studies in Education)
- Dr. Vic Chiasson (Innis College)
- Dr. Zoë Coull (School of Graduate Studies)
- Ms Celeste Francis (Woodsworth College)
- Ms Erika Henderson (University College)
- Dr. Claire Mallette (Nursing)
- Mr. Mike Meth (Information)
- Mr. Paul Morrison (Law)
- Mr. Peter Murchison (Social Work)
- Ms Florence Newman (Victoria College)
- Ms Linda Prytula (Pharmacy)
- Mr. Devin Ragwen (University of Toronto Scarborough)
- Ms Barbara Salmon (Physical Therapy and Occupational Therapy)
- Ms Ann Sullivan (St. Michael's College)
- Mr. Jason Wong (University College)

She thanked members for their consistent dedication and service to the College over the years. The Chair also thanked the Secretary for her support during the past year.

A member thanked the Chair for her wonderful leadership of the College.

The meeting adjourned at 6:40 p.m.

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Secretary  
July 16, 2011

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Chair