

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 445 OF
THE EXECUTIVE COMMITTEE

Thursday, March 29, 2012

To the Governing Council,
University of Toronto.

Your Committee reports that it held a meeting on Thursday, March 29, 2012 at 5:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Mr. Richard Nunn, in the Chair
Ms Judy Goldring, Vice-Chair
Professor David Naylor, President
Mr. Ken Davy
Professor William Gough
Mr. Nykolaj Kuryluk
Mr. Aly-Khan Madhavji
Mr. Gary Mooney
Miss Maureen J. Somerville

Non-Voting Member:

Mr. Louis R. Charpentier

Secretariat:

Mr. Anwar Kazimi
Ms Cristina Oke (Acting Secretary)
Ms Mae-Yu Tan

Regrets:

Mr. Brent S. Belzberg
Mr. P. C. Choo
Professor Andrea Sass-Kortsak
Professor Elizabeth M. Smyth

In Attendance:

Professor Ellen Hodnett, Chair, Academic Board and Member of the Governing Council
Ms B. Elizabeth Vosburgh, Chair, University Affairs Board and Member of the Governing Council
Mr. W. David Wilson, Chair, Business Board and Member of the Governing Council
Professor Angela Hildyard, Vice-President, Human Resources and Equity *
Professor Scott Mabury, Vice-President, University Operations **
Ms Andrea Carter, Director, High Risk, Employment Equity & AODA *
Mr. Christopher Lang, Director, Appeals, Discipline and Faculty Grievances***

The meeting began *in camera*.

- * Professor Hildyard was in attendance for item 4 only
- ** Professor Mabury was not present for item 1.
- * Ms Carter was in attendance for item 4 only
- *** Mr. Lang was in attendance for item 3 only.

1. Senior Appointments

a) Extension of Term of President

- i) On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT David Naylor's term as President of the University of Toronto be extended for six months, from July 1, 2013 continuing to December 31, 2013, subject to such terms and conditions of appointment as are approved by the Senior Appointments and Compensation Committee.

- ii) On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

The announcement of the search and call for nominations, the *Guidelines and Principles for Selection of a Presidential Search Committee* and the *Charter of Expectations* for members of the Presidential Search Committee

Documentation is attached hereto as Appendix "A", Appendix "B", and Appendix "C".

b) Senior Appointment

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the recommendation regarding a senior appointment contained in the Memorandum from the President dated March 29, 2012 be approved.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT, pursuant to sections 38 and 40 of By-Law Number 2, the Governing Council consider the recommendation *in camera*.

2. Capital Project: Project Planning Report for St. George Back Campus Fields Project

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the recommendation contained in the Memorandum from the Acting Assistant Vice-President, Campus and Facilities Planning dated February 22, 2012 be approved.

2. Capital Project: Project Planning Report for St. George Back Campus Fields Project
(cont'd)

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT, pursuant to sections 38 and 40 of By-Law Number 2, the Governing Council consider the recommendation *in camera*.

3. Code of Behaviour on Academic Matters: Recommendation for Expulsion

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT the recommendation for expulsion contained in the Memorandum from the Secretary of the Governing Council dated March 22, 2012, be confirmed.

The Committee moved into closed session.

Chair's Remarks

The Chair noted that a copy of the speech entitled *Why the Toronto Region is Canada's Innovation Leader* that had been given by the President to the Toronto Board of Trade on Friday, March 23, 2012 had been placed on the table for members.

The Chair congratulated Mr. Davy and Mr. Madhavji on their selection as 2012 Gordon Cressy Student Leadership Award recipients.

4. Report of the President

a) CUPE 3902 Unit 1 Update

The President congratulated all those involved in reaching an agreement with CUPE 3902 Unit 1 earlier in March.

b) Provincial Budget

The President informed members that the current tuition framework that provided a cap of five per cent on overall average tuition fee increases at colleges and universities had been extended for an additional year. The government would consult with institutions, organizations and students on a new multi-year tuition policy over the next year to be in place for fall 2013-14.

The President noted that the 1.9% average annual growth to 2014-15 in the post-secondary sector was reasonable, given the cuts in other sectors. The government had indicated that this funding increase would fully cover the costs of enrolment growth in the province. It remained to be seen if universities would allow growth to outstrip the planned funding allotment as had been the case in other periods of budgetary stringency. The new Ontario Tuition Grant would remain in place, and would continue to grow in step with any provincially regulated tuition increases, although the index remained unclear. The President indicated that support for international students would suffer from the elimination of study-abroad scholarships and the implementation of a proposal to reduce an institution's operating grant by approximately \$750 for each enrolled non-PhD

4. Report of the President (cont'd)

b) Provincial Budget (cont'd)

international student, beginning with the 2013-2014 cohort. The stated intent was that domestic students should not subsidize international students, but the reality was that this amounted to an open and disappointing effort to ensure that the converse happened.

The President remarked that a major focus of the Budget had been on compensation in the public sector and public sector pension plans. Executive public sector pay was being frozen for another two years. The University was waiting for the budget debate and final budget legislation to determine whether the compensation freeze for Professional-Managerial and Confidential staff had been eliminated.

The President reported that the University would be meeting with government representatives to discuss the impact on the University of the proposals included in the Budget for single-employer public-sector pension plans to move to a 50:50 cost sharing formula for ongoing contributions within five years.

c) Federal Budget

The President noted a number of positive aspects in the federal budget, which had been released just before the Executive Committee meeting had begun. It appeared that funding for the granting councils had not been cut, and new funding for industrial partnerships had been added. Renewed funding had been provided to the Canada Foundation for Innovation (CFI), and there would be additional investments in Research and Development and Science and Technology. The federal budget also acted on some of the recommendations of the Report from the Expert Panel led by Mr. Thomas Jenkins entitled *Innovation Canada: A Call to Action*. The Panel had conducted a comprehensive review of federal support for research and development and had submitted its report to the government in October 2011. The President remarked that these were his initial impressions and that he and other members of the senior administrative team would be reviewing the budget closely in the coming days.

d) GC Elections

The President congratulated all those who had been acclaimed and elected to serve on the Governing Council and Academic Board.

The Committee moved *in camera*.

At the invitation of the President, Vice-President Hildyard briefed members on a confidential matter.

The Committee returned to closed session.

5. Items for Endorsement and Forwarding to the Governing Council

Tuition Fees and Budget

(a) Student Financial Support: Report of the Vice-Provost, Students, 2010-2011

This Report was provided to members for information, and would also be provided to the Governing Council for its meeting on April 11, 2012.

5. Items for Endorsement and Forwarding to the Governing Council (cont'd)

(b) Tuition Fee Schedule for Publicly Funded Programs, 2012-13

(Arising from Report Number 195 of the Business Board [March 5, 2012] - Item 3(c))

Mr. Wilson reported that the proposed Tuition Fee Schedule had been considered by the Business Board along with three other documents:

- the budget document, which demonstrated the University's clear need for the increased tuition-fee revenue;
- the enrolment report, which showed that past increases in tuition fees had not been having a negative effect on the University's ability to attract excellent students; and
- the report on student financial support which showed that the University was continuing to meet its commitment to ensure that "no student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means." In 2010-11, the University itself had provided student support amounting to \$147.3-million, over and above the support provided by government programs.

He noted that increases in tuition fees were limited by the Province's Tuition Fee Framework. The average increase proposed for domestic students was 4.3%; 92% of domestic students would see a fee increase of between 4% and 4.5%. The projected increase in tuition-fee revenue was \$84.1-million, with more than half of that amount arising from increased enrolment.

Mr. Wilson informed members that the Business Board had received a thorough presentation from Professor Mabury and Ms Garner on the tuition-fee proposal and on the budget. It had also heard a strong statement of student concerns from a representative of the Graduate Students' Union.

Mr. Wilson noted that the University's tuition-fee policy required that the University supplement government funding by charging the tuition fees needed to provide students with a first-rate educational experience. The University then relied on student financial support programs to ensure accessibility. He stated that the Business Board had been satisfied that the proposal met those requirements.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the Tuition-Fee Schedule For Publicly Funded Programs in 2011-12, as described in Professor Mabury's February 20, 2012 report to the Business Board, and the tuition fees in 2012-13 and 2013-14 for the special programs identified in Tables B2 and C2 of Appendices B and C of the report, be approved.

Documentation is attached to Report Number 195 of the Business Board as Appendix "A".

5. Items for Endorsement and Forwarding to the Governing Council (cont'd)

(c) Tuition Fee Schedule for Self-Funded Programs, 2012-13

(Arising from Report Number 195 of the Business Board [March 5, 2012] - Item 3(d))

Mr. Wilson noted that the self-funded programs received no government funding, and their fees were set to recover at least their direct costs.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the tuition-fee schedule for self-funded programs for 2012-13, a copy of which is attached to Professor Mabury's February 20, 2012 memorandum to the Business Board as Table 1, be approved.

Documentation is attached to Report Number 195 of the Business Board as Appendix "B".

(d) Budget Report, 2012-2013 and Long Range Budget Guidelines, 2012-13 to 2016-17

(Arising from Report Number 178 of the Academic Board [March 14, 2012] - Item 5, and from Report Number 195 of the Business Board [March 7, 2011] – Item 4)

Professor Hodnett reported that Professor Misak had provided the Academic Board with the context for the budget that was being submitted for approval and that Professor Mabury and Ms Garner had given a comprehensive presentation of the proposed *Budget Report 2012-2013* and *Long Range Budget Guidelines*.

Board members had raised some questions regarding planned capital projects and the University's borrowing capacity and employee contributions to the pension plan. Professor Mabury had replied that capital projects had been an important focus for the University, particularly since new buildings were necessary with enrolment growth. Moving forward, capital project proposals would continue to be examined carefully, taking into consideration, among other factors, the academic rationale for the project and the need for any funding through borrowing. Professor Misak had explained that the University was seeking increased employee pension contributions, given that one of the Government's requirements for Stage 2 of the temporary solvency funding relief programme was that employees and the University more closely share the cost of providing the benefit.

Mr. Wilson informed members that Business Board advised the Governing Council on the financial prudence of the budget. The proposed budget was a balanced one and, if its assumptions held, the University should complete the year on a sound financial footing.

He explained that the Board had been assured by the President that the budget was a careful and prudent one. The University had been able to perform very well to date, in spite of per student funding that was well below that of universities in other provinces and across North America. Uncertainties included pension-plan funding, which would require major increases in funding from both the University and from the active members of the plan.

There had been a very thoughtful discussion of the long-term budget situation at the Board. Concern had been expressed about the budget gap in the past three years - the growth of revenue by 2.6% per year and of expense by 4.37% per year. The University had been able to close that gap primarily by increasing its enrolment – a process that could continue for a while but not indefinitely.

5. Items for Endorsement and Forwarding to the Governing Council (cont'd)

(d) Budget Report, 2012-2013 and Long Range Budget Guidelines, 2012-13 to 2016-17 (cont'd)

With these concerns about the long-term sustainability of the current financial arrangements, members of the Board had been satisfied with the proposed budget.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendations

THAT the *Budget Report 2012-13* be approved, and

THAT the *Long-Range Budget Guidelines, 2012-2013 to 2016-2017*, be approved in principle.

Documentation is attached to Report Number 195 of the Business Board as Appendix "C".

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that the items be approved.

(e) Site Reassignment: Development of Site 10 on St. George Street at Galbraith Road for the Centre of Engineering Innovation and Entrepreneurship within the Faculty of Applied Science and Engineering

On motion duly moved, seconded, and carried,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT Site 10 on the University of Toronto St. George Campus, at 47-55 St. George Street be assigned for the Centre of Engineering and Innovation and Entrepreneurship within the Faculty of Applied Science and Engineering for a five-year period beginning March 2012 to March 2017. If the Faculty is unable to initiate a capital project for the site by March 2017, the Site will become available for other institutional purposes.

Documentation is attached to Report Number 178 of the Academic Board as Appendix "B".

6. Items for Confirmation by the Executive Committee

a) Constitutional Revisions: Faculty of Kinesiology and Physical Education

On motion duly moved, seconded, and carried,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE ACADEMIC BOARD

THAT the amended Constitution of the Faculty of Kinesiology and Physical Education, which was approved by the Faculty of Kinesiology and Physical Education Council on February 27, 2012, be approved;

b) Constitutional Revisions: Faculty of Medicine

On motion duly moved, seconded, and carried,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE ACADEMIC BOARD

THAT the amended Constitution of the Faculty of Medicine, which was approved by the Faculty of Medicine Council on February 27, 2012, be approved.

c) Constitutional Revisions: New College

On motion duly moved, seconded, and carried,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE ACADEMIC BOARD

THAT the amended Constitution of New College, which was approved by the New College Council on January 23, 2012, be approved.

d) Constitutional Revisions: Factor-Inwentash Faculty of Social Work

On motion duly moved, seconded, and carried,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE ACADEMIC BOARD

THAT the amended Constitution of the Factor-Inwentash Faculty of Social Work, which was approved by the Factor-Inwentash Faculty of Social Work Council on January 31, 2012, be approved.

e) Toronto School of Theology/University of Toronto: Master of Religion Degree Program at Wycliffe College – Closure

On motion duly moved, seconded, and carried,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE ACADEMIC BOARD

THAT, subject to confirmation by the Executive Committee, the proposed closure of the Master of Religion Program, offered conjointly by Wycliffe College (Toronto School of Theology) and the University of Toronto, and with it the Master of Religion degree (M.Rel.), as described in the proposal from the Toronto School of Theology dated February 5, 2012, be approved with an effective date of September 2012 for the closure of admissions and an anticipated program closure date of January 2014.

7. Executive and Governing Council Meeting Dates

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

The following 2012-2013 meeting dates for the Governing Council, as well as its own dates.

Cycle	Executive Committee
	Usual time: 5:00 – 7:00 p.m. except as noted
Cycle 1	Friday, October 19, 2012, 12:00 noon
Cycle 2	Monday, December 3, 2012
Cycle 3	Friday, February 15, 2013, 12:00 noon
Cycle 4	Tuesday, April 2, 2013
Cycle 5	Monday, May 13, 2013
Cycle 6	Monday, June 17, 2013 (6A) Thursday, June 27, 2013, 3:00 p.m. (6B)
Cycle	Governing Council
	Usual time: 4:30 – 6:30 p.m. except as noted
Pre-Orientation Meeting	Thursday, September 6, 2012, 9:30 a.m.
Cycle 1	Thursday, November 1, 2012
Cycle 2	Thursday, December 13, 2012
Cycle 3	Thursday, February 28, 2013
Cycle 4	Thursday, April 11, 2013
Cycle 5	Thursday, May 23, 2013
Cycle 6	Thursday, June 27, 2013, 4:00 p.m.

8. Report of the Previous Meeting

Report Number 444 (February 6, 2012) of the Executive Committee was approved.

9. Business Arising from the Reports of the Previous Meeting

There was no business arising from the Report of the previous meeting.

10. Minutes of the Governing Council Meeting of February 16, 2012

Members received for information the Minutes of the Governing Council meeting held on February 16, 2012.

11. Business Arising from the Minutes of the Governing Council Meeting

There was no business arising from the minutes of the Governing Council meeting.

12. Reports for Information

Members received the following reports for information:

- (a) Report Number 178 of the Academic Board (March 14, 2012)
- (b) Report Number 168 of the University Affairs Board (March 13, 2012)
- (c) Report Number 6 of the Pension Committee (December 14, 2011)

13. Date of Next Meeting – Monday, May 7, 2012 at 5:00 p.m.**14. Other Business****a) Update on the Implementation Task Force**

Professor Gough reported that several meetings and consultation sessions had been held with groups on both the University of Toronto Mississauga (UTM) and University of Toronto Scarborough (UTSC) campuses. Detailed consultation drafts outlining the structures and responsibilities for the Councils of both campuses and their respective committees had been prepared and discussed. The draft terms of reference for the Campus Councils and their Executive, Academic Affairs and Campus Affairs Committees were the same with respect to their functions. There would be differences with respect to membership of the Academic Affairs Committees because of the campuses' differing departmental structures. On both campuses there appeared to be an appreciation and a welcoming of the delegated authority for various campus-specific matters and the closer accountability link with the Governing Council that such delegation entailed.

It was the intention of the Implementation Task Force to bring its recommendations to the June 25, 2012 meeting of the Governing Council, with an effective date for the new structures of July 1, 2013. To do this, briefings of the relevant Boards and Committees would be given in May 2012.

b) Governing Council Meeting**i) Speaking Request**

The Committee granted a request from the Graduate Students' Union (GSU) to address Governing Council on non-tuition related compulsory ancillary fees.

ii) Budget Presentation

The Committee suggested that the power point slides that had been presented at various Boards and Committees of the Governing Council be included with documentation for the meeting, and that an abbreviated presentation on the budget be given at the meeting on April 11th.

On motion duly moved, seconded, and carried,

IT WAS RESOLVED

THAT, pursuant to sections 28 (e) and 33 of *By-Law Number 2*, consideration of items 14-15 take place *in camera*, with the Board Chairs admitted to facilitate the work of the Committee.

15. Committee Members with the President

Members of the Executive Committee met privately with the President.

16. Committee Members alone

Members of the Executive Committee met privately.

The Committee returned to closed session.

The meeting adjourned at 6:45 p.m.


Acting Secretary

Chair

April 9, 2012

Appendix A

Memorandum to: Governing Council
 Members of the Academic Board
 Members of the Business Board
 Members of the University Affairs Board
 Members of the College of Electors
 Principals, Deans, Academic Directors, and Chairs
 Professionals, Managers, and Confidential Staff
 President, UTFA
 Presidents of Employee Unions
 Presidents of APUS, GSU, UTSU (SAC), UTMSU and SCSU
 President, University of Toronto Alumni Association

From: Richard B. Nunn 
 Chair of the Governing Council

Date: April 4, 2012

Re: Call for Nominations for Membership of the Presidential Search Committee

Last week, we announced the extension of President Naylor's term to December 31, 2013, and indicated that we would be issuing a call for nominations for membership of the Presidential Search Committee that will have responsibility for recommending his successor.

Composition

The *Policy Respecting the Appointment of a President* (1999) specifies the composition of the Committee formed to advise the Governing Council on the appointment. (The *Policy* can be found at <http://www.governingcouncil.utoronto.ca/Page214.aspx>) Its composition is to be as follows:

- the Chairman of the Governing Council or a lay member of Council appointed by the Chairman (Chair of the Committee);
- 2 appointees of the Lieutenant Governor-in-Council to the Governing Council;
- 3 alumni of the University, who are neither staff nor students of the University;
- 5 members of the teaching staff of the University, no more than two of whom may be current holders of academic administrative posts;
- 1 member of the administrative staff of the University; and
- 3 students (one full-time undergraduate, one part-time undergraduate and one graduate student).

The Committee need not have a majority of its members from Governing Council. The Secretary of the Governing Council, or a person approved by the Executive Committee, shall be Secretary of the Search Committee.

Selection Guidelines

In keeping with the intent of the *Policy*, several factors are taken into account in selecting members of the Search Committee. Those factors are key reference points when the Executive Committee develops its recommendation to the Governing Council, and may be helpful to you as you consider nominations you wish to make.

The Search Committee as a whole should:

- reflect the **organizational complexity** of the University community.
- reflect the **diversity** of the University community.
- include members of the **Governing Council**.
- contain a **wide range of experiences and skills** that will be relevant to the work of the Committee.
- contain both people who bring to the Committee the perspective of excellent working **scholars** and also those who are involved with University **leadership and policy issues**.
- bring together **specific kinds of expertise** that will help the Committee evaluate presidential candidates' multi-dimensional capabilities in such areas as: overall leadership, fiscal management, and relations with internal and external communities, including staff, students, governors, alumni, public office holders, corporate and community leaders and donors.

The *General Guidelines and Principles for Selection of a Presidential Search Committee*, approved by the Executive Committee, can be found at <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=8427>.

Individual Requirements

Expectations of each member will include:

- investment of the substantial amount of time required for the Committee, including, at times, day-long meetings.
- commitment to the requirement that the Committee will conduct its affairs *in camera*.
- willingness to adhere to strict standards of confidentiality on matters related to the Committee's work.

Each member of the Search Committee will be required to adhere to a *Charter of Expectations* such as the document endorsed by the Executive Committee which can be found at <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=8428>.

Communication on Progress

Coupled with its emphasis on confidentiality, the *Policy* also contemplates the need for communication with the University community and provides for the Chair, or a person designated by the Chair, to issue statements concerning the activities of the Committee. As Chair of the Governing Council, I am fully committed to thorough and appropriate communication and, over the weeks and months ahead, we will continue to keep you apprised of our progress on a periodic basis. We have established a website so that

information will be accessible to you and to all members of our community. The url is http://www.governingcouncil.utoronto.ca/Governing_Council/presidential_search2.htm.

Once the Search Committee is established, we will provide the milestones and target dates related to:

- consultation on and development of the position specification,
- the call for nominations for candidates,
- the interview and assessment stage, including due diligence with respect to emerging candidates, and
- consideration of the Search Committee's recommendation by the Governing Council.

Approval of Committee Membership

Our plan is to have the Executive Committee consider the membership at its meeting of June 11, 2012; the Governing Council would then be asked to approve the membership at its meeting of June 25, 2012. It is expected that the Search Committee will begin its work shortly after the Governing Council's approval with its first meeting on June 28, 2012.

Continuing Input

I will welcome your continuing input as we proceed and look forward to hearing from you at chair.gc@utoronto.ca.

Deadline for Nominations

Nominations for persons to serve on the Committee should be submitted by Friday, May 4, 2012 and should include:

- the individual's curriculum vitae and contact information,
- a brief statement outlining the rationale for proposing him / her for membership, and
- confirmation that he / she is willing to serve if appointed by the Governing Council.

Submissions should be sent in confidence to:

*Louis R. Charpentier
Secretary of the Governing Council
Room 106, Simcoe Hall
27 King's College Circle
University of Toronto
Toronto, Ontario M5S 1A1*

Submissions may also be sent by e-mail to l.charpentier@utoronto.ca or fax to 416-978-8182.

Appendix B

General Guidelines and Principles for Selection of a Presidential Search Committee

Policy – Composition

The composition of the committee as defined by *Policy Respecting the Appointment of a President* (1999) is:

- the Chairman of the Governing Council or a lay member of Council appointed by the Chairman (Chair of the Committee);
- 2 appointees of the Lieutenant Governor-in-Council to the Governing Council;
- 3 alumni of the University, who are neither staff nor students of the University;
- 5 members of the teaching staff of the University, no more than two of whom may be current holders of academic administrative posts;
- 1 member of the administrative staff of the University; and
- 3 students (one full-time undergraduate, one part-time undergraduate and one graduate student).

The Committee should include but need not have a majority of its members from the Governing Council. The Secretary of the Governing Council, or a person approved by the Executive Committee, shall be Secretary of the Search Committee.

General Guidelines – Committee Specifications

In keeping with the intent of the *Policy*, several factors are considered to ensure that the Search Committee as a whole:

- reflects the **organizational complexity and diversity** of the University community.
- contains a **wide range of experiences and skills** that will be relevant to the work of the Committee, that is the perspective of excellent working **scholars** and also those who are involved with University **leadership and policy issues**.
- brings together **specific kinds of expertise** that will help the Committee evaluate presidential candidates' multi-dimensional capabilities in such areas as: overall leadership, fiscal management, and relations with internal and external communities, including staff, students, governors, alumni, public office holders, corporate and community leaders and donors.
- conducts its affairs *in camera* and adheres to **strict standards of confidentiality** on matters related to the Committee's work.

Specific Principles – Individual Members

First Principle: Very High Standards

The University's new President will be expected to embody and exemplify the best possible personal attributes and professional qualifications, and in doing so, will symbolize the University's greatness and its excellence. It is therefore essential that the individuals comprising the Search Committee, and who are collectively responsible for the success of this endeavour, reflect the finest members of the University's broad community. Presidential candidates of the highest calibre, need and want to be assessed and selected by the best, most impressive individuals. It is also well known that top-rate candidates' decisions are influenced by the person(s) interviewing and/or conveying information and standards to them. Similarly, prestigious universities are known to have their top scholars persuade presidential candidates to be considered and to accept the position. Therefore, just as we will set the highest standards for the presidential qualifications both on professional and personal attributes we will do so for the Search Committee members as well.

Experience and Profile Characteristics

Administrative Staff should:

- be able to offer a reasonably comprehensive view of and be sensitive to the administrative staff experience or issues at the University.
- have demonstrated engagement in the University through, for example, leadership activities.

Alumni should:

- reflect broadly the alumni community, i.e degree program or academic division and time from graduation.
- include representation from the University's donor community.
- include individuals who are closely connected to and actively involved with the University and those who are informed but less closely involved.

Lieutenant Governor-in-Council appointees to the Governing Council should:

- be able to relate broadly to the entire lay community, including federal, provincial and municipal governments and the donor community.
- be able to serve several more years on the Governing Council.

Students should:

- have a distinguished record of academic achievement.
- reflect a balance among disciplines and campuses
- have demonstrated engagement in the University through, for example, leadership activities.

Teaching Staff should:

- be exemplary scholars.
- reflect a range of disciplines / academic divisions and the three-campus nature of the University.
- include individuals who are in early, mid- and later stages of their academic careers.
- include individuals with academic and / or administrative experience at universities other than the University of Toronto.

Finally, the groups should be seen by their respective constituencies to be representative of the constituency.

Approved by Executive Committee (March 29, 2012)

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Charter of Expectations

Presidential Search Committee University of Toronto

Introduction

Each member of the Presidential Search Committee was selected, not only for the constituency he/she represents according to the *Policy Respecting the Appointment of a President* and the *General Guidelines and Principles for Selection of the Presidential Search Committee*, but, also for the excellence knowledge, judgement and experience that she/he will bring. Regardless of the constituency, each member's duty is to consider the best interests of the University as a whole.

Being a member of the Presidential Search Committee (which will recommend the selection of the University of Toronto's 16th President) entails enormous responsibility and accountability. We are being entrusted individually and collectively to contribute a broad range of skills and attributes which will enable the best outcome to the search – an outcome which is executed smoothly and professionally, and which can be benchmarked as a model for others.

Among the many familiar expectations of each member, 10 particular principles require extra emphasis when one takes stock of the successes and potential pitfalls which have characterized other search experiences both at the University of Toronto and elsewhere.

Expectations

1) Absolute Confidentiality

Confidentiality is mandatory. Members need to understand fully what this means, and if there is any doubt at any time about what is permissible within the bounds of confidentiality, members must speak with the Chair before acting. All Search Committee business must be kept strictly confidential.

- External discussion with anyone, at any time, about candidates' names nor any other aspects of the Search Committee's deliberations would constitute a breach of confidentiality.

2) Timely External Progress Updates

As a priority, the Search Committee Chair is committed to thorough and appropriate communication with the University and external communities on progress will be a priority.

- The Chair will be the **official** and **only** spokesperson for the Search Committee.

3) Avoiding Commentary in External Settings

In social settings and otherwise, people will be aware that one is a member of this Search Committee, and they will likely have heard of, or will speculate on, the names of potential or actual candidates who might be before the Search Committee for consideration. While listening to external advice and/or recommendations it is critical that members do not provide their own commentary, assessment or reflections.

4) Due Diligence and Reference-Checking

Members are to refrain from unauthorized or informal reference-checking/due diligence, unless they are specifically assigned the task by the Search Committee.

- Reference-checking and complete and thorough due diligence can and will be planned and executed systematically and professionally at the appropriate time.

5) Value-Added Constructive Interventions

Members will be expected to add value to the Search Committee deliberations through constructive interventions and clarification, while taking care not to exert undue influence and/or dominate proceedings.

6) Early Declaration of Personal Biases and Assumptions

It is normal that as candidates' names are put forth, members might have their own personal biases and/or assumptions based on their familiarity with the candidates. Early acknowledgement and declaration of such personal biases or assumptions to the Search Committee will be considered both honourable and professional.

7) Full Engagement by each member at all stages

It is proven that the ultimate success of selection committees depends greatly on the degree to which individual members are engaged in each stage of the process. It is critically important that each member be fully engaged in the fair, objective, and comprehensive assessment of each candidate **prior** to short-listing – as well for those candidates who have been short-listed.

8) Constant Focus on Position Specifications and Role Profile

When assessing candidates throughout the process, members will be expected to focus constantly on the skills, relevant experiences and other key attributes agreed to in the Position Specifications and Role Profile developed from wide consultations.

- Experience demonstrates that committees responsible for the selection of critical leaders are more successful in deciding on the best candidate when, they **first** concentrate on/ and agree to the needs of the organization for the next 7-10 years, and **second** on matching the candidates to those specifications.

9) Role of Search Consultant

During this presidential search process, the search consultant/firm will play the role of advisor and provide support to the Search Committee, but will not diffuse the responsibility and accountability of the Committee members, which is to recommend to the Governing Council the best and most appropriate President.

- The search consultants will have their own very specific mandate, but will also be subject to this *Charter of Expectations*.

10) Meeting Attendance

Attendance at all meetings is expected, unless dire circumstances prevent it. Hence, the possibility of missing just one meeting would be the most that would be acceptable or expected.

After the search

Our responsibilities will not end once the President is appointed. Members of the Search Committee – collectively and individually – will play a vital role in ensuring his / her success. Members will be expected to provide direct and indirect support to the new President once he / she assumes office, as well as serve as ambassadors for the appointment both within the University community and beyond.

Approved by the Executive Committee (March 29, 2012)