



**FOR INFORMATION**

**PUBLIC**

**CLOSED SESSION**

**TO:**

Executive Committee

**SPONSOR:**

Mr. R. Scott MacKendrick, Chair, College of Electors  
Executive Committee

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**PRESENTER:**

**CONTACT INFORMATION:**

**DATE:**

June 7, 2016 for June 14, 2016

**AGENDA ITEM:**

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**ITEM IDENTIFICATION:**

Report of the College of Electors (COE) Ad Hoc Working Group

**JURISDICTIONAL INFORMATION:**

(a) College of Electors Constitution

Section III.1. of the COE Constitution states the “*College of Electors is responsible for ensuring that highly-qualified persons are nominated and elected as Chancellor and alumni members of the Governing Council of the University of Toronto. It is desirable that the Governing Council membership, as a whole, reflect the diversity of the University’s communities.*”

(b) Executive Committee Terms of Reference

Section 5.17 of the terms of reference for the Executive Committee requires that amendments to the Constitution of the College of Electors (COE) be considered by the Executive Committee and recommended to the Governing Council for approval.

**GOVERNANCE PATH:**

College of Electors (for recommendation) – May 3, 2016

**Executive Committee (for information) – June 14, 2016**

**PREVIOUS ACTION TAKEN:**

At its meeting on June 25, 2015, the Executive Committee accepted the recommendation of the Chair of the College of Electors and the Chair of the Governing Council that no formal review of the College of Elector’s selection and election process for alumni governors be undertaken. Rather, the College would be requested to focus on a collaborative effort with, amongst others, Alumni Engagement and Partnerships, University Advancement on appropriate recruitment

approaches, with the expectation of providing a report to the Executive Committee on its efforts and outcomes in Spring 2016.

**HIGHLIGHTS:**

There has generally been consistent positive commentary (from the COE Executive Committee, College members, Alumni Governors and Alumni Governor and candidates) on the College’s process and the rigour that currently exists in the deliberations of the selection and election of Alumni Governors. The primary ongoing issues and the themes that continue to emerge from the College’s discussions pertain to the need to improve recruitment efforts so that the pool of potential candidates is both larger and more diverse.

At its May 5<sup>th</sup>, 2015 meeting, the College established an *ad hoc* working group of the College to identify continued improved recruitment approaches. Members of the College were invited to volunteer on the *ad hoc* working group which began its work in early December, 2015. The group was Chaired by Ms Lesley Riedstra and included members of the College and representatives from the UTAA Board of Directors and the Office of Alumni Engagement and Partnerships, University Advancement.

As part of the process, three sub-groups (and sub-group Chairs) were created to focus discussions and develop recommendations: (1) Nomination Form and Process (2) Marketing Strategy, and (3) Volunteerism Strategy. The Sub-Groups completed their task in early April, 2016

The Ad Hoc Working Group presented its report and recommendations to the College of Electors at its final meeting of 2015-2016 on May 3, 2016. The following motion was adopted:

THAT the College of Electors support in principle the recommendations of the COE Ad Hoc Working Group and the establishment of two COE Standing Committees (Communications Committee and Development Committee) to further consider the implementation of the Ad Hoc Working Group’s recommendations, in consultation with the COE Executive Committee and the College.

**FINANCIAL IMPLICATIONS:**

Not applicable.

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED**

- Report of the COE Ad Hoc Working Group – May 2016.

## Report of the COE Ad Hoc Working Group 2016

### **Purpose:**

Determine tactics to increase diversity in the “Alumni Governor” candidate pool for Governing Council.

### **The Current Challenge:**

To increase the diversity of the nominees submitted for Governing Council Alumni positions, to ensure it reflects the Alumni demographics as much as possible. Ancillary to that, to explore the potential to increase the level of experience in volunteerism of the overall volunteer pool, to optimize the possible future candidates to Governing Council.

### **\*Definition Diversity as per UofT:**

*The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups, and others who may contribute to the further diversification of ideas.*

### **The Key Objectives of the Ad Hoc Working Group:**

To define 2-3 key tactics that can be implemented by the COE in 2016/17 that will move towards meeting this challenge; prepare recommendations for 2-3 longer term solutions to be presented to the Executive Committee of the Governing Council at the end of the academic term 2015-16, which could be assigned as committee work to further detail out and plan for implementation as needed.

### **Sub Groups:**

**Note:** Overall demographic information was provided by the Office of Alumni Engagement and Partnerships, University Advancement for the Sub-Groups.

### Nomination Form and Process (Sub Group No. 1) PURPOSE:

- Explore opportunities to enhance nomination form to ensure inclusiveness and ease of access;
- Determine if changes to the process for nominating candidates needs to be modified or augmented to encourage candidates from a cross section of demographics;
- Possibility of creating/publishing publicly competency model for GC roles, and for COE roles potentially as well;
- Evaluate and prioritize solution options defined, and determine which are able to be delivered within the COE span of control versus which would need longer term review and assessment;
- For this sub-group a copy of the form and defined process was provided to ensure all members had clarity on current state.

*Report of the COE Ad Hoc Working Group 2016*

Marketing Strategy (Sub Group No. 2) PURPOSE:

- Review the current mandatory material to determine if any changes need to be made to enhance the message presented to attract a more diverse pool of candidates;
- Consider possible alternative means of marketing to our Alumni base to augment required material, to ensure it appeals to a cross section of demographics;
- Determine if networking strategies amongst the COE and/or UTAA and/or Council of Presidents, etc. could be utilized as a means of encouraging potential candidates;
- Investigate if there are any opportunities to have a head hunter (alumni?) who would provide insight into requirement strategies, as well as investigate the Rotman program for insight;
- Evaluate and prioritize solution options defined, and determine which are able to be delivered within the COE span of control versus which would need longer term review and assessment;
- For this sub-group a copy of the “required” marketing material, plus any additional material commonly used to market where possible, along with any relative governance content was provided to ensure all members had clarity on current state.

Volunteerism Strategies (Sub Group No. 3) PURPOSE:

- Determine what education/programs are required to ensure that:
  - COE members themselves are clear on what their role is in helping with this recruitment;
  - COE members are able to educate their constituents around the need to recruit strong candidates, and create a link to the pool of candidates, which by virtue of its size and inclusiveness will provide the potential for more diversity in the selection of alumni governors.
- Ensure competency requirements, and the importance overall of the COE are widely circulated and understood across the constituents.
- Flush out any specific suggestions on how we might further the cause over the long term through encouraging volunteerism now of potential future candidates;
- Determine what solutions, process, system or otherwise, would be required to support the overall management of volunteers that would help in promoting potential GC candidates in the longer term;
- Evaluate and prioritize solution options defined, and determine which are able to be delivered within the COE span of control versus which would need longer term review and assessment;
- For this sub-committee an overview of current system/processes was provided.

**RECOMMENDATIONS  
of Ad Hoc Working Group**

**IMPORTANT:** *Please note that more specific and detailed tasks and ideas are contained in the Sub-Group Notes – these will be provided to the two (2) proposed Standing Committees and the COE Secretary (some for further consideration and others to be implemented as soon as possible).*

**Recommendations:**

1. Improve orientation materials and process to ensure COE members understand their role in helping recruit nominees.
2. Adopt publicity and advertising policies and strategies that will increase the awareness of alumni, including more diverse persons, of opportunities to serve on the Governing Council of the University of Toronto and that will create an environment that will support recruitment of candidates for Alumni Governor positions including more diverse persons.
3. Establish a standing Communications Committee of COE members and invited external representatives (e.g., Communications group) to advise on publicity and advertising, with one of its goals being to attract diverse candidates for Alumni Governors.
4. Establish a standing Development Committee of the COE to focus on the long term development of processes and protocol for COE Members and their interaction with their respective colleges and divisions to proactively recruit and develop potential future candidates for Alumni Governors.
5. Review the current materials, process and tools to aid in the education and engagement the COE member's constituents (e.g., build and maintain the alumni volunteer opportunity list).
6. Amend the nomination form and related documents, including candidate questions; and make available earlier in the nomination period to attract more candidates by giving them more time for the preparation of a nomination.
7. Propose amendment of the COE Constitution to reduce the number of nominators (and with such nominations being submitted in the form of a reference letter).