Report of the COE Ad Hoc Working Group on Communications

April 2017

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SUMMARY of RECOMMENDATIONS and ACTION ITEMS

RECOMMENDATION 1 Establish a Development Working Group on the COE

Action Items:

- Develop a Process for COE Members to Engage in Strategic Recruitment of High-Potential Individuals

- Facilitate Nurturing of High Potential Alumni Governor Candidates within the Divisions

- Remain Informed of Volunteer Opportunities across the University

RECOMMENDATION 2   Establish a Communications Working Group on the COE

Action Items

- Emphasize Role of COE Members as Liaisons to their Constituent Alumni Associations/Divisions

- Develop a Communications Package ("tool kit")

- Incorporate University Publication Deadlines into the Communications Schedule of the COE

- Engage in Strategic Storytelling within the Divisions

Introduction

The establishment of an Ad Hoc Working Group on Communications was recommended by the Executive Committee of the College of Electors (COE).

At the core of the Ad Hoc Working Group on Communications is the desire to enhance the diversity of the applicants for Alumni Governor of the Governing Council. The current (as of January 2017) statement of diversity used by U of T is as follows:

The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from racialized persons/persons of colour, women, Indigenous/Aboriginal People of North America, persons with disabilities, LGBTQ persons, and others who may contribute to the further diversification of ideas.

Background

February 2011

A Working Group for the Evaluation of Advertising and Recruitment was established by the COE. Several of the recommendations put forward by this group are as follows:

- The development and implementation of a coordinated and long-term recruitment strategy for candidates to serve as alumni members to Governing Council. This strategy should include elements of recruitment for the immediate needs of Governing Council as well as recruitment with a view toward longer-term succession planning for alumni governors.

- The identification of suitable advertising and public awareness opportunities to educate constituencies about the importance of Governing Council and the role of alumni governors

- The creation of a centralized confidential list of potential candidates for alumni governor subject to annual review

December 2015

An Ad Hoc Working Group was established by the COE to determine tactics and recruitment approaches to increase diversity, as defined by U of T, in the pool of candidates for Alumni Governor for Governing Council. There was a stated desire by Governing Council to enhance the diversity of its alumni governors. Three sub-groups were formed to address this challenge:

- Nomination Form and Process;
- Marketing Strategy; and
- Volunteerism Strategies.

Several recommendations were put forward by this Working Group to the COE and Governing Council in May 2016; among them were the following:

- Establish a standing Communications Committee of COE members…to advise on publicity and advertising, with one of its goals being to attract diverse candidates for alumni governors

- 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 recruit and develop potential candidates for alumni governors.

At the COE meeting held on May 3, 2016, the COE approved the following:

"**that the College of Electors support in principle the recommendations of the [2015] 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**."

September 2016

The Ad Hoc Working Group on Communications was established at the COE meeting held on September 29, 2016. Its purpose was to act on one of the recommendations put forward by the Ad Hoc Working Group in May 2016, as noted above. As stated in its report, the mandate of a Communications Committee was to review and advise the COE on publicity, advertising, and other public communications, and on related policies and strategies.

Its mandate also reflects several of the findings of the Working Group for Evaluation of Advertising and Recruitment in 2011.

Meetings of Ad Hoc Working Group on Communications

Meeting 1 - November 8, 2016.

During initial discussions, it became apparent that the mandate of the new Ad Hoc Working Group on Communications needed to be expanded to include some of the tasks identified in the recommendation for a standing Development Committee of

the COE in May 2016. These tasks included the development of tools and materials for the COE members to use in the execution of their role, the management and creation of high-potential candidate data, and the management of a development plan for a select group of high-potential candidates.

Due to the number of volunteers for this Working Group, it was determined that it should be divided into two sub-groups.

- Sub-Group 1 - Strategic Recruitment - to develop strategies to identify prospective Alumni Governor candidates and to enhance the pool of candidates for the long-term needs of Governing Council.

- Sub-Group 2 – Public Awareness – to develop concrete strategies to raise awareness of the work of the COE, and develop templates that can be used by COE members and alumni associations for outreach.

The Ad Hoc Working Group was to present a report to the COE by the end of the 2016-2017 academic year with its recommendations.

Other Meetings

Subsequent meetings of the entire Ad Hoc Working Group on Communications were held on December 1, 2016, January 9, 2017 and March 30, 2017. Each Sub-Group met separately on several occasions and communicated via emails and conference calls.

Discussion and Recommendations

Based on the research, discussions and work of the Ad Hoc Working Group on Communications, we have made two recommendations and their corresponding Action Items.

RECOMMENDATION 1 Establish a Development Working Group on the COE.

According to the COE constitution (Appendix D, *Section 111.42. Function*), the Nominating Committee for Alumni Governors (NC-AG) is to *"...identify and maintain a pool of highly qualified and diverse potential alumni governors, on an on-going basis".* Currently, it appears that this task is not undertaken by the NC-AG nor by the COE. Rather, the Secretary's office keeps a list of the unsuccessful Alumni Governor candidates for one year only, due to freedom of information and privacy concerns. Currently there is no on-going active placement of these candidates in other volunteer roles. Also, there does not appear to be any tracking of the unsuccessful candidates regarding their acceptance of other volunteer positions at U of T.

[It was brought to our attention by the Secretary of the COE that the COE can refer select unsuccessful Alumni Governor candidates to the Chair of the Governing Council for placement in other roles on Governing Council, and to Alumni Relations for placement on other volunteer roles at U of T (ref: notes taken at Jan. 9, 2017 meeting of Ad Hoc Working Group). The COE members at the meeting were unaware of this process.]

During the Ad Hoc Working Group's research, discussions, and formulation of recommendations, it became apparent that a Development Working Group would be necessary if the recommended communications and recruitment strategies were to be effective, and the goal of attaining diversity among the Alumni Governors on Governing Council was to be achieved. -We envision that it would be an integral part of the COE on an on-going basis and would work closely with the Communications Working Group (Recommendation 2).

We propose that the new Working Group be composed of three or four COE members. For the first year of the Development Working Group, it would be prudent to ensure that at least two members are those who were involved in the Ad Hoc Working Group on Communications.

We recommend that the Development Working Group be guided by the following activities which, in turn, have been incorporated into three Action Items.

- Remain informed of volunteer opportunities across the University

- Work closely with the COE's Nominating Committee for Alumni Governors (NC-AG) to ensure that high-potential Alumni Governor candidates are identified in both the application and interview processes

- Maintain a database of high-potential candidates identified through strategic recruiting and through the application process for Alumni Governor

- Facilitate the nurturing of high-potential candidates within the Divisions, including providing a list of Volunteer Opportunities across the University

- Track success in finding volunteer positions for high-potential candidates

- Track the number of Alumni Governor applicants who reapply to be an Alumni Governor after serving in other volunteer positions

The Development Working Group could also be involved in a separate interview process for those applicants who indicated an interest in not only the position of Alumni Governor, but also other high-level volunteer positions.

Action Item: **Develop a process for COE members to engage in strategic recruitment of high-potential individuals**

Observations

Current alumni nominee recruitment appears to operate in a climate of urgency to address the immediate skills needed for the next round of nominations of Alumni Governors of the Governing Council. This potentially undermines the longer-term objective of having diverse alumni representatives on Governing Council.

Goal

Develop and implement a process of strategic recruitment of candidates for Alumni Governor. Recruitment would be a proactive, on-going, multi-year process.

Recruitment Strategies

This section discusses several methods and means by which members of the COE can actively pursue specific individuals that would be viable candidates for Alumni Governors. It is not intended to define the qualities, traits or backgrounds of those individuals.

The recruitment strategy will not rely exclusively on applications that flow organically from public awareness campaigns. It would be pro-active, targeted and

designed to seek out and select specific individuals that meet the University's commitment to a diverse slate of candidates for Alumni Governors.

These individuals differ from high-potential candidates who have previously applied to be an Alumni Governor; rather, they would not have applied to be an Alumni Governor in the past, but are being sought out by the COE because it has been determined that they meet some or all of the requirements for serving on Governing Council.

Challenges exist in the area of recruitment:

- Identifying and connecting with diverse communities in a unique and meaningful way
- Building trusted relationships
- Supporting meaningful mentoring and development of high-potential candidates
- Finding suitable candidates
- Encouraging those recruited to apply to be an Alumni Governor or be willing to volunteer in other high-profile positions

Finding Candidates

The University offers numerous groups, media, associations and individuals that are able to assist in the process of finding potential candidates. For example, members of the COE could contact the head of each of the top associations or groups annually to discuss the needs of Governing Council for Alumni Governor positions and to request that potential candidates be identified from within that organization. Groups could include, but are not limited to:

- UTAA
- All college / faculty alumni association Presidents / Advancement Officers
- Arbor Awards Chair
- UTM / USC Campus Councils
- Constituent Colleges: Innis College, New College, University College, Woodsworth College
- Federated Colleges: The University of St. Michael's College; Trinity College Board of Trustees; and Board of Regents of Victoria University
- Toronto School of Theology
- Rotman School of Management
- School of Medicine
- University of Toronto Law School
- U of T Magazine

- Past Presidents / Governors
- UTM and UTSC Principals/VPs
- Hart House
- Social Media
- Other volunteer areas

While some of these contacts are more likely to provide the names of more well-established individuals, colleges and management schools may very well be able to supply a list of high-potential younger or more recent graduates. Both groups are necessary to build a long-term and sustaining pipeline of candidates. Where possible, it would be beneficial to have a peer or colleague introduce the idea of becoming an Alumni Governor (a 'warm call'), as opposed to a "cold call" from a COE member.

It would be important to determine if there would be overlap between a pool (database) of candidates for Governing Council held by the COE and the pool kept by the UTAA and/or alumni associations and faculties for their needs.

Encouraging High-Potential Individuals to Apply

Assuming a selection of potential candidates is uncovered, we need to convince them that the work, meetings and effort are worth their time. Therefore, it would be prudent for the COE to educate / convince / remind these individuals of the following elements:

- It is a learning experience whereby not only will they be able to contribute to the running of the University, but also they will have many opportunities to learn and benefit themselves
- It is a great networking opportunity. Some of the most accomplished Canadian men and women in business and academia sit on the Governing Council
- They will have a voice in the running and operations of one of the top Universities in the world
- They will have a chance to give back to students, staff, faculty and the community as a whole.

The Ad Hoc Working Group on Communications discussed the idea of involving constituent alumni associations and faculties in active recruitment of candidates. For example, alumni associations could invite current or past Alumni Governors to specific events to speak to attendees either on a formal or informal basis, depending on the event.

Such interaction could make individuals more comfortable with the process and feel less intimidated both during the application and interview process as well as during early stages of being a successful candidate on Governing Council.

Action Item: **Facilitate nurturing of high potential Alumni Governor candidates within the Divisions.**

The nurturing of high-potential candidates is a strategy intended to foster high-value relationships with some Alumni Governor prospects, the COE, and the University. This strategy would be facilitated within the Divisions by the COE members under the guidance of the proposed Development Working Group.

The goal of nurturing is to enhance the work of the COE in the following ways:

- Improve the diversity profile among Alumni Governors
- Provide a deeper slate of qualified candidates for the COE's nominating process for Alumni Governors

High-potential candidates include both applicants and recruits:

- Applicants are those who as an outcome of the process of public awareness submit an application to the COE nomination application process.

- Recruits are those who have been introduced to the COE independent of the nomination application process. There may be cases where both COE and the individual would benefit from deferring an application to a later date.

Nurturing is minimally concerned with current year nominations. Rather it is future oriented, likely to be on going, and spanning more than one NC-GC nomination cycle.

We envision the Development Working Group would support the Divisions by:

- Documenting overall requirements for potential candidates for Alumni Governor

- Documenting any specific competencies or skills recently sought as highly desired by the Chair of the Governing Council, President of U of T, and President of the UTAA

- Tracking success in finding volunteer positions for high-potential candidates

- Tracking the number of Alumni Governor applicants who reapply to be an Alumni Governor after serving in other volunteer positions

Currently, the Governing Council develops a gap analysis between incumbent Alumni Governor capabilities and those that may be required for future years. It is likely that the results of this yearly analysis are used by the Governing Council to convey its wishes to the COE in any given year. This analysis would be very useful to the COE in fulfilling its duty to select and recommend Alumni Governor candidates.

For this reason, the Development Working Group could undertake the following tasks:

- Document an inventory of the skills, competencies, and experience of incumbent Alumni Governors
- Document an inventory of skills, competencies, experience, and profile requirements for the next three nominating years - 2018, 2019, 2020

The information gleaned from these tasks would be provided to the COE members during the assessment and interviewing of Alumni Governor candidates.

We endorse the view outlined in the May 2016 report of Ad Hoc Working Group that the emphasis on specific skills required on an annual basis *"makes it difficult to develop candidates over the long term, and has the potential to select candidates that lack some of the core competencies required for success."* It was recommended that *"the COE develop a competency model for alumni governors outlining the skills and capabilities (e.g. relationship building, organizational awareness, influence, etc.) correlated with long-term success as an alumni governor".*

Action Item: **Remain Informed of Volunteer Opportunities across the University**

The Development Working Group should enhance the COE's relationship with the UTAA and the Department of University Affairs (DUA), especially considering that these organizations keep lists of volunteer activities at the University and potential volunteers.

The Development Working Group could use these lists in various ways. An amalgamated list of volunteer opportunities would be useful during the application and interview processes for Alumni Governor, follow-up of unsuccessful candidates, and the recruitment and nurturing of candidates. We recommend that the amalgamated list be given to COE members at the COE's Orientation Session (i.e. the first COE meeting in September). It should also be included in the Communications Package addressed as an Action Item under Recommendation 2.

We recommend that a list of volunteer opportunities be included in the information package attached to the application for Alumni Governor; these opportunities could

be discussed in the interviews for those candidates who indicated an interest in other volunteer roles at U of T.

It is important that the Development Working Group stay informed about new volunteer opportunities that become available. For this reason we recommend that the lists provided by the UTAA and DUA be reviewed annually by the Development Working Group.

A partial list of volunteer opportunities at U of T is provided in Appendix A (attached to this report).

RECOMMENDATION 2   Establish a Communications Working Group on the COE

Most of the current schedule of the COE is dedicated to its primary tasks: the election of Alumni Governors and the Chancellor Search. However, to properly meet these tasks, the COE must have an effective communication strategy to ensure the most valuable and desirable candidates are made aware of the role of Governing Council and the election of Alumni Governors to the Council.

Furthermore, communications about the COE will ensure that it can continue to complete its tasks effectively by attracting future members who are active, dedicated, and knowledgeable about the role and goals of the COE, thereby strengthening the governance system of the University as a whole.

The Communications Working Group would continue the work of the Ad Hoc Working Group on Communications and provide advice to the COE during the implementation of the recommendations and action items in this report. We envision that it would be an integral part of the COE on an on-going basis and would work closely with the Development Working Group (Recommendation 1).

We propose that this new Working Group be composed of three or four COE members. For the first year of the Communications Working Group, it would be prudent to ensure that at least two members are those who were involved in the Ad Hoc Working Group on Communications.

To fulfill its mandate, the Communications Working Group would be guided by the following recommended Action Items:

- Emphasize the role of COE members as liaisons to their constituent alumni associations and divisions

- Develop a Communications Package ("tool kit")

- Incorporate University publication deadlines into the communications schedule of the COE

- Implement Strategic Storytelling within the Divisions

Action Item: **Emphasize the role of COE members as liaisons to their constituent alumni associations and divisions**

The orientation package given to members of the COE at the first meeting of the year contains material that outlines their expected duties and roles, including the identification and recruitment of potential candidates for Alumni Governor within their alumni associations. Of particular interest to the Ad Working Group is the following paragraph under the section on FAQs (Frequently Asked Questions) in the orientation package:

> *"of particular importance is the role that each member serves as a liaison to his/her constituent alumni association. Members update their alumni associations throughout the year on the work of the College. The work of identifying and recruiting potential candidates within their constituencies is a collaborative and consultative effort that includes the divisional head (Principal or Dean), divisional alumni staff, and the divisional alumni association.* ***Together, they strive to recruit individuals who possess the attributes and particular skill sets the Governing Council is looking for in a given year***

During informal discussions with COE members, it became apparent that there were varying degrees of interaction with their respective alumni or faculty associations. The Ad Hoc Working Group wanted to determine, in a more formal way, the extent of this interaction. Therefore, a Draft Questionnaire was developed and sent to the Executive Committee of the COE for comment and approval.   The questionnaire was designed to survey COE members regarding their relationship with their respective alumni/faculty associations, as well as their source of news from U of T, their college or faculty.

The approved survey (Appendix B of this report) was handed out at the COE meeting on January 24, 2017 and was placed on Diligent Board so that COE members could have easy access to it. Twenty-nine of the 44 members of the COE responded to the survey

Survey results show a large number of COE members have sporadic or no communication with either their respective alumni association and/or division. (More detailed results are presented in Appendix C of this report.) Given the vital role divisions and alumni associations play in publicizing information from the COE, it is imperative that the liaison/communication role of COE members be further

emphasized during orientation and throughout the year at the regular sessions of the COE.

Action Item: **Develop a Communications Package ("tool kit")**

As noted, one of the duties of COE members is to serve as liaisons to their constituencies and update them throughout the year on the work of the COE. To provide information about the COE, and particularly members' role in recruiting applicants for Alumni Governor, COE members currently depend on the existing communication vehicles of faculties, divisions, colleges, alumni associations, and the University at large to disseminate the information among their constituencies. This means information from and about the COE must compete with division-specific communication priorities, as well as make use of finite staff and volunteer resources.

In addition, it is important that a consistent message is provided to all constituencies with respect to the work of the COE and the recruitment of candidates for Alumni Governor and/or other high-profile volunteer positions.

For these reasons, we recommend that the Communications Working Group develop a Communications Package (a "tool kit") for use by COE members when interacting with their alumni constituencies. This tool kit would also be very useful for the constituencies to reference during their recruitment activities.

Communications Package

The *Communication Package* would include that given year's *Call for Applicants*, as well as information on the COE, Governing Council, the role of Alumni Governors, the desire to enhance the diversity of candidates for Alumni Governor, and volunteer opportunities across the University. Resources in the package should be tailored to a number of different media to facilitate sharing of information with minimum effort from communications staff and volunteers. Examples of resources in the communication package include:

- Written and graphic material for a wide range of social media vehicles (e.g. Twitter, Instagram, and Facebook)
- Written and graphic material for social and business networking services (e.g. LinkedIn)
- Written and graphic material for email bulletins and website postings
- Written and graphic material for magazines and other print media

The package should also include a suggested schedule for publication clearly indicating key deadlines in order to guarantee timely distribution.

To ensure up-to-date and relevant messaging, the package should be reviewed annually by the COE's Communication Working Group and COE Secretary. The package should be modified accordingly to reflect that year's particular priorities and news, including Chancellor Searches and desired attributes for Alumni Governors.

Action Item: **Incorporate University publication deadlines into the communications schedule of the COE**

A meeting between several members of the Ad Hoc Working Group and Ms Anne Cobban, Director, Alumni Engagement and Partnerships was held on March 29, 2017. The purpose of this meeting was to better understand the process and timelines for sending out various communication material regarding alumni positions on Governing Council at a variety of scales, including divisions and the University at large. This information would assist the Ad Hoc Working Group in making its recommendations regarding dissemination of information for alumni volunteers.

The meeting revealed a need to better coordinate communication efforts with both the Division of University Advancement – Alumni Relations and University of Toronto Communications, the two groups that collectively handle the central university's communications to alumni. In addition, the role of COE members as liaisons to their divisions and alumni associations was emphasized as crucial for the dissemination of information among the University's many alumni groups.

Presently there is no synchronization between the schedule of COE procedures and the publications it wishes to utilize to disseminate information. To communicate effectively, the COE needs to revise its timing of providing pertinent information for potential Alumni Governor applicants to ensure key decisions are made and content produced ahead of publication deadlines.

Observations and Background

To fill Alumni Governor positions, the COE's current schedule contemplates a mid-December deadline for Alumni Governor applications. This deadline provides the COE sufficient time in the winter to conduct interviews and the election. In order to meet this mid-December deadline the COE must publish the *Call for Applications* and all relevant information by early fall, giving potential candidates sufficient time to complete applications and ensuring the call reaches as many alumni as possible.

Lacking its own communication vehicles, the COE relies on the existing communications infrastructure of the University and its divisions - including numerous print publications, websites and e-bulletins *(see survey results)*. The fall issue of many of these publications (including UofT Magazine and other print

publications) coincides with the beginning of the academic term in September, with the deadline for content going as far back as June/July. This means that by the time the COE has held its first meeting in September, and the attributes sought for that year's Alumni Governor candidates are revealed, usually in November, the content deadline for many of these publications has passed.

Therefore, it is necessary to revise the timing of communications regarding the election of Alumni Governors by the COE with that of the University; in so doing, timely and current information is ready for inclusion in the different communication vehicles prior to their content deadlines.

Timing of Dissemination of Information

To optimize the effectiveness of the various communication vehicles regarding the recruitment of candidates for Alumni Governor, the AD Hoc Working Group suggests the following revisions to the schedule for providing pertinent information to the COE members and to the University:

- The desired attributes and skills for the following year's Alumni Governor candidates should be shared by Governing Council with the COE by May of the previous year (i.e. at the last meeting of the academic year of the COE, rather than at the second meeting in November) to ensure they are incorporated in the *Call for Applications.*

- Incumbents should notify the COE by May of the previous year if they wish to seek re-election to ensure the *Call for Applications* accurately reflects the number of incumbents and vacancies.

- While the COE currently holds its last meeting in early May, the Communications Working Group should continue to actively operate in June to produce the content necessary for the *Call for Applications* for the next election of Alumni Governors, and to review and revise, as necessary, the *Communications Package* described previously in this report

The first two revisions noted above would likely require consultation between the Chair of the COE and the Chair of Governing Council.

***Action Item*: Engage in Strategic Storytelling within the Divisions**

At both the meeting with Ms. Anne Cobban, Director, Alumni Engagement and Partnerships held on March 29, 2017, and the presentation by VP Communications David Estok to the Council of Presidents held on March 23, 2017, *strategic*

storytelling was emphasized as central to the future of communications at the University.

The COE should embrace *strategic storytelling* as a way of communicating its functions as well as its long-term goals and the role of Alumni Governors with the wider University community, and particularly within the alumni divisions represented by the COE members. Storytelling gives the COE a unique opportunity to share its work with the University (achieving greater transparency) and showcasing the values we seek in Alumni Governors (encouraging a diverse group of alumni to engage with the governance process). In addition, the Communications Working Group could work closely with University of Toronto Communications to highlight potential compelling narratives in a variety of media.

Possible stories include:

- Alumni profiles of Alumni Governors and COE members that illustrate the values of the University and showcase the diversity we seek to foster

- An article on how the Chancellor search is conducted, and the role of the COE in finding and electing the titular head of the University – a particularly timely story given the upcoming Chancellor Search.

These stories could be shared in a variety of vehicles, including print publications such as UofT Magazine and online resources such as the University and Alumni websites.

Timing of the stories could also be coordinated to parallel the recruitment efforts of the COE, such as publishing a story on the Chancellor Search while it is happening, or sharing Alumni Governor profiles with a link to the current Call for Applications.

The notion of strategic storytelling could be discussed with COE members at a COE meeting, as well as be included in the Communications Package previously discussed.

Appendix A

Partial List of Volunteer Opportunities

Governance Opportunities

The following list was provided to the members of the COE in the Fall of 2015.

- College of Electors

- Alumni Governors on the Governing Council and its related Boards and Committees (includes UTSC and UTM College Councils, AACs and CACs)

- Co-opted positions on Governing Council for Business Board, Academic Board, and University Affairs Board

- U of T Divisional Councils (faculty/constituent colleges)

- Hart house – Board of Stewards (Alumni Committee)

- Mentorship Programs

- Council of Athletics and Recreation

- Constituent Colleges: Innis College, New College, University College, Woodsworth College

- Federated Colleges: Collegium of the University of St. Michael's College; Trinity College Board of Trustees; and Board of Regents of Victoria University

- Toronto School of Theology

Other Volunteer Opportunities were also noted by the Ad Hoc Working Group on Communications:

- Alumni Associations of many U of T colleges and faculties, such as OISE Alumni Association, Trinity College Alumni Association and Alumni of Victoria College (AVC), also provide governance opportunities.

- The University of Toronto Alumni Association (UTAA) has many committees for alumni volunteers as noted below.

    - Awards and Events Committee
    - Community Engagement
    - Finance Committee
    - International Committee
    - Nominating Committee
    - Partnership Initiative/Mentorship Committee
    - Policy Committee

Survey/Questionnaire

UNIVERSITY OF
TORONTO

ALUMNI COLLEGE OF ELECTORS

**College of Electors
Communications Survey**

As part of the ongoing effort to increase public awareness of the work and purpose of the University of Toronto's College of Electors, as well as ensuring that available alumni positions in Governing Council are widely publicized, the *Ad Hoc Working Group on Communications Public Awareness Sub Group* has prepared this short survey to better understand how members of the College communicate with their alumni groups. Your participation is greatly appreciated.

Please complete the survey and return to the attention of the Acting Secretary, Mr. Patrick McNeill at patrick.mcneill@utoronto.ca

We would appreciate if all surveys could be submitted by February 7, 2017.

1. Name of your faculty, college or division:

2. How does your faculty/college/division communicate with its alumni? Select all that apply.

Print newsletter distributed by post

Email newsletter or bulletin

LinkedIn

Social media (Instagram, Facebook, Twitter, Snapchat, etc.)

Website

College of Electors Communication Survey 2017

Other (please specify)

3. If your faculty/college/division has a print/email newsletter or bulletin, how often is it distributed? Select all that apply.

Daily

Weekly

Monthly

Quarterly

Yearly

Sporadic

4. Does your faculty/college/division have a magazine?

Yes

No

Maybe

5. If yes, how frequently is it distributed?

College of Electors Communication Survey 2017

6. If your faculty/college/division has a print/email newsletter or bulletin, how often is it distributed? Select all that apply.

     Daily

     Weekly

     Monthly

7. Does your faculty/college/division have an alumni association?

     Yes

     No

     I don't know

8. Does your faculty/college/division have more than one alumni association (e.g, Young Alumni or Women) or other associations aimed at or substantially at alumni (e.g. clubs or friends of the library)?

     Yes

     No

     I don't know

9. If yes, please list their names

10. How does the alumni association communicate with its members?

Print newsletter distributed by post

Email newsletter or bulletin

LinkedIn

Social media (Instagram, Facebook, Twitter, Snapchat)

Website

Through the Faculty/College's communication vehicles

Other (please specify)

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11. How were you appointed to the College of Electors?

Elected by my alumni association

Appointed/selected by the executive of my alumni association

Through the faculty or college administrators

Other (please specify)

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College of Electors Communication Survey 2017

12. How often do you communicate directly with your alumni association?

Monthly

Quarterly

Yearly

Sporadically

Never

13. How often do you communicate with your college/faculty/division?

Monthly

Quarterly

Yearly

Sporadically

Never

14. Are there any other opportunities to reach the alumni of your college/faculty/division that we have missed? Please list below.

College of Electors Communication Survey 2017

Appendix C

Results of Survey/Questionnaire

The following is a summary of the results of the survey given to the COE members to determine the nature of their interaction with their constituent alumni/faculty associations. There were 29 respondents to the survey.

- o Most (25/29) faculty/colleges/divisions have an alumni association.

- o 13 respondents were appointed to the COE by faculty or college administrators, 10 were appointed by the executive of the alumni association, and 4 members were elected.

- o Direct communication with the alumni association is sporadic (10 respondents), monthly (8 respondents) or quarterly (8 respondents), with three respondents never in contact. Similarly, communication with the college/faculty/division is sporadic (11 respondents), monthly (9 respondents) or quarterly (9 respondents).

- o Some of the larger alumni associations communicate with their alumni through their own websites, email lists and social media. But most respondents (18) indicate that the faculty/college/division communication vehicles are most commonly used, primarily with email newsletters or bulletins, then websites, social media and printed / mailed newsletters and magazines.

- o Newsletters are distributed quarterly or monthly, while magazines are distributed one to three times a year

- o Other opportunities to reach alumni groups focus on events such as Spring Reunion, Convocation, Alumni Awards, receptions, lectures and annual large events such as book sales. Outreach to professional associations and networks plus sharing research and innovations were also suggested.

College of Electors
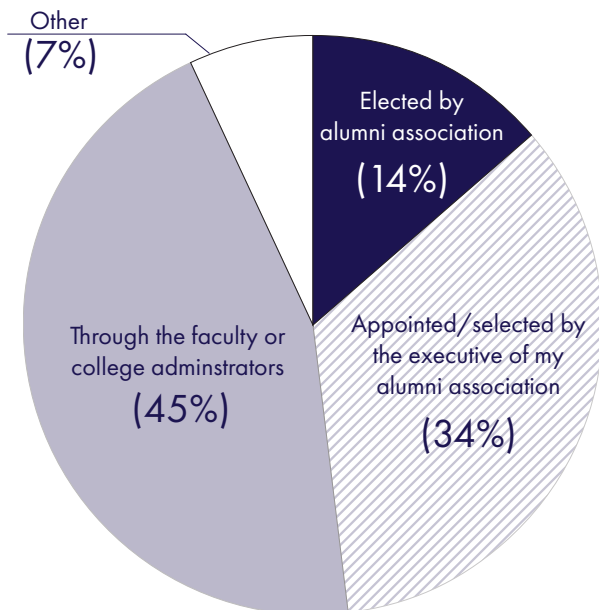# Communications Survey Graphic Results

Prepared by the Ad Hoc Working Group of Communications

About College of Electors Members

How many members answered the survey?

29/44


How were you appointed to the College of Electors?

Other
(7%)

Elected by
alumni association
(14%)

Through the faculty or
college adminstrators
(45%)

Appointed/selected by
the executive of my
alumni association
(34%)
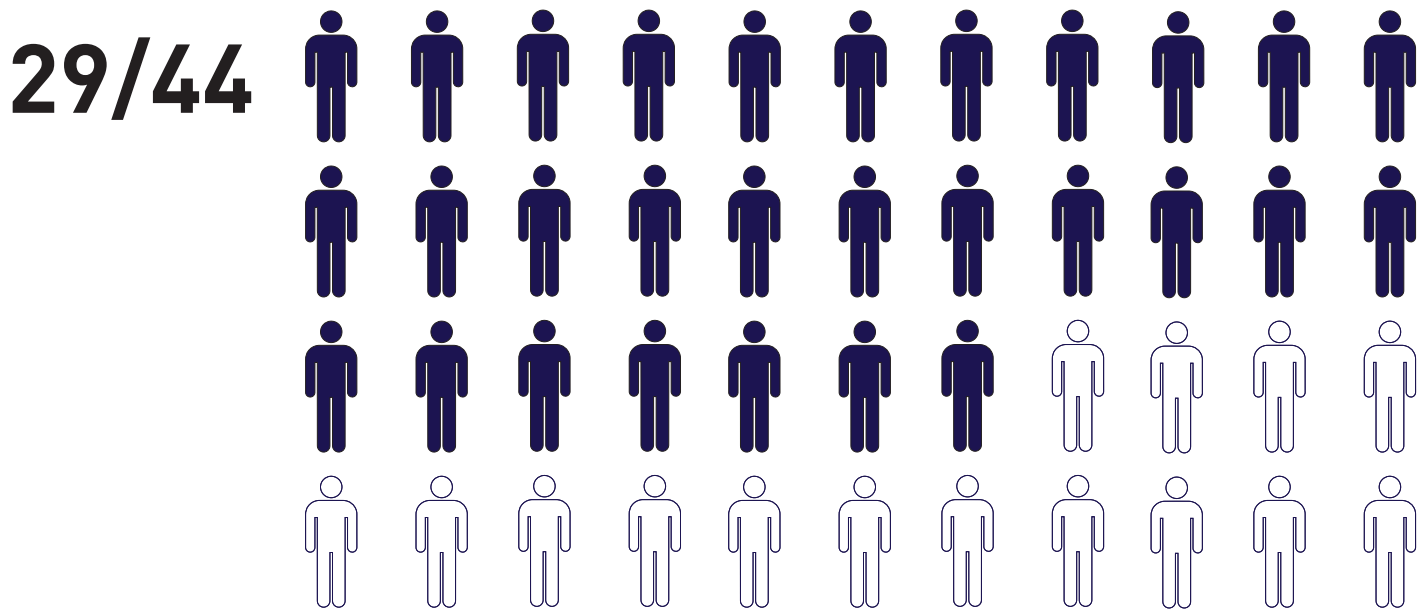
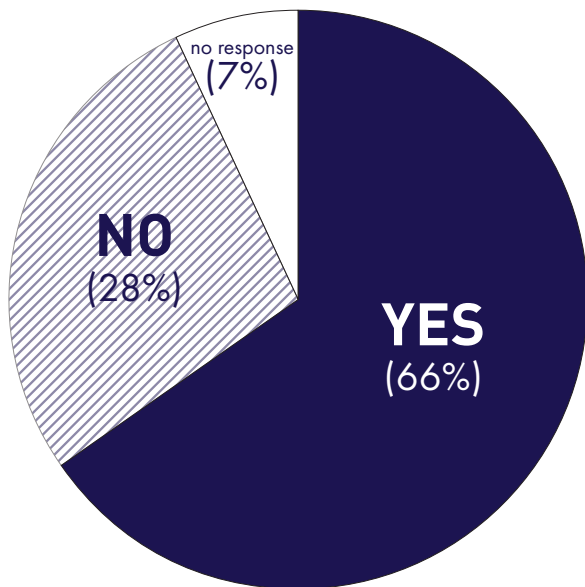# About Faculty/College/ Divisions Communications

How does your faculty/college/division communicate with its alumni?
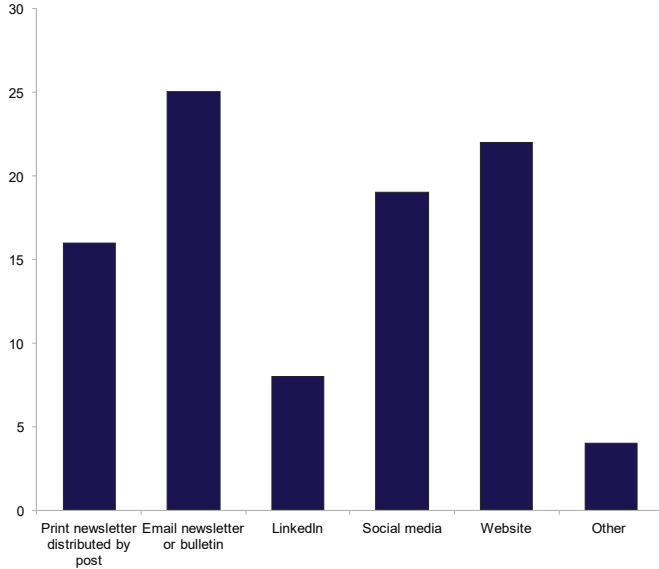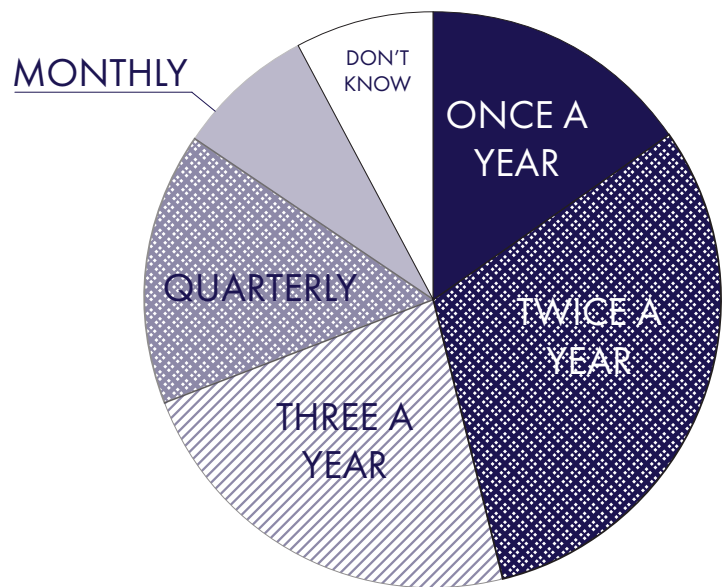

If your faculty/college/division has a print/email newsletter or bulletin, how often is it distributed?
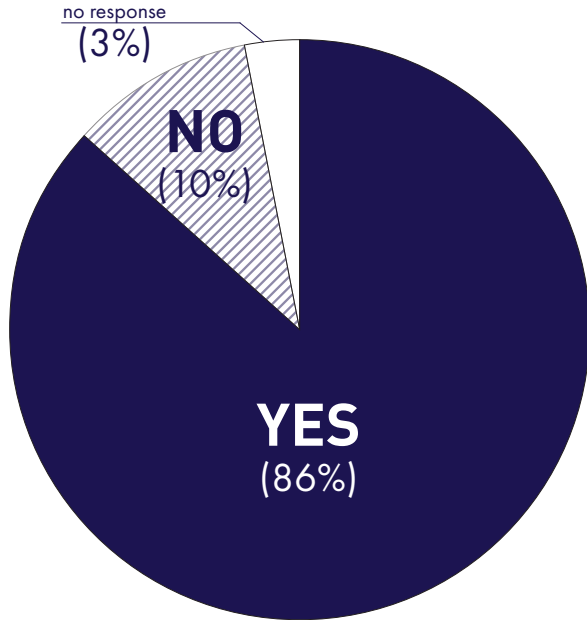

Does four faculty/college/division have a magazine?

no response (7%)

NO (28%)

YES (66%)
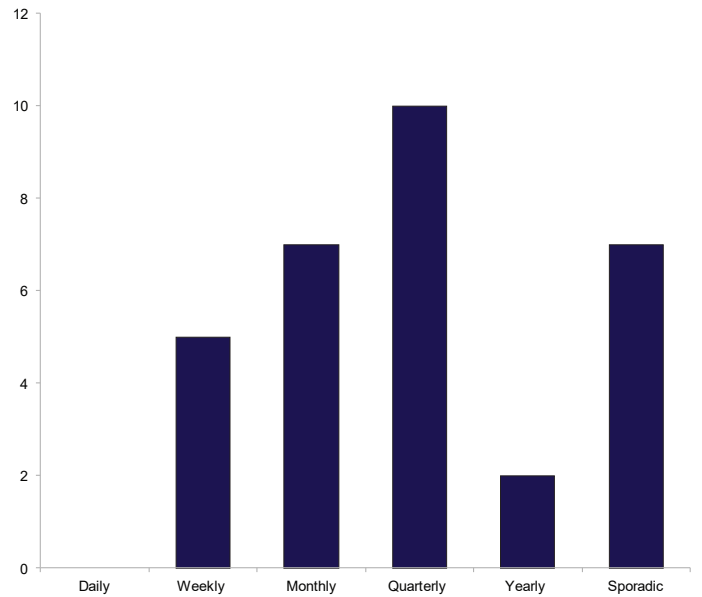
How frequently is the magazine distributed?

MONTHLY

DON'T KNOW

ONCE A YEAR

QUARTERLY

TWICE A YEAR

THREE A YEAR

About Alumni Associations

Does your faculty/college/division have an alumni association?

no response (3%)

NO (10%)

YES (86%)

Does your faculty/college/division have more than one alumni association or alumni groups?

no response (10%)

YES (28%)

NO (62%)
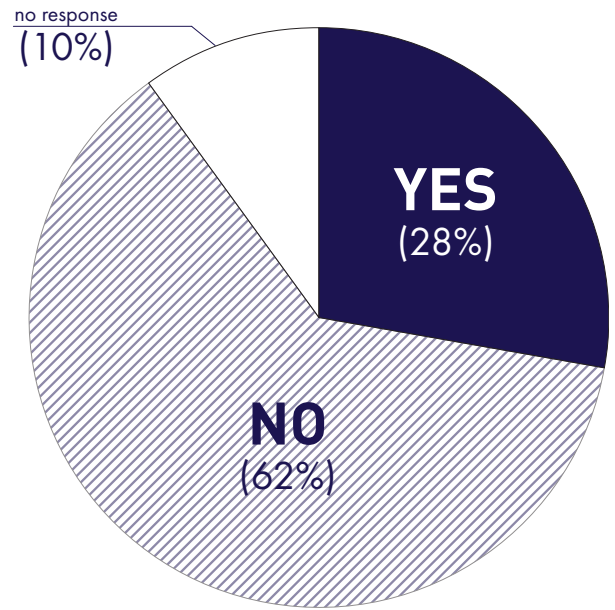
How does your alumni association communicate with its members?

Category	Value
Print newsletter distributed by post	6
Email newsletter or bulletin	14
LinkedIn	3
Social media	7
Website	14
Faculty/College's Communication vehicles	18
Other	8
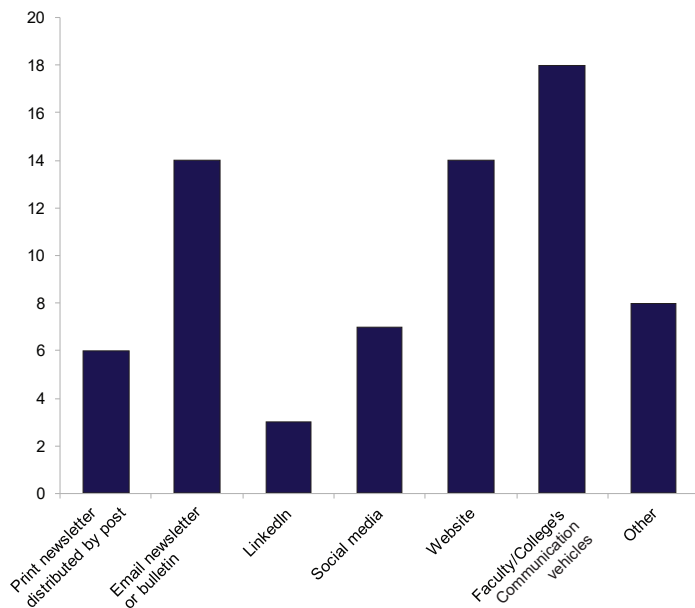
About Communications with Alumni Associations and Dvisions

How often do you communicate directly with your alumni association?

NEVER
(11%)

MONTHLY
(30%)

SPORADICALLY
(37%)

QUARTERLY
(22%)

How often do you communicate with your College/Faculty/Division?

NEVER
(4%)

MONTHLY
(32%)

SPORADICALLY
(39%)

QUARTERLY
(25%)