

**Information Guide to the 2011 Application Form for
Alumni Members of the Governing Council of the University of Toronto**

Applications for three alumni member positions on the Governing Council of the University of Toronto will be accepted from Monday, December 13, 2010 at 12:00 noon to Friday, January 28, 2011 at 5:00 p.m. Each seat is for a three-year term beginning July 1, 2011 and ending June 30, 2014. * One incumbent is eligible to stand for re-election. (Please note that the University will be closed for the seasonal holiday period from Wednesday, December 22nd to Friday, December 31, 2010, and will reopen on Monday, January 3, 2011.)

ELIGIBILITY REQUIREMENTS FOR CANDIDATES

'Alumni' are defined in The University of Toronto Act, 1971 as 'persons who have received degrees or post-secondary diplomas or certificates from the University, or persons who have completed one year of full-time studies, or the equivalent thereof as determined by the Governing Council, towards such a degree, diploma or certificate and are no longer registered at the University.' The University of Toronto Act requires that members of the Governing Council be Canadian citizens and stipulates that alumni members of the Governing Council may not be students or members of the teaching staff or the administrative staff.

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.

Members of the Governing Council are encouraged to develop an understanding of governance principles.

Information about the Governing Council and its Boards and Committees, including the meeting schedule, membership, Terms of Reference, meeting agendas with links to publicly available material, and meeting reports are available on the Governing Council web-site (<http://www.governingcouncil.utoronto.ca/home.htm>). Additional general information about the Governing Council, its members, and its work may be found in the Information Manual for members of the Governing Council. The manual is available on the Governing Council web-site at <http://www.governingcouncil.utoronto.ca/bac/gc/infoman.htm>.

Prospective applicants are also encouraged to read the *Report of the Task Force on Governance (June 22, 2010)* available online at <http://www.governingcouncil.utoronto.ca/taskforce/reportTFOG.htm>.

PRINCIPLES OF GOOD GOVERNANCE

Subject to applicable laws, University governance must be guided by excellent principles of good governance in relation to stewardship and public accountability, and at the same time recognize the unique nature and characteristics of the academic community or institution, including:

- the fundamental autonomy of universities, coupled with the essential responsibility for public accountability;
- the need to respect the academic mission of excellence in teaching and research;
- the importance of ensuring that academic freedom and responsibility are respected;
- the need to be seen to be accountable – through transparency – to all parties interested in and supporting the University;
- the desire for meaningful and objective stakeholder participation in governance; and
- the diversity and broad representation of governors.

*See Section 7 of the accompanying *Instruction Guide to the 2011 Application Form for Alumni Members of the Governing Council*.

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The incumbents, Mr. Stefan Larson, Mr. Stephen Smith, and Ms Maureen Somerville are all eligible for re-election, should they choose to let their names stand.¶

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MANDATE OF GOVERNANCE

The "Principles of Good Governance" form the basis for the mandate of governance. The three essential functions of governance include approval of specific policies, plans, projects or reports according to established procedures; oversight of institutional leadership and decision-making; and the provision of advice on proposed initiatives at various stages of development. Specifically, the Governing Council is responsible for matters such as:

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- strategic direction;
- finance;
- human resources;
- capital expenditures and infrastructure;
- academic quality; and
- student experience.

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*See Section 7 of the accompanying Instruction Guide to the 2011 Application Form for Alumni Members of the Governing Council.¶
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EXPECTATIONS OF GOVERNORS

Governors:

- Are collectively and individually stewards of the University. Each Governor must act in good faith with the view to the best interests of the University;
- Have the obligation to ensure their actions and choices reflect consideration of the long term impact for the university as a whole;
- Understand and passionately support the mission of the University;
- Exercise informed judgement – within a reasonable time of joining the Council, become knowledgeable about the University and its role in the province, the country, and globally; the academic sector more broadly; emerging trends, issues and challenges, thereby being able to provide wise counsel on a range of issues, through knowledge of and experience with topics and their context;
- Understand the current governance policies and practices, the mandates and authorities of the committees on which they serve.
- Respect the distinct and separate roles of governance and administration. The Governing Council must ensure that the University is managed well, but responsibility for managing the University is delegated to the President and members of the administration;
- Are dedicated ambassadors for the University, participating regularly in both internal and external events;
- Engage their fellow governors as well as community, when appropriate, to ensure all stakeholders also support the mission of the University;
- Have the capacity for critical thinking, while remaining open-minded to new ideas;
- Are able to communicate intelligently and respectfully with people of diverse backgrounds;
- Possess the potential to rise to positions of leadership within the University; and
- Commit to participating actively in governance meetings. Attend at least 75% of all meetings and advise the Secretariat in advance if absence is necessary.

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• mission statements and policies that guide the operation of the University;¶
• multi-year budget guidelines and capital plans;¶
• tuition fees and compulsory non-academic incidental fees;¶
• establishment, disestablishment, or restructuring of academic units;¶
• new degree programs;¶
• major allocations of resources in support of the University's priorities;¶
• decisions to acquire or dispose of assets.¶
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REQUIRED ATTRIBUTES FOR 2011

- Understanding of and respect for the mission and values of the University, as articulated in the Statement of Institutional Purpose (<http://www.governingcouncil.utoronto.ca/policies/mission.htm>);
- Knowledge of the organization of the University;
- Strong interest in the academic plans of the University;
- Willingness to serve as a passionate advocate of postsecondary education;
- Knowledge and experience in sectors important to the University as it advances in the future including growth industries (e.g. biotechnology and information technology); financial oversight in private or public sector management, in particular with expertise in investment and pension fund oversight; capital planning and capital construction; and entrepreneurship;
- Strong connections within the community;
- Willingness to invest a significant amount of time to activities in support of the University
- Interest in and knowledge of the student experience and ways in which it could be enhanced.

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TIME COMMITMENT

Members of the Governing Council make a significant time commitment in their volunteer service to the University. Governors typically dedicate a minimum of 100 hours per year, depending on the depth to which they choose to contribute to particular issues. Governors are expected to attend the meetings of Council, and in their first year, they are normally asked to serve on one Board or Committee of Council. Regular meetings are scheduled from September to June, usually begin at 4:00 or 5:00 p.m., and continue for two or two and a half hours. A normal commitment would consist of preparation and meeting time for approximately twenty-three meetings a year.

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In addition to spending time reviewing documentation for meetings, attending meetings, and interacting with members of various constituencies, governors also frequently attend University and community events, where they serve as ambassadors of the University. As well, from time to time, they are asked to serve on various ad hoc, search, or advisory committees.

APPLICATION PROCEDURE

Application forms are available on the College of Electors web-site (<http://www.governingcouncil.utoronto.ca/bac/ce.htm>). They are also available from the Office of the Governing Council, Room 106, Simcoe Hall, University of Toronto, Toronto, Ontario, M5S 1A1. As well, the application form may be requested by calling 416-978-6576.

All applications are subject to a verification process by the Secretary of the College of Electors. An application will be certified as complete only if all of the following criteria are fulfilled:

- The candidate is an alumnus/a of the University of Toronto as defined by the Act (see above);
- The candidate is a Canadian citizen;
- Each section of the application form has been completed following the directions contained in the Instruction Guide;
- Ten valid nominators have completed and signed the Nominator Form;

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e) A signed paper copy of the application form is received by the Secretary of the College of Electors, Room 106, Simcoe Hall, University of Toronto, Ontario, M5S 1A1 by Friday, January 28, 2011 at 5:00 p.m.

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EVALUATION PROCESS

All verified applications are carefully reviewed by the College, which then selects those candidates who best meet the identified skill set required by the Governing Council to meet with them for an interview.

Confidential interviews with the entire College (approximately forty-five members) will be held on Thursday, March 10, 2011 between 4:00 and 8:00 p.m. Interview times will be determined by lot.

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At the interview, candidates will be invited to present an opening statement to the College, outlining their interest in serving on the Governing Council, and highlighting the relevant skills and experiences which they possess. A series of set interview questions will then be posed. Following the structured portion of the interview, members of the College and the candidate will have an opportunity to engage in further dialogue with respect to the role of an alumni member of Governing Council in general, and the candidates' views and insights, in particular.

Applicants

In addition to the qualities of effective governors and the specific required attributes for 2011 (listed on page 2) that are sought, the College also looks for evidence of the following factors when reviewing each application and during each interview:

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- Past commitment to an organization/activity that has demanded extensive time and involvement on the part of the applicant.
- Understanding of the distinction between governance versus management of an organization, perhaps gained through service on one or more boards or committees.
- Appreciation of the tri-campus structure of the University and the unique challenges that it might present.

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Incumbents

Alumni members of Governing Council who choose to seek re-election are expected to demonstrate, through their application and during the interview, the following:

- A strong record of service during his/her current term that supports his/her bid for re-election;
- Participation on any advisory or special committees or task forces;
- Deep understanding of the role of the trustees of the University;
- Positive regard of others for the incumbent's contributions to governance, as evidenced by letters of support from fellow members of Governing Council or senior members of the University administration;
- High levels of participation at University events and consistent attendance at governance meetings during their term.

Elections

Following the interviews, members of the College will discuss all candidates and then hold an election by secret ballot, voting for one candidate at a time until all three positions have been filled. All candidates who have been interviewed will be informed of the decision of the College by telephone by the Chair of the College of Electors no later than two days after all of the interviews have been completed.

SELECTION OF ALUMNI MEMBERS OF GOVERNING COUNCIL

Applicants are reminded that, in most years, the number of excellent candidates significantly exceeds the number of openings for alumni members of Governing Council. The College of Electors takes its role in selecting alumni members very seriously and exercises great diligence in reviewing the application forms and interviewing candidates. It is understood that many applicants may be unaccustomed to such a rigorous process where the possibility of being unsuccessful can potentially be

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quite high. However, nominees should recognize that, in the considered opinion of the College, even the most outstanding candidates may not be the most suitable or possess the ideal skill set being sought in any given year. Applicants who are not selected in one year are strongly encouraged to speak with the Chair of the College of Electors upon completion of the process and to consider resubmitting an application in a subsequent year. At that time, applicants may also choose to discuss the possibility of being considered for other volunteer positions within the University

COLLEGE OF ELECTORS

The College of Electors (College), which was established in 1971, is a body responsible for electing the Chancellor and the eight alumni members of the Governing Council of the University of Toronto. The College consists of forty-six members representing the constituent alumni associations of the University of Toronto Alumni Association (UTAA). Members normally serve a four-year term, allowing for continuity in the selection process from year-to-year. The Constitution of the College of Electors (<http://www.governingcouncil.utoronto.ca/policies/conelect.htm>) governs the College's operation. Through its work, the College aims to contribute to the attainment of diversity within the membership of the Governing Council, and it indirectly represents the more than 490,000 alumni of the University.

Individuals considering applying for an alumni governor position are encouraged to contact the Secretary of the College of Electors in the Office of the Governing Council by phone (416-978-6576) or by email (governing.council@utoronto.ca) before submitting an application.

Thank you for your interest in serving the University of Toronto.

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Instruction Guide to the 2011 Application Form for

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Alumni Members of the Governing Council of the University of Toronto

Application Deadline: **Friday, January 28, 2011, 5:00 p.m.**

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1. The University of Toronto respects your privacy. Personal information that you provide to the University is collected pursuant to section 2 (14) of the University of Toronto Act, 1971. It is collected for the purpose of securing nominations for alumni members of the Governing Council of the University of Toronto. At all times it will be protected in accordance with the Freedom of Information and Protection of Privacy Act. If you have questions, please refer to www.utoronto.ca/privacy or contact the Secretary of the College of Electors at 416-978-6576.

2. The onus is on the applicant to submit a bona fide nomination form. The candidate is responsible for ensuring that the form is complete and that the appropriate documentation has been provided. As most of the application form is self-explanatory, supplementary instructions have only been provided when necessary. Follow the instructions carefully. Your application may not be certified as complete if it is not properly completed or if all of the necessary documents have not been submitted.

3. Section II – Applicant information

Applicants may insert additional rows if needed in order to provide sufficient information about post-secondary education, University of Toronto involvement, and community involvement.

4. Section III

Responses should demonstrate that the applicant has carefully reflected on the role of the Governing Council, its governors, and the University of Toronto. It is expected that answers to the questions in this section will assist the College in evaluating whether or not the applicant possesses the ability to serve as an outstanding alumni governor and whether or not he/she is ready to serve in such a capacity.

5. Section IV – Letters of Support

Each applicant is required to obtain and submit three letters in support of his/her application. These letters do not have to be from University of Toronto alumni, preferably are not from relatives, and **must not** be from members of the College of Electors. The letters should assist the College in determining whether or not the applicant could serve as an outstanding alumni governor. Applicants are asked to have each referee state in his/her letter whether or not a copy of the letter may be provided to the applicant upon request. It is the responsibility of the applicant to ensure that all original letters of reference are received in the Office of the Governing Council by the deadline. Letters received after the deadline will only be included in the application package circulated to College members at the discretion of the Chair.

All letters will be treated in confidence and will be distributed to members of the College of Electors as part of the application material.

6. Section V - Nominator Form

Each candidate must obtain nominations from ten alumni of the University of Toronto. **The candidate is responsible for ensuring that each field is legibly completed.** Please refer to the “Eligibility Requirements for Candidates” section of the attached *Information Guide* for a definition of “alumni”. Nominators **must not** be members of the College of Electors

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Candidate Name: _____

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and preferably are not relatives of the applicant. A list of the members of the College is provided in Appendix B for reference.

The Secretary of the College of Electors must be able to verify that the ten nominators are alumni of the University of Toronto. To aid in this process, applicants should ensure that nominators print legibly on the form. Applicants should also ask nominators to note which College they belonged to if they were a student in the Faculty of Arts and Science. It is suggested that applicants obtain a few additional nominations in case any of the ten nominators cannot be verified. Nominators must complete all of the required information on the Nominator Form found in Appendix A and must sign the form. Applicants are responsible for ensuring that all ten **original** nominations are received in the Office of the Governing Council by the deadline. Applications may be found to be incomplete if original, complete nominations are not included.

7. Section VI

Applicants may apply to serve a three-year term from July 1, 2011 to June 30, 2014 (to do so, select the first checkbox in this section). Alternatively, applicants may apply to serve a term effective immediately upon election and continuing until June 30, 2011 as well as a subsequent three-year term from July 1, 2011 to June 30, 2014 (to do so, select both the first and the second checkbox in this section). The second option has occurred as a result of an alumni governor position having been vacated.

8. Section VII

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On occasion, the College of Electors recommends that candidates be considered for other volunteer positions within the University. By providing permission for the College to forward this application to the appropriate University staff member, the candidate will assist in facilitating the selection process. For example, alumni volunteers may be invited to serve as co-opted (non-Governing Council) members on the Academic Board or the University Affairs Board.

9. Applicants may be invited to meet with the College of Electors on **Thursday, March 10, 2011 between 4:00 and 8:00 p.m.** Those applicants will be asked to bring evidence of citizenship with them. Photocopies of any one of the following will be deemed sufficient for this purpose: certificate of birth in Canada; certificate of citizenship; certificate of naturalization; Canadian certificate of registration of birth abroad; certificate of retention of Canadian citizenship; valid Canadian passport. Failing such documentary evidence, a notarized statement to the effect that the applicant is a Canadian citizen must be presented at the interview.

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10. A hard copy of the completed application form must be submitted to:

Secretary of the College of Electors
Office of the Governing Council
Simcoe Hall, Room 106
27 King's College Circle
University of Toronto
Toronto, Ontario
Canada
M5S 1A1

11. The University of Toronto respects your privacy. Personal information that you provide to the University is collected pursuant to section 2(14) of the University of Toronto Act, 1971. This personal information is necessary and is collected for the purpose of administering the duties of the College of Electors. At all times it will be protected in accordance with the *Freedom of Information and Protection of Privacy Act*.

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The documentation that you, your nominators, and your referees provide as part of your 2011 Application Form for Alumni Members of the Governing Council is considered confidential and is only distributed to members of the College

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Candidate Name: _____

of Electors. The application forms of all successful applicants who are elected to serve as alumni members of the Governing Council are kept on file for three years to facilitate possible future reapplication.

Unsuccessful applicants may provide permission for the application form to be kept on file for one year and used for the purpose of being considered for other volunteer positions within the University of Toronto at a subsequent time. All other copies of the application form will be destroyed immediately following completion of the 2011 alumni governor elections.

If you have questions, please refer to <http://www.utoronto.ca/privacy> or contact the Secretary of the College of Electors, Office of the Governing Council, at 416-978-6576.

Individuals considering applying for an alumni governor position are encouraged to contact the Secretary of the College of Electors in the Office of the Governing Council by phone (416-978-6576) or by email (governing.council@utoronto.ca) before submitting an application.

Thank you for your interest in serving the University of Toronto.

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2011 APPLICATION FORM FOR

ALUMNI MEMBERS OF THE GOVERNING COUNCIL OF THE UNIVERSITY OF TORONTO

Instructions:

Please read the accompanying information and instruction guide carefully before completing this form. Applicants are asked to provide typed responses.

Section I:

Contact Information

Surname:

First Name:

Name used while registered at the University of Toronto, if different from above:

Faculty, College, or School:

Year of graduation or last year of registration:

Home address:

Home telephone number:

Mobile telephone number:

Preferred email address:

Preferred fax number:

Occupation:

Current job title:

Company Name:

Business telephone number:

Business Address

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Candidate Name: _____

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Section II:

Applicant Information

A. Please provide information about your post-secondary education in the space below.

Degrees, diplomas, or certificates completed	Educational institution	Year completed

B. Please list your relevant involvement with the University of Toronto (e.g. service on University committees, the University of Toronto Alumni Association (UTAA), constituent alumni associations, etc.)

Name of Organization	Position Held/Duties	Dates/Years of Service

C. Please describe your community involvement.

Name of Organization	Position Held/Duties	Dates/Years of Service

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Section III: When preparing your responses to questions in this section, please refer back to the required areas of expertise listed on page 2 of the attached Information Guide and draw on your relevant experiences.

A. Please explain why you believe you should be elected to serve as an alumni member of the Governing Council of the University of Toronto. **(Limit of 500 words)**

B. Please comment on your understanding of the mission and values of the University as articulated in the Statement of Institutional Purpose (<http://www.governingcouncil.utoronto.ca/policies/mission.htm>) and elaborate on how they resonate with you. **(Limit of 500 words)**

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C. Please outline your views on and understanding of the current postsecondary education system in Ontario and Canada, recounting any work you have done in this area. **(Limit of 500 words)**

D. Please describe your involvement with and connections to the “external” communities (such as governments, alumni groups, and the University’s broad range of stakeholders) whose support is critical to the University. **(Limit of 500 words)**

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Candidate Name: _____

E. In 2011, the College of Electors is particularly interested in considering candidates with expertise in the areas listed below, in order to compliment the skill sets of current members on the Governing Council. Please describe your knowledge of and experience in the following areas:

- Growth industries (e.g. information technology), financial oversight or management in private or public sector management, capital planning and capital construction, and entrepreneurship. **(Limit of 500 words)**

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F. Please discuss your knowledge of the student experience at the University of Toronto and the ways in which you believe it could be enhanced. **(Limit of 500 words)**

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Candidate Name: _____

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G. In your view, what are the three greatest challenges for which the University of Toronto will need to prepare in the next three to five years? (Limit of 500 words)

Section IV:

Please attach 3 letters of support and complete the information required below.

Name of Referee	Job Title of Referee	Letter is attached

Section V:

- I have attached a completed Nominator Form (please use the form contained in Appendix A).

Section VI: Check all that apply.

- I would like to be considered for a three-year term as an alumni governor from July 1, 2011 to June 30, 2014.
- I would like to be considered for an alumni governor position with a term beginning immediately upon election and ending on June 30, 2011.

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Section VII:

- I would like to be considered for other volunteer positions within the University of Toronto at a subsequent time. I grant permission for this application form to be kept on file for one year and used for this purpose.

Please note that the application forms of successful applicants who are elected to serve as alumni members of the Governing Council will be kept on file for three years to facilitate possible future reapplication.

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Section VIII:

How did you learn of the Call for Nominations for Alumni Governor?

U of T Magazine _____ Alumni Association publication/website _____ Friend/Acquaintance _____

News@U of T email _____ www.events.utoronto.ca webpage _____

Other (please specify) _____

I, the undersigned candidate, certify that I am eligible to serve on the Governing Council of the University of Toronto, in accordance with the University of Toronto Act, 1971, as amended by 1978, Chapter 88, and I have consented to stand for election to that office. I am a Canadian citizen. I am not a member of the teaching staff, the administrative staff, or a student in the University. I have received a degree or post-secondary diploma or certificate from the University, or I have completed one year of full-time studies, or the equivalent thereof as determined by the Governing Council, towards such a degree, diploma, or certificate. I am no longer registered at the University.

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2011 Application Form for Alumni Members of the Governing Council, University of Toronto

Candidate Name: _____

Signature: _____

Date: _____

The University of Toronto respects your privacy. Personal information that you provide to the University is collected pursuant to section 2(14) of the University of Toronto Act, 1971. This personal information is necessary and is collected for the purpose of administering the duties of the College of Electors. At all times it will be protected in accordance with the *Freedom of Information and Protection of Privacy Act*. If you have questions, please refer to <http://www.utoronto.ca/privacy> or contact the Secretary of the College of Electors, Office of the Governing Council, at 416-978-6576.

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Candidate Name: _____

Appendix A

Nominator Form

Instructions:

Each applicant must have the support of ten nominators who are alumni of the University of Toronto. Nominators **must not** be members of the College of Electors and preferably are not relatives of the applicant. Nominators are asked to complete each cell in the table below.

The undersigned hereby nominate _____ as a candidate to serve as an alumni member of the Governing Council of the University of Toronto for a three-year term from July 1, 2014 to June 30, 2014.

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Please Print Legibly

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	Surname used while at U of T	First Name	Faculty/School (and College if Arts and Science)	Year of Graduation or Last year of registration	Complete Mailing Address	Phone Number	Signature
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Appendix B

Members of the College of Electors 2010-2011

Division	Name
University of Toronto Alumni Association	Dr. Françoise Ko
Faculty of Architecture, Landscape, and Design	Mr. Doug Allen
Faculty of Medicine	Dr. Alexandra Berezowskyj
University of Toronto Mississauga	Ms Carol Bisnath
Ontario Institute for Studies in Education	Dr. Pauline Blendick
Faculty of Forestry	Ms Sadia Butt
School of Graduate Studies	Mr. Corwin Cambray
Innis College	Dr. Victor Chiasson
Faculty of Applied Science and Engineering	Ms Tiffany Chow
School of Graduate Studies	Dr. Zoë Coull
Victoria College	Ms Diane Dyer
Woodsworth College	Ms Celeste Francis
University of Toronto at Scarborough	Ms Sue Graham-Nutter
Joseph L. Rotman School of Management	Mr. Aran Hamilton
Faculty of Applied Science and Engineering	Mr. Norm Hann
School of Graduate Studies	Rev. David Harrison
New College	Mr. Craig Hegins
University College	Ms Erica Henderson
University College	Ms Victoria Hurlihay
Ontario Institute for Studies in Education	Dr. Sema Kenan
Woodsworth College	Ms Diane Luty
Faculty of Applied Science and Engineering	Mr. Scott MacKendrick
Public Health	Ms Sadia Mahmood
Lawrence S. Bloomberg Faculty of Nursing	Dr. Claire Mallette
New College	Mr. Jason Marin
Faculty of Information	Mr. Michael Meth
Faculty of Law	Mr. Paul Morrison
Factor-Inwentash Faculty of Social Work	Mr. Peter Murchison
Victoria College	Ms Florence Newman
Leslie Dan Faculty of Pharmacy	Ms Linda Prytula
University of Toronto at Scarborough	Mr. Devin S. Ragwen
Victoria College	Mr. John Richardson
Trinity College	Professor Peter Russell
Physical Therapy and Occupational Therapy	Ms Barbara Salmon
University of Toronto Mississauga	Mr. Al Smith
Faculty of Dentistry	Dr. Valerie Stavro
School of Graduate Studies	Dr. Mahadeo Sukhai

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Candidate Name:

St. Michael's College

Ms Ann Sullivan

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Candidate Name: _____

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Members of the College of Electors 2010-2011 (cont'd)

Division	Name
Ontario Institute for Studies in Education	Ms Anne Venton
Ontario Institute for Studies in Education	Mr. Todd Will
Faculty of Music	Ms Susan Wilson
University College	Mr. Jason Wong
University of Toronto Mississauga	Ms Natalie Yeadon

Deleted: New College

Deleted: Mr. Colin Swift

Deleted: School of Graduate S... [13]

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