



**2013 APPLICATION FORM FOR**

**ALUMNI MEMBER 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 in which you were last registered:

Year of graduation or last year of registration:

Home Mailing Address:

Home Telephone Number:

Mobile Telephone Number:

Preferred Email Address:

Preferred Fax Number:

Occupation:

Current Job Title:

Company Name:

Business Telephone Number:

Business Mailing Address

Candidate Name: \_\_\_\_\_

**Section II:**

Please attach a copy of your curriculum vitae, which should include relevant University of Toronto volunteer and community volunteer experience.

**Section III:** When preparing your responses to questions in this section, please refer to the required attributes for 2013 listed in the attached Information Guide (page 10) and draw on your relevant experiences. **Incumbent alumni governors applying for re-election may, but are not required to, complete this application form.** Please refer to the Evaluation Process section of the attached Information Guide (pages 11-12) for required documentation.

A. Please describe your reasons for your interest in the role of an alumni member of the Governing Council of the University of Toronto and those elements of your background and relevant experience in relation to the role, including your past involvement with the University. In 2013, the College of Electors is particularly interested in considering candidates with expertise in specific areas, in order to complement the skills and knowledge of current members on the Governing Council. This year in particular, there is an interest in recruiting person(s) with the following: demonstrated success in entrepreneurial endeavours; knowledge of and experience in social and technological innovation; experience in an international or global setting; and pension management experience. In your statement, please outline any relevant knowledge and experience in relation to these areas of interest. **(Limit of 300 words)**

Candidate Name: \_\_\_\_\_

B. Please share your views of the mission and values of the University as articulated in the *Statement of Institutional Purpose* and describe how you see the role of an alumni governor with respect to “external” communities (such as governments, alumni groups, and the University’s broad range of stakeholders) in support of the mission.

See <http://www.governingcouncil.utoronto.ca/policies/mission.htm> (**Limit of 300 words**)

C. Taking into consideration the current postsecondary education system in Ontario, Canada, and internationally, 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 300 words**)

Candidate Name: \_\_\_\_\_

|  |                                    |
|--|------------------------------------|
| <b>Section IV:</b><br>Please attach 3 letters of support and provide the requested information below.  |                                    |
| <b>Name and Position of Individual Providing the Letter of Support</b>   | <b>Letter is Attached (Yes/No)</b> |
|  |                                    |
|  |                                    |
|  |                                    |
| <b>Section V:</b><br><input type="checkbox"/> I have attached a completed Nominator Form (please use the form contained in Appendix A).  |                                    |
| <b>Section VI:</b><br><input type="checkbox"/> 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.<br><br><i>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.</i>  |                                    |
| <b>Section VII:</b><br>How did you learn of the Call for Nominations for Alumni Governor?<br><br>News@U of T email _____ Alumni Association publication/website _____ Friend/Acquaintance _____<br>www.events.utoronto.ca webpage _____ LinkedIn online posting _____<br><br>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 <i>University of Toronto Act, 1971</i> , 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. |                                    |
| 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 <i>University of Toronto Act, 1971</i> . 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 <i>Freedom of Information and Protection of Privacy Act</i> . If you have questions, please refer to <a href="http://www.utoronto.ca/privacy">http://www.utoronto.ca/privacy</a> or contact the Secretary of the College of Electors, Office of the Governing Council, at 416-978-8794.   |                                    |

**Nominator Form**

**Appendix A**

**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. A list of the members of the College is provided in Appendix B for reference. Nominators are asked to complete each cell in the table below. To enable us to verify the information, nominators are asked to contact Alumni Relations ([address.update@utoronto.ca](mailto:address.update@utoronto.ca)) to update their information. Nominators may be contacted to confirm the nomination.

The alumni listed below 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, 2013 to June 30, 2016.

**Please Type or Print Legibly**

|    | Surname used while at U of T | First Name | Faculty/ School (and College if Arts and Science) | Student Number (if known) | Year Entered | Years Attended (e.g., month/year) | List All Degrees / Diplomas / Certificates Completed | Email address and Phone Number | Complete Mailing Address |
|----|------------------------------|------------|---|---------------------------|--------------|-----------------------------------|--|--------------------------------|--------------------------|
| 1  |                              |            |   |                           |              |                                   |  |                                |                          |
| 2  |                              |            |   |                           |              |                                   |  |                                |                          |
| 3  |                              |            |   |                           |              |                                   |  |                                |                          |
| 4  |                              |            |   |                           |              |                                   |  |                                |                          |
| 5  |                              |            |   |                           |              |                                   |  |                                |                          |
| 6  |                              |            |   |                           |              |                                   |  |                                |                          |
| 7  |                              |            |   |                           |              |                                   |  |                                |                          |
| 8  |                              |            |   |                           |              |                                   |  |                                |                          |
| 9  |                              |            |   |                           |              |                                   |  |                                |                          |
| 10 |                              |            |   |                           |              |                                   |  |                                |                          |
| 11 |                              |            |   |                           |              |                                   |  |                                |                          |
| 12 |                              |            |   |                           |              |                                   |  |                                |                          |
| 13 |                              |            |   |                           |              |                                   |  |                                |                          |

| Members of the College of Electors 2012-2013                   |                           |
|--|---------------------------|
| Division   | Name                      |
| University of Toronto Alumni Association                       | Mr. Luke Pollard          |
| University College   | Mr. Ryan Ackers           |
| Faculty of Information   | Ms Jeannie An             |
| Joseph L. Rotman School of Management                          | Ms Fariba Anderson        |
| Faculty of Medicine  | Dr. Alexandra Berezowskyj |
| University of Toronto Mississauga                              | Ms Carol Bisnath          |
| University College   | Mr. Bob Boeckner          |
| School of Graduate Studies                                     | Mr. Corwin Cambray        |
| Woodsworth College   | Mr. Ken Davy              |
| Victoria College   | Ms Diane Dyer             |
| John H. Daniels Faculty of Architecture, Landscape, and Design | Mr. Tye Farrow            |
| University College   | Ms Tammy Fernandes        |
| University of Toronto Scarborough                              | Ms Sue Graham-Nutter      |
| Faculty of Applied Science and Engineering                     | Mr. Norm Hann             |
| School of Graduate Studies                                     | Rev. David Harrison       |
| Faculty of Forestry  | Ms Sara L. Hipson         |
| University of Toronto Scarborough                              | Mr. Rodney Hurd           |
| Ontario Institute for Studies in Education                     | Dr. Sema Kenan            |
| University of Toronto Mississauga                              | Mr. Kris Kibsey           |
| St. Michael's College  | Dr. Francesca La Marca    |
| University of Toronto Scarborough                              | Mr. David Lucatch         |
| Public Health  | Ms Sadia Mahmood          |
| Faculty of Applied Science and Engineering                     | Mr. Paul Mazelowski       |
| Trinity College  | Dr. Ivan McFarlane        |
| Faculty of Kinesiology and Physical Education                  | Ms Paula Paunic           |
| Faculty of Dentistry   | Dr. Lesley Pollard        |
| New College  | Ms Ceta Ramkhalawansingh  |
| Victoria College   | Mr. John Richardson       |
| New College  | Ms Lesley Riedstra        |
| St. Michael's College  | Mr. Peter Rogers          |
| Ontario Institute for Studies in Education                     | Ms Lindsay Shaddy         |
| Physical Therapy and Occupational Therapy                      | Ms Marg Shaw              |
| Trinity College  | Ms Mary Shenstone         |
| University of Toronto Mississauga                              | Mr. Al Smith              |

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COE/2013 Nomination Form and Letter – COE Alumni Governor

| Members of the College of Electors 2012-2013 (cont'd) |                            |
|---|----------------------------|
| Division  | Name                       |
| Factor-Inwentash Faculty of Social Work               | Dr. Malcolm Stewart        |
| Faculty of Applied Science and Engineering            | Mr. Mathew Szeto           |
| Innis College   | Ms Joanne Uyede            |
| Ontario Institute for Studies in Education            | Ms Anne Venton             |
| Lawrence S. Bloomberg Faculty of Nursing              | Professor Judy Watt Watson |
| Woodsworth College                                    | Ms Lucinda Williams        |
| Faculty of Music                                      | Ms Susan Wilson            |
| Leslie Dan Faculty of Pharmacy                        | Mr. David Windross         |
| Faculty of Law  | Mr. Grant Worden           |
| Ontario Institute for Studies in Education            | Dr. Helen Pearman Ziral    |

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**Information Guide to the 2013 Application Form for  
Alumni Member 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 available as of **Friday, December 14, 2012 at 12:00 noon**. The **deadline** to submit an application is **Friday, January 25, 2013 at 5:00 p.m.** Each seat is for a three-year term beginning July 1, 2013 and ending June 30, 2016. Two incumbents are eligible to stand for re-election. (Please note that the University will be closed for the seasonal holiday period from Monday, December 24th to Friday, January 4th, and will reopen on Monday, January 7, 2013.)

**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.

Detailed information about the work of the Governing Council, its Boards and Committees, and its members is available on the Governing Council web-site: [http://www.governingcouncil.utoronto.ca/Governing\\_Council/bac/gc.htm](http://www.governingcouncil.utoronto.ca/Governing_Council/bac/gc.htm)

Prospective applicants are also encouraged to read the *Report of the Task Force on Governance* (June 22, 2010) available online: [http://www.governingcouncil.utoronto.ca/Governing\\_Council/taskforce/reportTFOG.htm](http://www.governingcouncil.utoronto.ca/Governing_Council/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;
- need to respect the academic mission of excellence in teaching and research;
- importance of ensuring that academic freedom and responsibility are respected;
- need to be seen to be accountable – through transparency – to all parties interested in and supporting the University;
- desire for meaningful and objective stakeholder participation in governance; and
- diversity and broad representation of governors.

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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:

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

## EXPECTATIONS OF GOVERNORS

### Governors:

- Are collectively and individually stewards of the University. Each Governor must act in good faith with a 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 the community, when appropriate, to ensure that 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’s governance structure; and

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- Commit to participating actively in governance meetings. Attend at least 75% of all meetings and advise the Secretariat in advance if absence is necessary.

### **REQUIRED ATTRIBUTES FOR 2013**

- Demonstrated success in entrepreneurial endeavours, knowledge of and experience in social and technological innovation, experience in an international or global setting; and pension management experience;
- Knowledgeable about governance generally or, ideally, within a university setting;
- Possess an understanding of the University, support its teaching and research mission, and appreciate the current context in which the University operates;
- Willingness to gain a deeper and broader knowledge of University affairs;
- Strong interest in the academic plans of the University;
- Active participant in the University and/or in community groups
- Willingness to serve as a dedicated advocate of postsecondary education;
- Willingness to invest a significant amount of time to activities in support of the University; and
- Interest in and knowledge of the student experience and ways in which it could be enhanced.

### **TIME COMMITMENT**

Members of the Governing Council make a significant time commitment in their volunteer service to the University. This may be a minimum of 150 hours per year, but generally is considerably more depending on the depth to which a governor chooses to contribute to particular issues and the time dedicated in his/her first term to becoming familiar with the University's governance processes. In addition to serving on the Governing Council, governors typically serve on one or more of its Boards or Committees. Regular meetings are scheduled from September to June, usually begin at 4:00 or 5:00 p.m., and continue for about two or two and a half hours. In considering this rewarding volunteer commitment, applicants should take into account preparation for and attending a minimum of twelve meetings over the academic year.

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 functions, 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. Some of these meetings or events may occur during the day.

### **APPLICATION PROCEDURE**

Application forms are available online

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at [http://www.governingcouncil.utoronto.ca/Governing\\_Council/bac/COE\\_1/COE2013info1.htm](http://www.governingcouncil.utoronto.ca/Governing_Council/bac/COE_1/COE2013info1.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:

- a) The candidate is an alumnus/a of the University of Toronto as defined by the Act (see above);
- b) The candidate is a Canadian citizen;
- c) Each section of the application form has been completed following the directions contained in the Instruction Guide;
- d) Ten valid nominators have completed the Nominator Form;
- 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 25, 2013 at 5:00 p.m.**

## EVALUATION PROCESS

All verified applications are carefully reviewed by the College of Electors. The College will then select those candidates who best meet the identified skill set required by the Governing Council and invite them to attend an interview.

Confidential interviews with an interview committee of the College (approximately eight members) will be held on **Thursday, February 21, 2013 between 9:00 a.m. and 5:00 p.m.** Interview times will be determined by lot.

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, the interview committee 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 expectations of governors and the specific required attributes for 2013 (listed on page 10) that are sought, the College also looks for evidence of the following factors when reviewing each application and during each interview:

- 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; and
- Appreciation of the tri-campus structure of the University and the unique challenges that it might present.

### *Incumbents*

Alumni members of Governing Council who choose to seek re-election are required to provide only the following:

- A one-page written statement updating the College on their activities during their current term on the Governing Council. Taking into consideration the required attributes for 2013, the incumbent should outline as well why, in their view, they should be re-elected. (The application previously submitted by an incumbent for their current term will be provided to members of the College.)
- Three letters of support (including two from fellow members of the Governing Council).

Incumbents 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;

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- 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; and
- 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 ballot.

#### **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 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 may serve a maximum of four consecutive years on the College, allowing for continuity in the selection process from year-to-year. The Constitution of the College of Electors governs the College's operation. See <http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/College+of+Electors+Constitution.pdf>

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 500,000 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 at 416-978-8427 or by email at [anwar.kazimi@utoronto.ca](mailto:anwar.kazimi@utoronto.ca) before submitting an application.**

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

**Instruction Guide to the 2013 Application Form for  
Alumni Member of the Governing Council of the University of Toronto**

Application Deadline: **Friday, January 25, 2013, 5:00 p.m.**

1. The checklist below is provided to ensure you have included in the following Sections:

- ☐ II - A current curriculum vitae
- ☐ III – Responses to the questions in the application
- ☐ IV – Letters of support
- ☐ V – A completed Nominator Form

Note: 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. 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.

2. On occasion, the College of Electors recommends that candidates be considered for other volunteer positions within the University. By providing permission in Section VI of the application form 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 appointed, non-Governing Council members on the Academic Board.

3. Applicants may be invited to meet with an interview committee of the College of Electors on **Thursday, February 21, 2013 between 9:00 a.m. and 5:00 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.

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

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

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COE/2013 Nomination Form and Letter – COE Alumni Governor

5. 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*.

The documentation that you, your nominators, and your referees provide as part of your 2013 Application Form for Alumni Members of the Governing Council is considered confidential and is only distributed to members of the College 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 2013 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 416-978-8427.