

UNIVERSITY OF TORONTO

COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Wednesday, November 3, 2010 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Mahadeo Sukhai (SGS) (In the Chair)
Mr. Doug Allen (Architecture, Landscape, and Design)
Dr. Alexandra Berezowskyj (Medicine)
Ms Carol Bisnath (Mississauga)
Dr. Pauline Blendick (OISE)
Ms Sadia Butt (Forestry)
Mr. Corwin Cambray (SGS)
Ms Tiffany Chow (Engineering)
Dr. Zoe Coull (SGS)
Ms L. Diane Dyer (Victoria)
Ms Celeste Francis (Woodsworth)
Ms Sue Graham-Nutter (Scarborough)
Mr. Norm Hann (Engineering)
Rev. David Harrison (SGS)
Mr. Craig Hegin (New)
Ms Erica Henderson
Ms Victoria Hurliey
Dr. Sema Kenan (OISE)
Ms Diane Luty (Woodsworth)
Mr. Scott MacKendrick (Engineering)

Ms Sadia Mahmood (Public Health)
Mr. Michael Meth (Information)
Mr. Paul Morrison (Law)
Mr. Peter Murchison (Social Work)
Ms Paula Paunic (Physical Education and Health)
Ms Linda Prytula (Pharmacy)
Mr. Devin S. Ragwen (Scarborough)
Mr. John Richardson (Victoria)
Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Mr. Al Smith (Mississauga)
Dr. Valerie Stavro (Dentistry)
Ms Ann Sullivan (St. Michael's)
Ms Anne Venton (OISE)
Mr. Todd Will (OISE)
Ms Susan Wilson (Music)
Mr. Jason Wong (UC)
Ms Natalie Yeadon (Mississauga)

Regrets:

Dr. Vic Chiasson (Innis)
Mr. Aran Hamilton (Rotman)
Dr. Françoise Ko
Dr. Claire Mallette (Nursing)

Mr. Jason Marin (New)
Ms Florence Newman (Victoria)
Professor Peter Russell (Trinity)

Secretary: Ms Mae-Yu Tan

Guests: Mr. Louis Charpentier, Secretary of the Governing Council
Mr. Colin Swift, Former Member of the College of Electors

1. Welcome and Chair's Remarks

The Secretary of the Governing Council, Mr. Louis Charpentier, called the meeting to order. He relayed the Chair's regret at being unable to attend the first meeting of the year due to illness. At Mr. Charpentier's suggestion, the College agreed that the former Vice-Chair of the College, Dr. Mahadeo Sukhai, would chair the majority of the meeting, *pro tem*. For consideration of item 4 of the agenda, the Report of the Nominating Committee, Dr. Sukhai would step aside to avoid a conflict of interest, and another member of the College, Ms Celeste Francis, would assume the chair.

1. Welcome and Chair's Remarks (cont'd)

The Chair welcomed members to the meeting and acknowledged the nine new members of the College:

- Dr. Alexandra Berezowskyj, Faculty of Medicine
- Ms Carol Bisnath, University of Toronto Mississauga (UTM)
- Mr. Corwin Cambray, School of Graduate Studies (SGS)
- Dr. Zoe Coull, SGS
- Rev. David Harrison, SGS
- Ms Diane Luty, Woodsworth College
- Ms Sadia Mahmood, Public Health
- Mr. Jason Marin, New College
- Ms Natalie Yeadon, UTM

Members then introduced themselves and indicated the alumni group that they represented. The Chair reported that there were currently two vacant seats on the College – St. Michael's College and University of Toronto at Scarborough. The respective alumni associations and alumni officers were working on identifying appropriate individuals to serve on the College and would notify the Secretary once the seats had been filled.

He noted that some former governors and members of the College were recipients of a 2010 Arbor Award. He offered his congratulations to Dr. Claude Davis, Dr. Stefan Larson, and Mr. Geoffrey Matus, former members of the Governing Council; Mr. Colin Swift, former member of the College; and current College members Mr. Corwin Cambray, Ms Diane Dyer, and Ms Victoria Hurlhey. The Chair also congratulated Ms Shelley Peterson, wife of Chancellor David Peterson, for having received an award for her unwavering support of the University.

The Chair provided some introductory information about the Governing Council, stating that it was the senior governing body that oversaw the academic, business, and student affairs of the University of Toronto. The Council was composed of fifty members, including eight alumni members. Other estates represented on the Council included government appointees, teaching staff, administrative staff, students, and presidential appointees.

The College of Electors, which had been established in 1971 by the Governing Council, had responsibility for electing the eight alumni members of the Governing Council and the Chancellor. For 2011, the College would need to elect three alumni governors. The College served a critical role in ensuring that highly competent individuals who possessed the characteristics and skills required in a given year were elected to those positions.

The Chair emphasized that each member of the College played an important role in governance throughout the year. The College represented all University alumni, not just constituent alumni, and it was responsible for considering the needs of the entire University. Members' work had an indirect impact on the strategic direction of the University. The Chair also stated that members were responsible for contributing to an increased awareness within the University community of the College, the Governing Council, and the work of alumni members of the Governing Council. As part of the College's ongoing efforts for improved communication, members were encouraged to provide regular updates about the work of the College to their constituent alumni associations. A variety of vehicles, such as divisional newsletters, e-newsletters, and local websites, could be employed to that end.

The Chair then outlined his expectations for meetings of the College. He asked members to review meeting documentation prior to each meeting and to consider any questions or comments that they would

1. Welcome and Chair's Remarks (cont'd)

like to raise at the meeting. He expressed the hope that meetings would be conducted in an atmosphere of respect, collegiality, and civility, and he encouraged members to freely participate in discussions. The Chair referred to the confidential nature of many of the matters discussed by the College, and he stated that such discussions must not be shared with non-members.

The Chair outlined the College's process for the coming year. The meeting on November 24th would be held jointly with the Alumni Council of Presidents. At that meeting, the Vice-Chair of the Governing Council, the Acting President of the University of Toronto, and the President of the University of Toronto Alumni Association would address the College, and members would have an opportunity to learn of the requirements for the alumni member positions that were to be filled. The College would then meet on February 23, 2011 to review the applications that had been submitted, to select the candidates to be interviewed, and to finalize the details of the interview process. During the final meeting of the year, the College would conduct interviews of select applicants and then elect the alumni governors for the coming academic year. Members agreed to hold that meeting on Thursday, March 10, 2011, from 4:00 – 9:30 p.m. rather than on March 9th, which was Ash Wednesday, a day of religious significance for some College members.

2. Minutes of the Previous Meeting – March 25, 2010

The Chair stated that the attendance list contained in the minutes of March 25, 2010 had been revised. The corrected minutes of the meeting of March 25, 2010 were approved.

3. Business Arising

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

4. Report of the Nominating Committee

At the invitation of the Chair, a member of the 2009-2010 Nominating Committee, Mr. Colin Swift, presented the Committee's report. Following his report, the College moved *in camera*.

(a) Vice-Chair

On motion duly moved, seconded, and carried

The College of Electors APPROVED

THAT Dr. Mahadeo Sukhai be Vice-Chair for 2010-2011.

(b) Executive Members

On motion duly moved, seconded, and carried

The College of Electors APPROVED

THAT Mr. Doug Allen, Ms Victoria Hurliey, and Mr. Scott MacKendrick be appointed to the Executive Committee of the College of Electors for 2010-11.

The College returned to open session.

The Chair congratulated the new members of the Executive Committee and expressed his thanks to Dr. Mary Condon, Mr. Gordon Shantz, and Mr. Colin Swift for their service on the 2009-10 Nominating Committee.

5. Selection of a Nominating Committee, 2010-11

The Chair stated that the Nominating Committee was composed of three members who were chosen by election or formed of volunteers from among the members who were in their final year on the College. The Nominating Committee was responsible for recommending to the College the Vice-Chair and three other members of the Executive Committee of the College. The Nominating Committee normally met once prior to the fall meeting of the College to develop its recommendations. Ms Celeste Francis, Ms Victoria Hurliey, and Mr. Devin Ragwen volunteered to serve on the 2010-2011 Nominating Committee.

6. Governance Overview

The Chair encouraged members of the College to attend meetings of the Governing Council and its Boards and Committees in order to gain a deeper understanding of the types of issues considered by those bodies.

At the invitation of the Chair, Mr. Charpentier provided an overview of the University's governance system. A copy of his presentation slides are attached hereto as [Appendix "A"](#).

Mr. Charpentier then updated the College on the work of the Task Force on Governance since its establishment in 2007 and on the [Report of the Task Force on Governance](#). During its first phase of work, the Task Force had identified six themes regarding areas of concern or question. These included oversight and accountability; overlap/duplication, deficiencies, ambiguities; delegated authority for academic divisions; delegated authority in the tri-campus context; the quality of governors; and roles of and appropriate interaction/interfaces between governors and the administration. The Task Force determined that the current system of governance was serving the University well, and there was no compelling reason to move away from the unicameral system or from the representation of the five estates. In moving into its second phase, the Task Force then carefully examined the themes and considered options for improvement. Of the 32 recommendations that were proposed, three were "foundation" recommendations – *Principles of Good Governance, Mandate of Governance and Expectations and Attributes of Governors and Key Principles of Ethical Conduct*. On October 28, 2010, the Governing Council had adopted the *Report* in principle. An Implementation Committee had been established and was charged with developing an implementation plan for matters that could be addressed immediately, and those that would be considered in the future, such as revision of terms of references and policies. Mr. Charpentier closed by noting that the College would be kept apprised of various changes as they occurred.

The Chair thanked Mr. Charpentier for his informative presentation. He reiterated the distinction between governors' role of oversight versus administration's management role, and he emphasized the importance of ensuring that prospective alumni governors understood that distinction. He encouraged members to review the documentation about the Governing Council that had been provided in their agenda packages.

7. University of Toronto Magazine Advertisement for Alumni Members of Governing Council

The Chair informed the College that two incumbents, Ms Elizabeth Vosburgh and Mr. Tim Reid, would complete their three-year terms as of June 30, 2011. Ms Vosburgh was eligible to stand for re-election but Mr. Reid would have completed the maximum nine years of service. Another governor, Mr. John Stewart, whose term would also have ended on June 30, 2011, had recently resigned from the Council for personal reasons. That meant that there were three three-year positions to be filled, one of which could

7. University of Toronto Magazine Advertisement for Alumni Members of Governing Council (cont'd)

begin immediately upon election. In response to a question, Mr. Charpentier explained that applicants interested in beginning their term immediately could self-identify on the application form.

Members agreed that the application period would be held between Monday, December 13, 2010 and Friday, January 28, 2011. By beginning the application period in December, after the publication of the ad in the 2011 Winter issue of the University of Toronto Magazine, applicants would be able to immediately view the application form once they've looked at, or been informed of, the ad, rather than having to wait until the beginning of January, as had occurred in past years.

Members reviewed the advertisement for the Call for Applications for Alumni Members of the Governing Council and provided a number of suggestions and comments, including the following.

- Maximize the use of electronic advertising tools.
- Simplify the explanation about the length of terms and including more detailed information in the 2011 application form.
- Provide greater information about the role of the Governing Council.
- Update the advertised skill sets on the Governing Council website after the President and Chair had addressed the College on November 24th.
- Send multiple reminders of the alumni governor positions and application period to alumni.
- Draw on members' networks in recruiting suitable individuals to apply to serve on the Governing Council.
- Consider whether the requirement for ten alumni nominators had served as a deterrent to prospective applicants in the past.
- Add the Governing Council organizational chart to the ad.
- Include images in addition to text to focus on the human aspect of the Council.
- Consider how the College would manage the selection process if an overwhelming number of applications were submitted.
- Make the ad more inviting and dynamic; perhaps provide quotes/testimonials from past alumni governors.

8. Date of Next Meeting

The Chair informed members that the next meeting of the College was scheduled for Wednesday, November 24 2010 at 5:30 p.m. in the Council Chamber, Simcoe Hall.

9. Other Business

There were no items of other business.

The meeting adjourned at 7:15 p.m.

Secretary

Chair

November 4, 2010