

UNIVERSITY OF TORONTO

COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Wednesday, November 19, 2008 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Françoise Ko (In the Chair)	Mr. Peter Murchison (Social Work)
Mr. Doug Allen (Architecture, Landscape, and Design)	Ms Florence Newman (Victoria)
Dr. Pauline Blendick (OISE)	Mr. Lennox Phillips (Mississauga)
Ms Sadia Butt (Forestry)	Mr. Devin S. Ragwen (UTSC)
Ms Ruhee Chaudhry (Community Health)	Ms Patricia Robb (Physical Education and Health)
Ms Tiffany Chow (Engineering)	Professor Peter Russell (Trinity)
Ms Ann Clarke (UTSC)	Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Professor Mary Condon (SGS)	Mr. Gordon Shantz (UTM)
Dr. Don H. Cowan (Medicine)	Dr. Mahadeo Sukhai (SGS)
Ms Celeste Francis (Woodsworth)	Ms Ann Sullivan (St. Michael's)
Mr. Aran Hamilton (Rotman)	Ms Nancy Sutherland (Victoria)
Mr. Craig Hegins (New)	Mr. Colin Swift (New)
Ms Erica Henderson (University)	Ms Liz Terry (OISE)
Ms Victoria Hurlihey (University)	Mr. Jason Wong (University)
Mr. Garry Kwan (UTM)	Dr. Carolyn Poon Woo (Dentistry)
Mr. Scott MacKendrick (Engineering)	Mr. William Wrigley (Woodsworth)
Mr. Michael Meth (Information Studies)	
Mr. Paul Morrison (Law)	

Regrets:

Dr. Vic Chiasson (Innis)	Ms Pamela McPherson (Victoria)
Mr. Chris Driscoll (St. Michael's)	Dr. Betty Power (OISE)
Mr. Pierre François (OISE)	Ms Linda Prytula (Pharmacy)
Dr. Claire Mallette (Nursing)	Ms Maria Topalovich (Music)
	Mr. Rajesh Uttamchandani (SGS)

Secretary: Ms Mae-Yu Tan

Guests: Mr. John F. (Jack) Petch, Chair, Governing Council
Professor David Naylor, President, University of Toronto
Mr. Paul Cadario, President, University of Toronto Alumni Association (UTAA)
Mr. Tim Reid, member of the Governing Council
Mr. Stephen Smith, member of the Governing Council
Ms Maureen Somerville, member of the Governing Council
Ms Elizabeth Vosburgh, member of the Governing Council
Mr. Louis Charpentier, Secretary of the Governing Council
Members of the Council of Presidents and the UTAA
UTAA Development Officers

1. Chair's Remarks

The Chair welcomed members of the College, the guest speakers, the alumni governors, the Council of Presidents, and the development officers. She thanked members of the University of Toronto Alumni Association (UTAA) and the Council of Presidents for the commitment they brought and for the

1. Chair's Remarks

contributions they made to the University. The Chair also expressed her thanks to the alumni governors for their continued involvement with the University.

The Chair explained that the College was required by its Constitution to consult formally on the general requirements for the alumni governor positions to be filled and also on the requirements – the knowledge and skill mix – most needed in a particular year. For a number of years, that consultation had taken the form of a joint meeting, which provided an excellent forum for members to hear from the President of the University, the Chair of the Governing Council, and the President of the UTAA. The joint meeting facilitated the transparency of the selection process through the identification of the types of skill sets required for alumni governors in future years.

The Chair introduced Mr. Jack Petch, Chair of Governing Council; Professor David Naylor, President of the University of Toronto; and Mr. Paul Cadario, the President of the UTAA, and former Chair of the College of Electors, each of whom would address the College.

2. General Requirements for Alumni Members of the Governing Council

Remarks of the President of the University of Toronto

The President expressed his thanks to the Chair and conveyed his pleasure in attending the joint meeting. Noting that the University's alumni numbered approximately 430,000 in over 160 countries, the President emphasized the critical role that alumni served in contributing to the achievement of the University's mission. Alumni were the University's greatest ambassadors, and it had benefitted substantially from their voluntarism.

The President then spoke about the *Towards 2030* long-term planning initiative, outlining the process that had occurred over the past year and highlighting a few of the strategic directions that had emerged. Scores of consultations had taken place, and hundreds of submissions had been received as part of the process of looking to and beyond the University's second centennial in 2027. Five task forces, two of which had been led by alumni governors, had examined key issues and questions that had arisen from the University community. Drawing from the task forces' reports, the President had then prepared the *Synthesis Report*, which had been released in the fall. Through distillation of the *Synthesis*, the President had developed the *Framework*, which outlined broad strategic future directions for the University. On October 23, 2008, the Governing Council had overwhelmingly approved the *Framework*.

It was clear from the *Towards 2030* process that the University should continue to maintain its distinctive role of a research-intensive institution. Despite significant financial pressures and difficult circumstances, the University of Toronto had managed to attain global recognition of its excellence in scholarship. In continuing along that path, the University would also strengthen its role as a leader in graduate and second-entry professional education. Enrolment strategies could include further graduate expansion on the St. George campus, together with graduate growth in selected disciplines at the University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC). At the same time, the University should continue to leverage its research excellence for the benefit of undergraduates. Both UTM and UTSC had capacity for some undergraduate expansion and the *Towards 2030* initiative had supported their plans for modest undergraduate growth.

Tri-campus evolution had also been carefully considered as part of the *Towards 2030* process. Both UTM and UTSC were now larger than many independently chartered universities, and they had developed unique programs and identities. As outlined in the *Framework*, the University accordingly affirmed the importance of campus-specific planning and would support the development of three

2. General Requirements for Alumni Members of the Governing Council (cont'd)

Remarks of the President of the University of Toronto (cont'd)

differentiated campuses under the Governing Council and a single University-wide administration with a strong overall identity and overarching academic standards.

In reference to the University's resources, the President stated that a mixed revenue model that incorporated both government grants and tuition fees as important sources of revenue would continue to be followed. As well, accessibility would be maintained, and the University would provide ongoing support to its students through bursary and scholarship programs. With respect to student recruitment, the University would strengthen its focus on attracting excellent national and international students.

The President acknowledged the importance of alumni members of the Governing Council. There was a need for governors who appreciated the complexities of the University and were able to critically consider contentious issues that were presented to them. Alumni with strong analytical skills who could draw on a balanced perspective would be of particular value. The College should consider candidates' breadth of background and diversity while also placing emphasis on their excellence, commitment, and experience. The President expressed confidence in the College's ability to select excellent alumni who would serve on the Governing Council, particularly given the large pool from which they could draw, and he looked forward to working with the new governors in the coming years.

The Chair thanked the President for his remarks. She then invited Mr. Jack Petch, the Chair of the Governing Council, to speak.

Remarks of the Chair of the Governing Council

Mr. Petch thanked the Chair for the opportunity to speak. He also thanked the alumni governors for their contributions, stating that he valued and respected their views and frequently sought their advice. Referring to the importance of the *Towards 2030* initiative, Mr. Petch urged members of the College to familiarize themselves with the *Framework* and *Synthesis* documents. By gaining an understanding of the strategic directions of the University, members could better discern the future role of alumni governors. Mr. Petch asked the alumni leadership to recruit, support, and encourage individuals to become involved in the University community. Just as members had been recruited to serve on the College, so too could others be recruited to serve as alumni governors.

Mr. Petch highlighted some required attributes that members of the College could keep in mind when considering candidates for alumni governors including the following.

Postsecondary Education, Interest, and Experience

- Knowledge of University organization.
- Interest in being an advocate for post-secondary education in general and for the University in particular.
- Interest in the academic side of the University – respect and share the vision.
- Representation from across a number of sectors including:
 - Backgrounds in growing industries such as biotechnology and information technology.
 - Expertise in communications – this would assist in the University's ongoing goal of communicating key messages within and outside of the University.
 - Experience in financial oversight in private or public sector management, with sophisticated financial knowledge and judgment.

2. General Requirements for Alumni Members of the Governing Council (cont'd)

Remarks of the Chair of the Governing Council (cont'd)

- Entrepreneurs whose successful track records and integrative thinking would bring added value to the work of the Council.

Diversity

- More recent as well as less recent graduates were needed.
- Diversity of alumni from across campuses and divisions of the University.
 - Consider graduates from UTM, UTSC, as well as St. George campus, as they would bring varied experiences, perspectives, and ideas with them.
- The diverse experience of LGIC appointees should be taken into account – their mix of experience, skills, and viewpoints would complement those of alumni on the Governing Council.

Leadership Potential

- Potential to rise to positions of leadership:
 - As chairs and vice-chairs of Governing Council's Boards and Committees.
 - As mentors to new governors from all constituencies.
 - As leaders elsewhere in the University, such as on advisory groups, committees, and within divisions.
- International exposure and experience in the global context would be an asset when assuming leadership role.

Broad Skills

- Strong connections within the community.
- Willingness to invest significant amount of time to activities in support of the University.
- Ability to serve as skilled ambassador, representing the University and its mission.

Mr. Petch emphasized that governors' commitment to their role was of singular importance and encouraged the College to determine whether or not nominees possessed the qualities needed to serve as effective trustees of the University. In closing, Mr. Petch offered his support to the College and Dr. Ko as they undertook their challenging task.

The Chair thanked Mr. Petch for his comments.

Remarks of the President of the University of Toronto Alumni Association (UTAA)

Mr. Cadario expressed his delight at having the opportunity to meet with the College of Electors, and to be among old and new friends, as past Chair of the College and as a past alumni governor. On behalf of the UTAA Board, he thanked members of the College for the work they did to enhance the University and to support its mission.

Mr. Cadario commented that the University was at a special point in its history with the development of the *Towards 2030 Framework*. Over the coming months, the UTAA Board would consider how best they could support the University's long-term vision for the future and would share their ideas with local alumni associations. Reflecting on the past years of the College of Electors as they had carried out their specific task, Mr. Cadario recalled having seen a number of positive developments. The work of the Special Committee that had reviewed the elections process for alumni governors and Chancellor in 2004 had resulted in revisions to the constitution of the College in February, 2005. That renewed process had been implemented and had resulted in

2. General Requirements for Alumni Members of the Governing Council (cont'd)

Remarks of the President of the University of Toronto Alumni Association (UTAA) (cont'd)

the election of the Honourable David R. Peterson as Chancellor, who had performed a remarkable job in his unique role as volunteer-in chief. As the Chancellor's first three-year term was drawing to a close on June 30, 2008, the College would again serve a critical role in electing a Chancellor on behalf of all alumni. Another favourable development had been the greater number of candidates for alumni governor seats than vacancies that had been seen in recent years. As well, the explicit efforts of the College in matching candidates' experiences with the University's needs was an achievement of which the College could be proud. The College served a key role in providing alumni support to the University, and it would continue to do so by supporting the University's governance structure.

Mr. Cadario urged everyone to collectively and cooperatively take ownership and responsibility to ensure that the best candidates for alumni governors were considered by the College. One aspect of a long-term recruitment strategy for alumni governors was the continuing process of enhancing the student experience. Mr. Cadario noted that through alumni participation in mentoring programs, contribution to scholarships and student financial aid (especially during this period of financial crisis), and support of divisional priorities, the likelihood that current students would become future active alumni was increased. Many students instinctively joined co-curricular activities that would broaden their experiences, while others required some encouragement to do so. Both types of students could flourish into alumni with strong attachments to the University who would passionately support their alma mater in the medium and long-term and perhaps eventually become alumni governors.

Mr. Cadario commented that, when working to increase alumni involvement, it was important to recognize that the culture of more recent alumni differed significantly from that of earlier cohorts. The University would need to employ communication tools used by the younger generation in order to interact with them effectively. Targeted alumni event programming and welcoming the participation of recent alumni in divisional alumni associations were other investments that would be of benefit over time. As well, sessions such as the planned workshop on the redesign of the alumni webspace would yield favourable results, helping to engage new alumni.

Mr. Cadario noted the importance of continuing to focus on the representation of the changing "face" of the University's students within the external governors when considering the qualities of candidates. New dimensions of alumni identity, in addition to those of age, gender, and year of graduation, would also need to be taken into account. Mr. Cadario emphasized that although the eight alumni members of the Governing Council had the responsibility of providing diverse, outside opinions to University governance, they were able to share that task with the other external governors. As well, serving as a Governor was not a full-time job; the administration managed the University, and the Governors provided oversight. Just as the time commitment was great, so too was the satisfaction that was derived from contributing to the University in such a special way.

Mr. Cadario expressed confidence that with the ongoing involvement of alumni leadership, the College of Electors would continue to elect very capable and effective alumni governors who would be tireless in their support of the University. He stated that the UTAA would strive to assist in election process by raising awareness of the call for nominations among all constituents and offered his own assistance in that regard.

The Chair thanked Mr. Cadario for his remarks.

Discussion

During the discussion, members asked for further elaboration of specific skills that the College should consider when evaluating candidates for alumni governor positions. Mr. Petch replied that a strong interest in the University and a desire to serve as its advocate were important qualities, as was the applicant's ability to apply

2. General Requirements for Alumni Members of the Governing Council (cont'd)

Discussion (cont'd)

good judgement based on his/her unique background. The President agreed, commenting that people who were comfortable in dealing with complexity and who were willing to consider varying perspectives could serve well as trustees of the University. Such experience might be gained from working with organizations comparable to the University or from working in an entrepreneurial setting where creativity and agility were requisite attributes. Reflecting on the skill sets of current governors, the President stated that, at this time, individuals with a background in human resources or communications would be particularly valuable to the University. The Chair reminded members that the biographies of members of the Governing Council had been provided to them in September, and she encouraged them to review that documentation in preparation for consideration of future alumni governors.

In response to a comment about the challenge in determining the suitability of an individual with experience in the identified areas versus a person with a fresh, younger perspective, Mr. Petch suggested that members of the College weigh the importance of those differing approaches during the interview process. In his experience, it was possible to gain insight into a candidate's abilities through dialogue with them. The President added that individuals with existing commitments such as significant career or family responsibilities might find it difficult to make available the time needed to carry out the numerous demands placed on Governors.

The Chair thanked President Naylor, Mr. Petch, and Mr. Cadario for their comments, and thanked the members of the Council of Presidents for attending the joint meeting. Mr. Petch, President Naylor, and Mr. Cadario withdrew from the meeting.

3. Remarks from Alumni Governors

The Chair introduced the alumni governors who were in attendance:

- Mr. Tim Reid
- Mr. Stephen Smith
- Ms Maureen Somerville
- Ms Elizabeth Vosburgh

Invited by the Chair to comment, Ms Maureen Somerville spoke of the range of issues that members of the Governing Council were required to consider. Some items, such as approval of the UTM stormwater pond and the UTSC balcony enclosure capital projects were quite straightforward. Others, such as the declaration of the David Dunlop Observatory lands as surplus to the University's requirements and the annual approval of the tuition fees schedules, were more controversial and generated much discussion at multiple levels of governance. On occasion, items requiring approval by Governing Council, such as the Varsity Centre capital project, were considered in phases over many years. Such lengthy processes were usually indicative of the participation of a range of stakeholders through wide consultation with the University community. Ms Elizabeth Vosburgh, who had chaired the *Towards 2030* Task Force on Institutional Organization, also spoke of the diversity of University matters that alumni governors deliberated. She added that the alumni governors had been actively involved in the *Towards 2030* process over the past year; Ms Eng had served on the Task Force on University Relations and Context, Mr. Reid had served on the Task Force on Long-Term Enrolment Strategy, and Mr. Smith continued to serve on the Task Force on University Governance, which was conducting the second phase of its review.

In response to a question, an alumni governor explained that they met approximately seven times each year to discuss current University issues, to share their views with the President and the Provost, and to serve as mentors to student governors whose terms were only one year in length.

3. Remarks from Alumni Governors (cont'd)

The Chair thanked the alumni governors for sharing their experiences with the College. The guests then withdrew from the meeting.

The Chair welcomed Dr. Pauline Blendick, a new member representing the Ontario Institute for Studies in Education, and Mr. Aran Hamilton, a representative of the Joseph L. Rotman School of Management, to the College.

The College moved *in camera*.

4. Update on Chancellor Review/Search Process

The Chair provided the College with an update on the Chancellor Review/Search process.

The College returned to open session.

5. Minutes of the Previous Meeting (September 24, 2008)

A member asked that item 1, Welcome and Chair's Remarks (p. 2), of the minutes of the meeting of September 24, 2008 be revised to reflect that on April 8, 2009 the College would elect two, not three, alumni governors. The corrected minutes were approved.

6. Business Arising

There was no business arising from the previous meeting.

7. Election of Alumni Governors

a) Process

The Chair reminded members that there would be two alumni governor vacancies as of July 1, 2009. Mr. Larry Wasser was eligible to reapply, but Ms Susan Eng would be ineligible as she would have completed the maximum nine years of service. The nomination period for alumni governors would open on Friday, January 9, 2009 and would close on Monday, February 23, 2009 at 4:00 p.m. Nominations would be verified during the week of February 23rd. Nomination packages would then be mailed to members of the College prior to the March 25th meeting, and interviews would be held on the evening of Wednesday, April 8, 2009. The Chair emphasized that members of the College, as electors, could not nominate candidates.

b) Recruitment Strategy

The Chair noted that members of the College, as well as the academic and alumni leadership of the University, were responsible for identifying, recruiting, supporting, and encouraging individuals to become involved in the University community. As the President and Chair of the Governing Council had emphasized earlier in the evening, it was particularly important to develop a wide and deep candidate pool for alumni governors and for alumni co-opted members of Boards of the Governing Council. In doing so, the focus must be on the skill mix available to Governing Council and on the potential added value of the candidates.

7. Election of Alumni Governors (cont'd)

b) Recruitment Strategy (cont'd)

The advertisement for the call for nominations for alumni governors had been distributed electronically to members of the College on October 10, 2008, and had been posted on College's website. Since the College's last meeting, some members had been invited to attend a meeting of the executive of their alumni association and had had the opportunity to draw attention to the need for alumni governors. Other means of advertising would include the ad in the University of Toronto Magazine that would appear on December 12, 2008, a notice for electronic distribution to faculty and staff in the *e-Bulletin*, and a reminder to members of the Council of Presidents of the nomination period.

c) Nomination Form

The College reviewed the draft 2009 Alumni Governor Nomination Form. In response to a question, the Chair explained that the form would be available online from the Governing Council website, but candidates could request a Microsoft Word version of the form from the Secretary. Electronic submissions of the completed form would be accepted, but candidates would also be required to provide a hard copy to the Secretary.

8. Working Group on Interview Process

The Chair drew members' attention to three new initiatives that would be implemented over the coming year, noting that the ideas had developed out of discussions with members during the summer "coffee meetings".

The Chair said that two members of the Executive Committee, Mr. Bill Wrigley and Mr. Lennox Phillips, would be leading a review of the College's interview process. Invited to speak, Mr. Wrigley stated that a number of members of the College had expressed the view that the interview process could be strengthened. He and Mr. Phillips planned to conduct work on the interview process in two phases. The first phase would involve re-examining the interview questions used in 2008, with the goal of presenting any suggested revisions to the College at the March 25, 2009 meeting. If appropriate, the revised questions would be used during the April 8, 2009 alumni governor interviews. The second phase of the review, which would involve an examination of the complete interview process in order to identify areas for improvement, would begin in the Spring, 2009. The framework for this phase of the process would be provided by the Executive Committee. Members were invited to submit suggestions, particularly those addressing the interview questions, to either Mr. Wrigley or Mr. Phillips, preferably in December, 2008.

Members expressed agreement with the need to review the interview questions and offered suggestions to create a broader range of questions.

9. Mentoring Program

Invited by the Chair to introduce the Mentoring Program, Mr. Colin Swift, Vice-Chair of the College, spoke about the planned objectives. It was the intent of the Executive Committee to design a mentoring program for new members that would provide them with a formal support network as they learned about the role of the College and their responsibilities. New members could be paired with veteran members who would guide them through the processes of the College. In addition to their specific mentors, mentees could perhaps also draw on a support network of the entire group of formal mentors, as well as all members of the College. The framework for the program would be developed over the coming months, with a targeted implementation date of Fall 2009. Members were asked to send their comments and ideas about the proposed mentoring program to Mr. Swift.

10. Biographies of Members

The Chair informed the College that Ms Ann Clarke, the fourth member of the Executive Committee, would lead a members' biographies initiative. Ms Clarke said that members of the College had indicated that it would be helpful to gain a clearer sense of the backgrounds of their peers. She suggested that the use of a biography template for members could help to achieve such an objective, and a compilation of members' biographies would be a valuable tool in identifying their skills and interests. The biographies could be included in the agenda package for the first meeting of the College in the Fall 2009, and they could also be posted on the College's website. Members were asked to send comments on this initiative to Ms Clarke by email.

11. Date of Next Meeting

The Chair informed members that the next meeting of the College was scheduled for Wednesday, March 25, 2009 at 5:30 p.m. in the Council Chamber, Simcoe Hall.

12. Other Business

The Chair informed members that there were currently two vacancies on the College, SGS and Engineering, as Dr. Inez Elliston (OISE), Dr. Lita-Rose Betcherman (SGS), and Ms Padma Tata (Engineering) had resigned due to personal reasons.

A member informed the College that she had recently attended an Alumni of Victoria College Executive Committee meeting and had had the opportunity to speak with members about the mandate of the College of Electors. She had been able to clarify some misconceptions about the role of members of the College and had found the discussion to be a valuable educational opportunity. Other members indicated that they had given similar presentations at their respective alumni association meetings.

The Chair offered members best wishes for a safe and happy holiday season and a Happy New Year.

The meeting adjourned at 7:45 p.m.

Secretary

Chair

November 24, 2008