

UNIVERSITY OF TORONTO

COLLEGE OF ELECTORS

Minutes of the College of Electors meeting held on Thursday, November 26, 2009 at 5:30 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Dr. Mahadeo Sukhai (In the Chair)	Mr. Peter Murchison (Social Work)
Mr. Doug Allen (Architecture, Landscape, and Design)	Mr. Lennox Phillips (Mississauga)
Ms Sadia Butt (Forestry)	Ms Linda Prytula (Pharmacy)
Ms Ruhee Chaudhry (Community Health)	Mr. Devin S. Ragwen (Scarborough)
Dr. Vic Chiasson (Innis)	Mr. John Richardson (Victoria)
Dr. Don H. Cowan (Medicine)	Professor Peter Russell (Trinity)
Ms L. Diane Dyer (Victoria)	Ms Barbara Salmon (Physiotherapy & Occupational Therapy)
Ms Celeste Francis (Woodsworth)	Mr. Gordon Shantz (Mississauga)
Dr. Magdalena Goledzinowska (SGS)	Mr. Al Smith (Mississauga)
Mr. Aran Hamilton (Rotman)	Dr. Valerie Stavro (Dentistry)
Mr. Norm Hann (Engineering)	Ms Ann Sullivan (St. Michael's)
Mr. Craig Hegins (New)	Mr. Colin Swift (New)
Ms Erica Henderson (University)	Ms Anne Venton (OISE)
Ms Victoria Hurlihay (University)	Ms Susan Q Wilson (Music)
Dr. Sema Kenan (OISE)	Mr. Jason Wong* (University)
Mr. Scott MacKendrick (Engineering)	Mr. William Wrigley (Woodsworth)
Mr. Michael Meth (Information)	Mr. Rob Wulkan (Scarborough)

Regrets:

Dr. Pauline Blendick (OISE)	Mr. John Minardi (St. Michael's)
Ms Tiffany Chow (Engineering)	Mr. Paul Morrison (Law)
Professor Mary Condon (SGS)	Ms Florence Newman (Victoria)
Dr. Françoise Ko (UTAA)	Ms Patricia Robb (Physical Education and Health)
Dr. Claire Mallette (Nursing)	Mr. Rajesh Uttamchandani (SGS)
	Mr. Todd Will (OISE)

*participated by teleconference

Secretary: Ms Mae-Yu Tan

Guests: Mr. John F. (Jack) Petch, Chair, Governing Council
Professor David Naylor, President, University of Toronto
Mr. Carl Mitchell, President, University of Toronto Alumni Association (UTAA)
Mr. Bill Crothers, member of the Governing Council
Mr. Stephen Smith, member of the Governing Council
Ms Maureen Somerville, member of the Governing Council
Mr. John Switzer, 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. He noted that due to a death in her family, Dr. Ko was unable to attend the meeting and that she had sent her sincere regrets for her absence. The Chair thanked members of the University of Toronto Alumni Association (UTAA) and the Council of Presidents for the commitment they brought and for the contributions they made to the University. The Chair also expressed his thanks to the alumni governors for their continued involvement with the University.

The Chair explained that the joint meeting was an annual feature of the College's business and provided a forum for members to hear from the Chair of the Governing Council, the President of the University, and the President of the UTAA.

The Chair introduced Mr. Jack Petch, Chair of Governing Council; Professor David Naylor, President of the University of Toronto; and Mr. Carl Mitchell, the President of the UTAA, 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 thanked the Chair and welcomed Mr. Mitchell and the members of the UTAA and the Council of Presidents who were in attendance. He expressed his gratitude to the members of the College of Electors and the alumni governors for their significant volunteer contributions. He also thanked the Chair of the Governing Council for his dedication to the University, noting that the Council was a remarkable body that provided valuable oversight for the University and its administration.

The President stressed that the University faced a number of challenges given the current fiscal environment. Notably, Ontario still had the lowest per-student funding of any province in the country. Nevertheless, there had been some very positive developments over the past few years. These developments had largely been driven by the provincial government's *Reaching Higher* plan. First, the Ontario Student Assistance Program (OSAP) ceiling had been lifted, helping reduce the burden on students and their families in the challenging financial climate. Second, there had been an increase in financial support for graduate education. That assistance was most welcome, given the University's unusual position of making strong graduate and professional program contributions to the needs of the province and the nation. The President stated that the University would continue to engage in strategic planning with its peer institutions in order to prepare for the anticipated growth pressures in the postsecondary education system, especially those in the Toronto region.

Tri-campus evolution was being carefully managed, based on the directions outlined in the *Towards 2030 Framework*. The University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC) were taking on unique roles with graduate growth in selected programs. While student enrolment on each of those two campuses could be increased to a maximum of 15,000, the St. George campus was already at capacity. The latter would strive to reduce undergraduate enrolment while intensifying its graduate and second-entry professional enrolment.

The President stated that it was difficult to predict the level of provincial funding that would be provided to universities in the future given the current budget deficit. That uncertainty continued to put constraints on institutional programming and planning. Another source of concern was the low level of

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

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

reimbursement for the indirect costs of research provided by the Canadian Federal Granting Councils. The University's focus on determining how to deliver a high-quality experience for its students in the face of such cost pressures was all-consuming.

In response to a question from a member, the President said that the University's results in meeting the goals of *Stepping Up* had been mixed. Good progress had been made in enhancing the spectrum of first-year programming and better managing the pressure of large classes. Small group experiences were being successfully provided through initiatives such as first-year learning communities and research practica. Some success had been seen with respect to public engagement. Research contracts had grown modestly, the restructuring of the technology transfer division was proving promising, and there had been an increase in the recognition of groups within the University that were addressing key public issues. The University's graduate and professional student satisfaction levels were the highest in the country, and student levels of satisfaction with core services offered at the University were gradually improving. However, measures of undergraduate satisfaction continued to lag and improvements to the undergraduate student experience, though noticeable, were slow. Furthermore, one of the University's major concerns was determining how to maintain its scholarly advantage in light of the relentless financial pressures with which it was faced. A major fundraising campaign would be launched in the future, and other ways of raising revenue would continue to be explored.

The Chair thanked the President for his remarks. He 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 leadership for attending the meeting and assisting with the recruitment of alumni governors. Mr. Petch pointed to Dr. Sukhai as an example of the importance of alumni involvement within the University. Dr. Sukhai had served as a graduate student member of the Governing Council and was currently Vice-Chair of the College of Electors. Mr. Petch acknowledged the contributions of the alumni members of Governing Council, noting that they served a number of roles within the University.

Mr. Petch stated that it was essential for members of the College to be familiar with the mission of the University and the work of the Governing Council in supporting that mission. He emphasized the importance of having governors who were both talented and committed to the University. Each individual brought unique skills, talents, and personalities to their work within the University, and that combination of talents is what enabled the University to succeed to the extent that it did.

Mr. Petch then 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 important to the University as it advanced in the future including:

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

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

- Backgrounds in growing industries such as biotechnology and information technology.
- Experience in financial oversight in private or public sector management, in particular with expertise in investment and pension fund oversight.
- Entrepreneurs whose experience in exploring and developing wide-reaching concepts would add value to the work of the Council.

Diversity

- More recent as well as less recent graduates were needed. Although it was sometimes difficult to make the decision to select people who were at an early stage of their career, talented and committed individuals were usually readily identifiable.
- Diversity of alumni from across campuses and divisions of the University.
- Graduates of new and innovative programs and alumni with expertise in multidisciplinary programs or emerging disciplines could also offer valuable diverse perspectives among members of 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.

Broad Skills

- Strong connections within the community.
- Willingness to invest a significant amount of time to activities in support of the University.

Mr. Petch emphasized that candidates should understand a governor's responsibility to represent all constituencies when serving as a trustee of the University. In closing, he urged the College to elect individuals whom they believed could make a valuable contribution to the University, and he offered his support to members as they undertook their task.

The Chair thanked Mr. Petch for his comments.

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

Mr. Mitchell expressed his delight at having the opportunity to meet with the College of Electors. 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. Mitchell 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. Mitchell noted that through alumni participation in mentoring programs, contribution to scholarships and student financial aid, 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

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)

would passionately support their alma mater in the medium and long-term and perhaps eventually become alumni governors.

Mr. Mitchell 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.

Mr. Mitchell 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. Mitchell 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. Mitchell 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 the election process by raising awareness of the call for applications among all constituents.

The Chair thanked Mr. Mitchell for his remarks.

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

3. Remarks from Alumni Members of the Governing Council

The Chair introduced the alumni members of Governing Council who were in attendance:

- Bill Crothers
- Stephen Smith
- Maureen Somerville
- John Switzer
- Elizabeth Vosburgh

Invited by the Chair to comment, Ms Maureen Somerville reported that the alumni members met as a group several times during the academic year. On a number of occasions, the alumni group invited various members of the University community to meet with them. One such meeting had involved the Vice-President and Principals of UTM and UTSC, Professors Ian Orchard and Franco Vaccarino. It had been most informative for the alumni members to hear of the successes and problems that had been occurring at each of the campuses, both of which had undergone significant growth over the past ten years. It was expected that further growth would occur in the future. The alumni group also met with the President once per term, as well as with the student members of Governing Council. The alumni

3. Remarks from Alumni Members of the Governing Council (cont'd)

members strove to serve as mentors to those student governors who sought their advice. Senior alumni governors also provided informal mentoring to newer alumni governors.

Ms Somerville informed members that between the eight alumni governors, they served on all of the Boards and Committees of the Governing Council, as well as on many other organizations across the University. They attended events held by many divisions, and were invited to many more than was possible to attend. For example, they had attended groundbreaking events held this fall at UTM, UTSC, and the Joseph L. Rotman School of Management. Alumni governors also attended events celebrating the achievements of members of the University community, such as receptions for teaching awards, and events acknowledging notable donations. In addition, alumni governors participated in the spring and fall convocation ceremonies and functions associated with those celebrations. In closing, Ms Somerville stated that the time commitment for governors could be daunting, and it tended to increase with seniority on the Council. However, alumni governors gained great satisfaction from assisting the University.

Some of the alumni members concurred with Ms Somerville's comment about the demanding time commitment that was required of governors. They emphasized the importance of selecting candidates who would be willing to make a long-term commitment to the Governing Council; most governors found that it took at least one year to become familiar with the intricacies of governance at the University. A governor added that, while knowledge of the University was an important consideration when electing alumni governors, candidates who possessed experience in other educational systems should also be considered.

A member of the College asked whether the general public contacted alumni governors to seek information or ask questions about the University. In response, Ms Somerville stated that they did not speak to the media on behalf of the University, as the Strategic Communications Office was responsible for such statements. However, on occasion, members of the general public did contact alumni governors.

An alumni member replied to a question about governors' role as trustees of the University, stating that it was important to consider the long-term impact of decisions on future generations.

During a discussion of the evaluation process currently used by the College, opposing views were expressed by two governors. One governor stated that, in her opinion, it was critical for candidates to be interviewed by the entire College so that there would be full representation of the constituent alumni associations. In contrast, a governor noted her strong dislike of the requirement for incumbents seeking re-election to undergo the same evaluation process as new applicants. She believed that the application process was somewhat repetitive, she found the interview daunting, and she felt that she was being judged by the members of the College. The governor suggested that an interview committee composed of approximately ten members would be more effective in evaluating an incumbent. The remaining members of the College could still serve a valuable role by selecting candidates to be interviewed.

A member of the College inquired about the priorities that should be considered when selecting alumni governors. The governors stated that genuine interest in and ability to devote significant time to the role was crucial, as was a strong interest in the student experience. The College was encouraged to actively recruit suitable individuals to serve as alumni governors.

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

The Chair welcomed two new members to the College, Ms Susan Q Wilson (Faculty of Music) and Dr. Valerie Stavro (Faculty of Dentistry).

4. Minutes of the Previous Meeting – September 24, 2009

The minutes of the meeting of September 24, 2009 were approved.

5. Business Arising from the Minutes of the Previous Meeting

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

6. Proposal for the Establishment of an Interview Committee

The Chair thanked members for having provided input on the proposed revisions to the interview process following the previous meeting of the College. He stated that it was evident from the comments of both the members of the College and the alumni governors who had spoken earlier in the meeting that there were varying views on how best to conduct interviews of candidates. It was important that the College take time to carefully consider the matter in an effort to strengthen the interview process. The College agreed to the Chair's proposal that a general discussion of the issues be held prior to formal consideration of the motions on the establishment of an Interview Committee and the *Guidelines for the Interview Committee*.

The Chair recommended that a subset of the College serve as an Interview Committee for candidates for alumni members of the Governing Council and noted that such an approach was provided for in the College's Constitution. He explained that the proposed *Guidelines* had been clarified based on input provided by some members. The Committee size had been increased from seven to ten members, and greater detail and clarity with respect to the terms of reference of the Committee and the College's role had been added. It was recommended that the Committee be composed of five co-opted members of the College and the five members of the Executive Committee. Over time, each of the College's twenty-six alumni constituencies would be represented on the Committee. The Secretary of the College would manage the co-opted process, and the co-opted members would be elected by secret ballot at the second meeting of the College each Fall. The Chair explained that members of the Executive Committee would provide continuity to the interview process, while co-opted members would offer fresh perspectives.

Outlining the benefits of the proposed Interview Committee, the Chair stated that, by moving to a more intimate environment, a lengthier conversation could take place that would explore relevant areas in greater depth. The Committee would be better able to engage in effective conversation with candidates, and there would be a fuller exchange of information among those present. A smaller setting with fewer people would be more conducive to frank dialogue, and the candidate would likely have a stronger perception of having participated in a confidential discussion. Candidates would also be less likely to view the interview process as quite unusual in comparison to other selection processes with which they were familiar. In addition, the proposed approach would result in a more a positive and respectful experience for the candidates, which was a desirable outcome for the University.

The Chair recalled that one of the recommendations made at the previous meeting of the College had included the use of a live video feed during a small group interview. That recommendation had been withdrawn, as it had become apparent that such an option would not address the limitations of the current practice. Rather, it would likely cause the candidates further discomfort, as they would be unable to see members of the College by whom they were being observed. The Chair closed his comments by stating that, if the proposals were approved, the members of the College would continue to contribute strongly to

6. **Proposal for the Establishment of an Interview Committee** (cont'd)

the evaluation process, and the College would retain the final decision with respect to the election of alumni members of Governing Council.

Discussion

A number of members expressed opposition to the proposals, while a minority indicated that they supported them. Among the points made were the following.

- Use of an Interview Committee would diminish the importance of members' roles and their responsibilities.
- The College's "unusual" interview process was appropriate, given the unique structure and nature of the University of Toronto.
- Candidates seeking election to the Governing Council should be capable of speaking in front of large audiences; as such, it was appropriate for them to be asked to speak with the entire College.
- The interview length was independent of the size of the interviewing body. If appropriate, the full College could hold longer interviews to facilitate greater depth of discussion with candidates.
- The College's responsibility to select the best candidate for alumni governor should drive decisions made with respect to the interview process, rather than other factors.
- It was important for all members of the College to view the candidates in person, especially because they would be making a decision based on their perceptions of candidates' future conduct as a member of the Governing Council, rather than simply based on past accomplishments listed on an application form.
- There did not appear to be strong evidence that the existing interview process was a deterrent to excellent individuals who might otherwise consider applying for an alumni governor position.
- It would be worthwhile to try to develop a more humane approach to the interview process for the benefit of the candidates. Perhaps the layout of the Council Chamber could be altered to make the candidates feel more comfortable.
- The current process already enabled the College to fulfill its responsibilities with input being provided by all constituent alumni associations; there was no need to alter the process.
- The majority of individuals who were considered for alumni governor positions were comfortable in addressing large groups. Their discomfort with the current interview process likely arose from feelings of vulnerability and the possible (or real) rejection by the College, rather than from fear of public speaking.
- The College would benefit from considering ways to evolve and change over time in order to fulfill its responsibility.

A member asked for, and it was accepted that there be, a recorded voted.

It was duly moved and seconded,

THAT authority to conduct interviews of candidates for alumni members of Governing Council be delegated to an Interview Committee of the College of Electors, effective immediately.

It was duly moved and seconded,

THAT the main motion be amended to reflect that the process would be considered for a trial basis of one year, at which time it would be reviewed by the full College.

The vote on the motion to amend was taken.
The motion passed.

6. Proposal for the Establishment of an Interview Committee (cont'd)

The vote on the main motion as amended was taken.
The motion failed.

Documentation is attached hereto as [Appendix "A"](#).

The Secretary noted that there were six votes in favour of the main motion as amended, twenty-one against, and no abstentions.

7. Guidelines for the Interview Committee

The Chair stated that, given that the proposal for the establishment of an Interview Committee had not been approved, it was unnecessary to vote on the motion for approval of the *Guidelines for the Interview Committee*. No objections to the Chair's decision were voiced.

8. Election of Alumni Members of the Governing Council

The College moved *in camera*.

Alumni Members' Remarks

Members discussed the remarks that had been made by the alumni members of Governing Council.

The College returned to open session.

a) Process

The Chair reminded members that there would be three alumni member vacancies as of July 1, 2010. Mr. Stephen Smith would have completed two terms, but did not plan to run for re-election. Ms Maureen Somerville, who would also have completed two terms (six years) was eligible for re-election, as was Dr. Stefan Larson, who would have completed his first term of three years. The nomination period for alumni governors would open on Friday, January 8, 2010 and would close on Friday, February 5, 2010 at 4:00 p.m. Nominations would be verified during the week of February 8th, and the Secretary would then contact each applicant to confirm that his/her application had been received and was complete. At that time, applicants would be reminded of the set interview dates. The Chair stated that members of the College, as electors, could not nominate candidates.

b) Recruitment Strategy

The Chair encouraged members of the College to draw attention to the positions of alumni members through their alumni associations. He cautioned members to make clear during any discussions with individuals who were contemplating applying that there could be no guarantee of election by the College. It was important to avoid any potentially awkward situations that could arise if strong candidates were not elected. The Chair then highlighted the steps that would be taken to advertise the vacant alumni member seats. A memorandum would be distributed to members of the Council of Presidents immediately prior to the opening of the application period in January, the central Alumni Relations Office would be asked to assist with advertising, using their range of communication vehicles, divisional leaders would be asked to encourage their alumni to become involved, and the *e-Bulletin* would again be asked to promote the application period in their electronic newsletter.

8. Election of Alumni Members of the Governing Council (cont'd)

b) Recruitment Strategy (cont'd)

The Chair informed members that, over the past ten years, the pool of candidates had ranged from eleven in 2001 to three in 2005, and that in four of the past ten years, not all of the eligible incumbents had been re-elected. Some members suggested that the College consider the option of meeting with the candidates individually prior to their interviews for an informal "meet and greet". The Chair stated that further discussion about the format of the interview would take place at the next meeting of the College on March 4, 2010.

The College moved *in camera*.

c) Nomination Form

The College reviewed the draft 2010 Application Form for Alumni Member of Governing Council.

The College returned to open session.

9. Date of Next Meeting

The Chair informed members that the next meeting of the College was scheduled for Thursday, March 4 2010 at 5:30 p.m. in the Council Chamber, Simcoe Hall.

10. Other Business

The Chair drew members' attention to the document highlighting upcoming Governing Council items of business that had been included in the agenda package. He noted that members were welcome to attend meetings where items of interest to them would be discussed. As well, members could view documentation for the items on the Governing Council website. Members were asked to notify the Secretary if they intended to attend any governance meetings.

A member stated that, in his opinion, the College provided very good preparation for new members through its summer coffee meetings and mentoring program, and he was pleased to belong to the College.

A member thanked the Chair for guiding the College through its deliberations.

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

The meeting adjourned at 8:15 p.m.

Secretary

Chair

December 2, 2009