



Setting the Standard for Great Teaching
Fixer la norme pour un enseignement de qualité

Memo

Date: November 20, 2019
To: Members of Council
From: Tom Potter
Chair, Governance Committee
Subject: Report of the Governance Committee

Committee Meetings Dates

Since our last report to Council, the committee met on October 16, November 13 (by teleconference) and November 18, 2019.

Summary of Discussions

1. Review of Applications for Vacant Private School Position

On October 16, the committee reviewed applications for the vacant Private School position on Council. This position became vacant in August when the successful candidate in the 2018 Council election resigned. The one runner-up for this position in the election is no longer eligible.

Under O.Reg. 72/97, where a position becomes vacant more than six months before the end of the term, Council is required to fill the position. An invitation to apply was posted online and published in the September 2019 issue of *Professionally Speaking/Pour parler profession*. By the deadline, 14 applications were received. The committee agreed to short-list four of the applicants for an interview on November 18. This timing would permit a recommendation to go forward to Council at the December 5-6, 2019 meeting.

The committee agreed that potential candidates would be informed of the possible impact of the pending Act amendments on the current term of Council in advance of the interview.

On November 18, the committee interviewed four candidates. Committee members noted the skills and knowledge demonstrated by all of the candidates. Based on the candidate's strengths, qualifications and experience, and after a review of references, the committee is recommending that Jennifer Wyatt, OCT be appointed to the position by Council. Information about this candidate can be found in Attachment 1C to this report.

2. Sortition Process

The committee discussed a sortition process at the meeting of October 16. There have been requests from Council members for clarification of the process as it applies to Council members in the new regulatory governance model.

At the September 26-27, 2019 meeting, Council passed the following motion:

That Council approve a sortition process of professional members to populate Council.

Through its discussions on October 16, the committee confirmed that process would include the following steps:

1. sortition process involving an invitation to apply for a Council position sent to randomly selected members of the profession
 - the criteria for this random selection could be “fine-tuned” based on filling a specific need on Council, for example, if there was a need for additional members from northern Ontario, the invitation would be sent to randomly selected members living in the north
2. a vetting process for those members who respond to the invitation to apply. This process would identify respondents who meet the Council member competency profile approved by Council
3. sortition process for those candidates identified through the vetting process. This second sortition process would involve random selection of one name from among the identified candidates, for example, by lot
4. Council consideration and approval of the recommended candidate.

The committee felt the second sortition process would safeguard against any real or perceived bias in recommending a candidate to Council for appointment.

The committee confirmed the process outlined above would be recommended to the ministry to apply to Council member appointments once the transition phase to the new governance model is complete. The first step in the transition phase requires the development of a Council-level competency and attributes matrix to identify how the nine proposed professional seats would be allocated to reflect the diversity of the profession.

The Governance Committee agreed that further discussion is required on how Council members seeking a second term would be considered in this process, for example, is there a “right of first refusal” or will they be vetted along with other respondents to the invitation to apply (as is currently the case where incumbent members must run in the next election).

The committee agreed that in order to gain the confidence of the public, the process must be robust, transparent and auditable.

3. Competency Profile and Matrix

A competency and attributes profile and matrix are two key components in the identification of members to serve on Council, Council committees and non-Council committees. This is the distinguishing characteristic in the transition from a “representative governance model” to a “regulatory governance model”. As reported to Council in September, the competency profile outlines desirable skills, knowledge and behaviours of individuals, while the matrix offers an overall picture of the skills, knowledge and behaviours of all members of Council.

In discussions on October 16, the committee began by identifying specific behaviours potential Council members would ideally possess. Working from a list of 10 behaviours compiled from an environmental scan of behaviours adopted by the College of Nurses (CNO), the Early Childhood Educators (ECEs) and the Canadian Snowboard Federation, the committee confirmed five (5).

The committee next considered desirable skills and knowledge for Council members. Council members will also populate the three Council committees under the new governance structure: Audit and Finance, Human Resources and Governance and Nominating.

At their teleconference on November 13, the committee discussed next steps for developing a competency and attributes profile and matrix. The committee reviewed the intent and basis for the original recommendations adopted by Council, and subsequent motions approved to date. The committee discussed options for moving forward and agreed to seek out external assistance to facilitate the development process with the Governance Committee.

On November 13, the committee passed the following motion outlining the next step forward:

That the Governance Committee engage an outside professional, objective, independent facilitator to take instruction from the committee and facilitate the development of a more detailed selection process for Council and committees to be recommended to Council.

The committee asked staff to research possible consultants and provide three names (with biographies) for members to consider. Once a consultant is selected, availability will be assessed for an initial meeting date.

Motions Referred to Council

That the Governance Committee recommend:

That Council appoint Jennifer Wyatt, OCT to the Private School position.

Committee Mandate/Duties

The duties and mandate of the Governance Committee are described in Appendix 1 of this report.

Future Meeting Date(s)

The next meeting will be scheduled based on the availability of the consultant.

Committee Members

Irene Dembek, OCT
Richard Fillion
Tim Gernstein, OCT
John Hamilton, OCT
Sara Nouini, OCT
Tom Potter (Chair)
Jonathan Rose (Vice-Chair)



Tom Potter

Appendix 1

6.05 Governance Committee:

- a) The Council shall appoint seven (7) members of Council to the Governance Committee.
- b) One (1) member of the committee shall be the Vice-Chair of the Council and there shall be an additional six (6) members of Council.
- c) Three (3) of the members of the Governance Committee shall be persons who were appointed to the Council under paragraph 4(2)(b) of the Act.
- d) Four (4) of the members of the Governance Committee shall be persons who were elected to the Council under paragraph 4(2)(a) of the Act.
- e) The Governance Committee shall:
 - (i) ensure that the election of the Council by members of the College is being carried out in accordance with prescribed regulations and bylaws including establishing a calendar for:
 - A) the mailing of nomination papers
 - B) receipt of nomination papers and consent to stand for election
 - C) receipt of biographical summary
 - D) printing of voting instructions, biographical summaries, and regional ballots
 - E) mailing of ballots
 - F) election period
 - G) tabulation period
 - H) report to the Council on the process of the election and present the official results
 - I) review election regulations, bylaws, boundaries and population distributions to ensure on going relevancy and make recommendations to Council with respect to any changes
 - (ii) At the inaugural meeting of a new Council:
 - A) provide a list of all nominations received for the office of the Chair and Vice-Chair of Council.
 - B) make recommendations to Council regarding the membership of each committee established in the Act, regulations, or these bylaws.
 - C) make recommendations to Council regarding the chairs of each committee established in the Act, regulations, or these bylaws.
 - D) if necessary, make recommendations to Council for a candidate to fill a vacant elected Council position for which no nominations were received during the election process.
 - E) ensure that a process is in place to receive any further nominations from the floor.
 - (iii) facilitate Council transition including Council member orientations.

- (iv) make recommendations to Council regarding committee structures in terms of size and composition in order to ensure that Council is meeting its obligations under the Act.
- (v) make recommendations to Council regarding the selection of an applicant to fill an acclaimed Council member vacancy.
- (vi) develop Council recruitment strategies and procedures for both elected and appointed members.
- (vii) establish a protocol to facilitate the time for appointment of members to Council when vacancies arise.
- (viii) develop succession planning for Council members and for the office of the Chair.
- (ix) develop risk assessment strategies to ensure Council fulfils its legal, ethical and functional responsibilities through adequate governance policy development, Council development strategies, training programs, monitoring of Council activities, and the establishment of assessment tools for the evaluation of Council committees, committee chairs and individual Council members' performance.
- (x) complete governance audits and report publically on overall Council effectiveness.
- (xi) provide guidance on issues of governance to Council and committee Chairs.
- (xii) develop and recommend to Council adequate oversight policy to ensure that Council fulfils its fiduciary responsibilities.
- (xiii) assist in ensuring that the College and Council function in accordance with the relevant legislation and regulations and the bylaws of the College.
- (xiv) assist Council in establishing/revising mission, vision, values, goals, objectives and policies as may be required.
- (xv) recommend to Council and annually implement a Council development plan to include: Council evaluation, Council education and professional development
- (xvi) recommend and annually implement an evaluation of the Chair of Council.

JENNIFER WYATT (OCT 442062)

Educational Leadership Experience

Head of Junior School, Trinity College School	2018-
Overseeing the day-to-day operations of Grade 5-8 Middle Day School of 110 students and 15 faculty and staff in a CIS and CAIS school. Member of the Shared Leadership Team. Significant work with Admissions and Philanthropy and Alumni Relations.	
Facilitator and Course Developer, York University	2018-
Principal's Qualification Program (Independent School Focus), Part 1 Preparing and supporting leadership candidates for senior administrative roles in Independent Schools, overseeing practicum.	
Junior School Principal, The York School	2014-2018
Overseeing the day-to-day operations of JK-Grade 5 and over 240 students, 35 faculty and staff in a CAIS and an IB continuum school. Member of the Executive team and Junior School leadership team comprising of a VP/Admissions, Director of Curriculum, Counsellor and Leadership Coordinator.	
Junior School Vice Principal and Director of Curriculum, The York School	2012-2014
Overseeing the implementation of the PYP programme division-wide and adherence to the Ministry of Education curriculum, coordinating grade team and whole faculty collaborative planning meetings, as well as professional development, and working with the MYP and DP coordinators to ensure vertical alignment of curriculum and programme.	
Education Officer, Education Quality and Accountability Office	2011-2012
Overseeing all aspects of the provincial primary assessment in reading and writing, from inception to field testing, implementation, scoring and reporting.	
Divisional Coordinator, Havergal College, Junior School	2010
Coordinating curricular initiatives for Grades 4-6 specifically in the areas of literacy and mathematics, working with Middle School teachers to ensure smooth transition between divisions.	
Lead Teacher, Community Programs and Triangle of Hope	2010
Coordinating Senior School volunteers for program and overseeing programs for students in JK- Grade 5, lead teacher for Triangle of Hope partnership (Toronto public, independent, South African school)	
Teacher Liaison, OISE/UT Master of Teaching Program	2008-2014
Organizing practicum placements, mentoring student and host teachers, liaising with OISE on professional advisory council for programme	
Junior Math Strategy Trainer, NW3 Family of Schools, TDSB	2004-2006
Delivering professional development for teachers in Grades 4-6 within family of school on teaching mathematics for conceptual understanding through a constructivist approach	
Key Teacher, Early Years Numeracy Project, John Wanless Public School	2004-2006
Facilitating professional development for primary teachers in the area of mathematics instruction	

Teaching Experience

Havergal College, Junior School, Toronto Grades 4, 6 Core Teacher	2007-2010
John Wanless Public School, Jr., Toronto Grades 1, 2, 2/3, 4 Teacher	2001-2006

Related Experience in Education

Education Quality and Accountability Office, Committee Member, Consultant	2006-2018
Ontario College of Teachers, Teachers' Network Contact	2007-2008
JUMP Math, Curriculum Writer/National Teacher Support	2006-2007

Education

Ontario Institute for Studies in Education/University of Toronto Master of Education (Curriculum, Teaching and Learning)	2008
University of Ottawa Bachelor of Education (Primary/Junior)	2001
University of Toronto Honours Bachelor of Arts (Criminology and Sociology)	1997

Additional Qualifications

Special Education, Part 2	2011
Principal's Qualifications Program, Part 2	2009
Principal's Qualifications Program, Part 1	2009
Mathematics, Primary/Junior, Part 1	2008
Special Education, Part 1	2007
Reading, Specialist	2003

Basic Qualifications

English, Intermediate	2008
Primary/Junior	2001

International Baccalaureate Training

Personal Project and Community Project (MYP Category 3)	2018
Lead the Way: How to Develop and Sustain IB Programmes (Continuum)	2013
An Introduction to the IB Standards for New Administrators (PYP Category 1)	2012

Conference and Workshop Presentations

- Speaker, Ethical School Leadership, York University, PQP, Part 1 (2016, 2018)
- Facilitator, EQAO Implementation: Phase 1, The York School (2016)
- Facilitator, Difficult Conversations, The York School (2016)
- Facilitator, Teaching Mathematics Conceptually, IBSO (2013)
- Speaker, Math Fair Conference, Fields Institute for Research in Mathematics (2009, 2011)
- Facilitator, EQAO Implementation: Phase 1, Havergal College (2010)
- Facilitator, CASI Implementation, Junior Division, Havergal College (2010)
- Facilitator, Treasure Chest: Grades 1-6, WhitGAP School, Whittlesea, South Africa (2010)
- Facilitator, Teaching for Conceptual Understanding in Mathematics: Grades 4-9, WhitGAP School, Whittlesea, South Africa (2010)

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- Facilitator, Teaching for Conceptual Understanding: Mathematical Strategies in the Junior Grades, Havergal College (2010)
 - Research Team Member, OISE/CIS Differentiated Assessment: Essential Questions (2010)
 - Presenter, CAIS, Mathematical Best Practices, Montreal (2009)
 - Facilitator/Trainer, JUMP Math Teacher Training Sessions, Ontario (2006-07)
 - Trainer, Junior Math Strategy Series, NW3 Family of Schools, TDSB (2004-06)

Leadership in Learning Communities

- M.Ed. Career Talk Panelist, OISE/UT (2019)
- Educational Book Talk Lead, The York School (2016-17)
- Mock Interviewer, OISE/UT Employment Fair (2012, 2013)
- Assistant Team Leader, Triangle of Hope, South Africa (2010)
- Junior School Liaison, Triangle of Hope, Havergal College (2009-10)
- Facilitator, Professional Resources and Instruction for Mathematics Educators (2009)
- Research Team Member, OISE/CIS Differentiated Assessment (2008-10)
- Member, Partnership Advisory Committee, OISE/UT (2006-2015)
- Member, School Improvement and Staffing Committees, TDSB (2003-04; 2005-06)

Consulting and Reviewing/Writing

- Educational Text Reviewer, Professionally Speaking, Ontario College of Teachers (2006-Present)
- Reviewer, Annual Meeting Proposals, American Educational Research Association (2012-13)
- Peer Reviewer, Dean's Graduate Student Research Conference, OISE/UT (2012-13)
- Editorial Assistant and Reviewer, Ontario ASCD, Changing Perspectives (2009-10)
- Reviewer, Journal of Classroom Research in Literacy (2007-2016)
- Subject Matter Expert, JUMP Math Online Professional Development (2007)
- Consultant, JUMP Math Teacher Guides and Student Workbooks, Grades 3-6 (2006-07)

Ongoing Professional Learning

- NAIS Annual Conference (2017, 2019)
- Roots of Empathy, Research Symposium, Toronto (2018)
- Anchors of Emotional Intelligence Institute, Yale Center for Emotional Intelligence (2017)
- IBSO Annual Conference (2013, 2016)
- CAIS JS and MS Heads' Annual Conference (2014, 2015, 2016)
- Critical and Emerging Issues in School Law, Osgoode Hall Professional Development (2016)
- Advanced Issues in Special Education, Osgoode Hall Professional Development (2013, 2016)
- The Executive Leadership Program for Principals and Vice-Principals, Schulich School of Business (2015)
- Executive Function in Students, Cathi Bremner (2014-15)
- Positive Psychology and Mindfulness, Louisa Jewell (2013-15)
- Inner Strengths of Successful Leaders, Programs in Professional Education, Harvard Graduate School of Education (2013, 2014)
- Curriculum Mapping Workshop, Atlas/Rubicon (2013)
- Appreciative Inquiry: A Powerful Approach for 21st Century Leaders, Innovation Works (2013)
- School Law for K-12 Education Professionals, Osgoode Hall Professional Development (2013)
- Tools for Tolerance for Educators, The Museum for Tolerance (2012)
- Independent Schools Institute, The Principals' Centre, Harvard Graduate School of Education (2012)
- Coaching in Ontario Schools, The Ontario Federation of School Athletic Associations (2012)

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- First Canadian Conference on Positive Psychology, Canadian Positive Psychology Association (2012)
 - The Leader in Me, Sean Covey, Ontario Principals' Council (2012)
 - Professional Learning Program, EQAO (2011-2012)
 - Risk Management: Local and International Trips, Live Out Loud Adventures (2010)
 - Veracross: Integrated School Information Management System, Havergal College (2010)
 - Personal/Executive Coaching, Kingstone Brigid Consulting (2010)
 - Upgrading Curriculum for the 21st Century through Curriculum Mapping, Heidi Hayes Jacobs (2010)
 - Learning Support: Executive Function, Jeanne Tribuzzi, Havergal College (2010)
 - Communication for Professional Learning Communities, NVC (2009)
 - TRIBES (2009)
 - Understanding by Design, Jay McTighe, Havergal College (2008)
 - Leadership for Girls, JoAnn Deak, Havergal College (2008)

Professional Memberships

Member, American Educational Research Association (2012-2014)

Member, Association for Middle Level Education (2009-2011)

Member, Association for Supervision and Curriculum Development (2008-2017)

Publications

So You Think You Know Math (with Lauren Phillips)

in Dialogue Magazine

Our Kids Publications Ltd.

2011

Collegial Mentoring in Elementary Mathematics in

Empowering the Mentor of the Beginning and Experienced Mathematics Teacher:

National Council of Teachers of Mathematics

2009