



**McGill**

McGILL UNIVERSITY BOARD OF GOVERNORS

**Report of the Nominating, Governance, and  
Ethics Committee Part II** GD16-18

Board of Governors Meeting of December 1, 2016

**Secretariat**

845 Sherbrooke St. West, room 313

Montreal, QC, H3A 0G4

Tel: (514) 398-3948 | Fax: (514) 398-4758

The following items arise from the Nominating, Governance, and Ethics (NGE) Committee meeting of November 29, 2016. They are presented to the Board of Governors for its consideration.

Edyta Rogowska  
Secretary-General  
December 2016

## I. FOR APPROVAL BY THE BOARD OF GOVERNORS

### 1. Proposed Revisions to the Terms of Reference of the Joint Board-Senate Committee on Equity [NG16-09]

The NGE Committee recommends the proposed amendments to the Terms of Reference of the Joint Board-Senate Committee on Equity (JBSCE) for approval. The proposed revisions relate to modifications to the list of underrepresented groups contained within the Terms of Reference and have been previously approved by the JBSCE, the Senate Nominating Committee and Senate.

*Be it resolved that the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approve the proposed revisions to the Terms of Reference of the Joint Board-Senate Committee on Equity, as presented in Appendix A.*

### 2. Appointments to Advisory Committee [NG16-10]

In accordance with the University Statutes, before recommending an appointment of the Principal, the Board will have consulted with an advisory committee consisting of the Chair of the Board of Governors, the Chancellor, two members appointed by the Board of Governors, two members appointed by the Senate, one member appointed by the Students' Society of McGill University and one member appointed by the Post-Graduate Students' Society of McGill University, two members appointed by the Council of the McGill Association of University Teachers, two members appointed by the Board of Directors of the Alumni Association, and two members elected by the administrative and support staff.

The NGE Committee recommends the following appointments of representatives of the Board to serve on the Advisory Committee for the possible Reappointment of the Principal:

*Be it resolved that the Board of Governors, on the recommendation of, the Nominating, Governance, and Ethics Committee, approve the appointments of **Ms. Kathy Fazel** and **Mr. Ram Panda** as representatives of the Board of Governors on the Advisory Committee for the Reappointment of the Principal, and the appointments of **Ms. Manon Vennat** and **Mr. Stephen Halperin** as alternate members.*

### 3. Appointments to Board Standing Committees [NG16-11]

The NGE Committee reviewed the status of appointments on all Board Standing Committees. Based on its review and consultations carried out with Committee Chairs and Board Committee members, the NGE Committee recommends the appointments and reappointments noted below.

*Be it resolved that the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approve the following:*

**[With respect to the Building and Property Committee]:**

- *The appointment of **Mr. Jordan Aberman** as a member of the Building and Property Committee for a three- year term starting January 1, 2017 and ending December 31, 2019.*

(Please see Appendix A for a brief profile.)

**[With respect to the Committee to Advise on Matters of Social Responsibility]:**

- *The reappointment of **Mr. Ronald Critchley** as a member of the Committee to Advise on Matters of Social Responsibility for a two-year term starting January 1, 2017 and ending December 31, 2018 to coincide with his end of term on the Board.*

**[With respect to the Finance Committee]:**

- *The appointment of **Mr. Pierre Matuszewski** as **Chair** of the Finance Committee for a three- year term starting July 1, 2017 and ending June 30, 2020 and his reappointment as **member** of the Finance Committee until June 30, 2020.*

**[With respect to the Human Resources Committee]:**

- *The reappointment of **Ms. Cynthia Price Verreault** as **Chair** and **member** of the Human Resources for a six-month term starting January 1, 2017 and ending June 30, 2017.*

**[With respect to the Investment Committee]:**

- *The reappointments of **Dr. Robert Rabinovitch** and **Mr. Gerald Sheff** as members of the Investment Committee for three-year terms starting January 1, 2017 and ending December 31, 2019.*
- *The reappointment of **Mr. Danny Ritter** as a member of the Investment Committee for a one- year term starting January 1, 2017 and ending December 31, 2017.*
- *The appointment of **Mr. Marc Trottier** as a member of the Investment Committee for a three-year term starting January 1, 2017 and ending December 31, 2019.*  
(Please see Appendix A for a brief profile.)

**4. Appointments to Internal and External Non-Board Bodies** [NG16-12]

The NGE Committee reviewed the status of appointments to a number of internal and external non-Board bodies. Based on its review, the NGE Committee recommends the following reappointments:

*Be it resolved that the Board of Governors, on the recommendation of the Nominating, Governance, and Ethics Committee, approve:*

- *The reappointment of Ms. Cynthia Price Verreault as a Board representative on Senate for a six-month term beginning January 1, 2017 and ending June 30, 2017;*
- *The reappointment of Mr. Alex Kalil as a Board representative on Senate for a two and a half year-term beginning January 1, 2017 and ending June 30, 2019;*

## **5. Appointments to Healthcare Bodies** [NG16-13]

The NGE Committee reviewed the status of appointments to various healthcare bodies. Based on its review, the NGE Committee recommends the following appointments:

*Be it resolved that the Board of Governors, on the recommendation of the Nominating, Governance, and Ethics Committee, approve:*

- *The reappointment of Ms. Lili de Grandpré as a representative of the Board of Governors to the Montreal Neurological Institute (MNI) Advisory Board for a two-year term beginning January 1, 2017 and ending December 31, 2018.*
- *The appointment Dr. Shari Baum as a representative of McGill University to the Pôle universitaire en réadaptation (PUR) – Centre de recherche interdisciplinaire en réadaptation du Montréal métropolitain (CRIR) – Board of Directors for a three-year term beginning January 1, 2017 and ending December 31, 2019.*  
(Please see Appendix A for a brief profile)

## **6. Guidelines for Community Sessions with Board of Governors** [NG16-14]

At its meeting of October 6, 2016, the Board of Governors requested that the NGE Committee explore possible practices that could be implemented by the Board in order to enable additional interaction between members of community and the Board. The NGE Committee considered an approach by which the Board would hold 20-minute community sessions twice a year during the regular meeting schedule. The purpose of the community sessions would be to receive questions from the McGill community.

The NGE Committee proposes the *Guidelines for Questions at Board of Governors Community Sessions*, attached as Appendix B, which aim to provide students, staff, faculty, alumni, and members of the community with an opportunity to submit written questions to the Board on matters within its jurisdiction.. The *Guidelines* would respond to the request for an additional framework within which members of the community are able to interact with the Board.

*Be it resolved that the Board of Governors, on the recommendation of the Nominating, Governance, and Ethics Committee, approve the proposed Guidelines for Questions at Board of Governors Community Sessions, as attached in Appendix B.*

## **II. FOR THE INFORMATION OF THE BOARD OF GOVERNORS**

### **1. Establishment of Information Technology (IT) Governance Subcommittee**

At its meeting of June 14, 2016, the Executive Committee requested additional governance oversight for IT projects prior to their submission to the Executive Committee or to the Board of Governors. The NGE Committee considered and approved the establishment of an IT Subcommittee in order to ensure appropriate oversight for IT-related projects requiring Board consideration. In light of its representative composition, familiarity with deferred maintenance needs and mandate for project approval, the NGE Committee recommended that the IT Subcommittee report to the Building and Property Committee (BPC). The establishment of the Subcommittee will be considered by BPC in December 2016.

### **2. 2015 – 2016 Board of Governors and Committee Survey Results**

The Nominating, Governance and Ethics Committee reviewed the results of the 2015-2016 Board of Governors and Committee evaluation results. The results were based on an evaluation that had been completed online by Board and Committee members in the spring of 2016. Results were administered by the Secretariat on behalf of the NGE Committee, whose mandate includes oversight for the evaluation of the Board's governance functions and the performance of Board and Committee members.

The evaluation included two types of assessments:

Part I. Overall Board and/or Committee Performance and Effectiveness.  
A full summary is provided in Appendix C.

Part II. Personal Contribution/Self-Assessment.  
A full summary is provided in Appendix D.

**END**  
**December 2016**

**Recommendation to appoint Mr. Jordan Aberman to the Building and Property Committee**

Mr. Jordan Aberman is the Principal Manager of Divco Limited. Mr. Aberman attended Carnegie Mellon University in Pennsylvania and received his B.Sc. in Civil Engineering and Economics in 1988. His company has made a name for itself in Eastern Canada's construction industry and has been involved in a large number of office, industrial, institutional, retail, and commercial projects as well as major renovation and restoration projects. Divco has earned numerous awards of excellence from the Canadian Institute of Steel Construction, Quebec Construction Association, Quebec Steel Institute, Quebec Concrete Association, and Canadian Institute of Steel Construction.

**Recommendation to appoint Mr. Marc Trottier to the Investment Committee**

Mr. Marc Trottier is a founding partner of Coerente Capital Management. He holds the CFA (Chartered Financial Analyst) designation and earned his honours B.Com. from Carleton University. He has over 30 years of industry experience. Previously, he spent 26 years with Jarislowsky Fraser Limited where he was Vice President, Director and member of the Executive Committee. Prior to that he worked with SEI Financial Services. At Coerente Capital Management, Mr. Trottier is responsible for client service and portfolio management of the firm's private wealth and foundation clients. He has been a member of St. Mary's Hospital Board of Directors since 2004, where he also served as Chair of the Board as well as on various committees..

**Recommendation to appoint Dr. Shari Baum to the Pôle universitaire en réadaptation (PUR) – Centre de recherche interdisciplinaire en réadaptation du Montréal métropolitain (CRIR) – Board of Directors**

Dr. Shari Baum has been a faculty member in the School of Communication Sciences and Disorders (SCSD) since 1988. She holds Master's and Doctoral degrees in Linguistics from Brown University in Rhode Island, in addition to a Master of Science degree in Communication Science and Disorders from the University of Vermont. She is a James McGill Professor and currently serves as the Associate Dean (Research) in the Faculty of Medicine. The primary goal of Dr. Baum's research is to ascertain the neural substrates of various aspects of language processing, including word recognition, speech and prosodic production and perception, and sentence processing. Dr. Baum's expertise is well aligned with the research foci of CRIR, of which she was formerly a member.



## **Guidelines for Questions at Board of Governors Community Sessions**

### **1. Guiding Provisions**

Under the provisions of the Statutes of McGill University, the Board of Governors (Board) has authority over the conduct of all academic, business, and financial affairs of the University. It is also the trustee of all University property and is responsible for its maintenance and administration. The Statutes provide that, subject to the over-arching authority of the Board, the University Senate has various general and specific powers and duties. Most significantly, Senate exercises general control and supervision over the academic affairs of the institution.

The Board delegates responsibility for institutional management and operations to the Principal and the administration, while retaining responsibility for the consideration of strategic plans and other major institutional commitments, whether of a policy or financial nature.

The Guidelines for Questions at Board of Governors Community Sessions (Guidelines) shall adhere to relevant sections of the Board of Governors Rules of Order and Procedure.

### **2. Questions to the Board of Governors**

With these guiding provisions in mind, the Board will provide students, staff, faculty, alumni, and members of the community with an opportunity to submit questions on matters within the Board's jurisdiction. In considering questions submitted to the Board, preference will be given to subject matters on the Board's agenda for the governance year.

Questions generally pertinent to the academic affairs of the University will be returned to the requester, who may submit them to the appropriate University unit, or to Senate, through established processes. In addition, the Chair reserves the right to refer a question to another governance body or University unit.

Questions will be reviewed by the Chair of the Board and the Chair of the Nominating, Governance and Ethics Committee, in consultation with the Principal and the Secretary-General, to determine their suitability for the Board.

Written communications to the Board will continue to be welcomed and may be submitted to the Chair of the Board of Governors c/o Secretariat.

The Chair of the Board will preside over community sessions. In the absence of the Chair, the Vice-Chair of the Board or the Chair's delegate will preside over the community sessions.

The Chair retains discretion to decline a question if an individual or group has previously appeared before the Board regarding the same matter or if the matter has been previously addressed by the Board either at a previous Board meeting or following a question submitted to the Board by another individual or group.

The Board will not entertain questions on the following topics: subjects discussed by the Board in Closed session that are subject to confidentiality requirements, topics concerning the private activities, lifestyles, or beliefs of individuals employed by or associated with the University; grievances of individual students or employees; proposals or bids for contracts; or litigation involving the University.

### **3. Schedule of Community Sessions**

Community sessions with the Board will normally be held twice a year, once in the fall session and once in the spring session. Sessions will normally be held at the end of the Open session Board meeting and included on the Board of Governors agenda, which will be posted on the Board of Governors website before the meeting.

A maximum of 20 minutes will be allotted for the community session. Please see section 6 for details concerning the allocation of time to speakers.

The time allotted for the community session will not be extended absent extenuating circumstances, to be determined by the Chair.

In the absence of questions, the community session will be cancelled.

### **4. Process for Submitting Questions to the Board of Governors**

Questions to the Board must be made in writing to the Secretariat at least ten (10) calendar days prior to the scheduled meeting of the Board. Individuals wishing to submit a question to the Board will need to complete and submit to the Secretariat the Question to the Board Form (attached).

The Secretariat will issue a communication acknowledging receipt of questions and confirm logistical details for the community session period.

### **5. Responses**

Responses to questions will generally be provided in writing to the requester prior to the session. Responses will also be posted on the Board's website. It should be understood that in some cases, where a question requires further study or consultation on the part of other units at the University, a response may not be provided prior to or during the session. In such instances, responses will be provided to the requester within a reasonable amount of time following the community session.

### **6. Speakers**

When a response to a question has been provided to the requester, the requester will be allowed up to (2) two minutes to ask one or two supplemental questions directly related to the subject matter. The Chair may provide a brief answer to the follow-up question or refer it to another individual for a response.

A total of five (5) minutes will be allotted for each interaction between the speaker and the Board.

A maximum of four (4) speakers will be recognized for each session and a total of 20 minutes will be awarded in total. A timekeeper will assist in ensuring that the time allocation is respected.

Each speaker will identify him or herself by any relevant title, the group or organization, if any, for which the speaker serves as spokesperson.

If a question has been submitted by multiple individuals, a single individual should be identified to address the Board on behalf of the group.

The Chair will recognize each speaker, maintain order, and require adherence to a five-minute maximum time limit allotted to each interaction.

Individuals who are unable to attend the session may not send substitutes.

Failure to respect decorum will relieve the Board from any obligation to address the question and may result in the requester's suspension of privileges to address the Board at future sessions.

Individuals whose questions were not heard by the Board due to time constraints may resubmit them for a future session or may communicate them in writing to the Chair of the Board c/o Secretariat.



## QUESTION FORM (DRAFT)

---

**Secretariat**

845 Sherbrooke St. West, Room 313

Montreal, QC, H3A 2T5

Tel: (514) 398-3948 | Fax: (514) 398-4758

The *Guidelines for Questions at Board of Governors Community Sessions* describe the terms, conditions and procedures applicable to students, staff, faculty, alumni, and members of the community who wish to address the McGill University Board of Governors.

Every individual or group who wishes to address the Board of Governors may do so by formulating a specific question, keeping in mind that the Board will not answer questions that fall outside of its jurisdiction and will not entertain questions on the following topics: subjects discussed by the Board in Closed Session that are subject to confidentiality requirements; topics concerning the private activities, lifestyles, or beliefs of individuals employed by or associated with the University; grievances of individual students or employees; proposals or bids for contracts; or litigation involving the University.

This form must be completed and sent to the Secretariat at [rsvp.secretariat@mcgill.ca](mailto:rsvp.secretariat@mcgill.ca) at least **ten (10) calendar days** before the scheduled community session. The date of the community session will be available on the Board of Governors website.

### **FOR COMPLETION BY THE REQUESTER**

Name of Requester:

Date:

Email:

Please indicate your relationship to McGill University:

Student:

Faculty:

Staff:

Alumni:

Other:

### **If applicable, please indicate:**

The name of the organization you are representing or to which you have an affiliation:

Your position within the organization:

## **ACKNOWLEDGEMENT**

I understand and acknowledge that the Board will not answer questions that fall outside its jurisdiction nor entertain questions on the following topics: subjects discussed by the Board in Closed session that are subject to confidentiality requirements, topics concerning the private activities, lifestyles, or beliefs of individuals employed by or associated with the University; grievances of individual students or employees; proposals or bids for contracts; or litigation involving the University.

Signature: \_\_\_\_\_

## **QUESTION FOR THE BOARD OF GOVERNORS**

1. Please briefly describe the context, background and rationale for the question and then state the question. (The background information should indicate efforts made in finding an answer to this question and the results obtained).

Part I. Overall Board and/or Committee Performance and Effectiveness.

Governance Body (Number of responses)	[1. The Board/Committee understands its role and responsibilities.]	[2. The division of responsibility between the Board/Committee and the Senior Administration is understandable and appropriate.]	[3. Board/Committee members have the right mix of experience and skills to guide McGill toward achieving its mission and strategic goals.]	[4. The Board/Committee knowledge of the University's mission, priorities, policies and procedures is sufficient to allow it to discharge its obligations.]	[5. Board/Committee members' abilities and areas of expertise are being used appropriately and effectively.]	[6. The frequency of Board/Committee meetings and the time scheduled for meetings are adequate.]	[7. The Board/Committee receives the type of information and materials it needs to have effective meetings and make informed decisions.]	[8. Board/Committee meetings are constructive, and conducted in a way that facilitates questions and leads to meaningful participation and timely resolution of issues.]	[9. Board/Committee members respect the need for confidentiality at meetings.]	[10. Board/Committee members pay sufficient attention to issues of risk management.]	[11. Senior Administration communicates with the Board/Committee to keep it informed of all material issues in a timely manner.]	[12. Senior Administration provides appropriate information in support of meeting agendas and is responsive to questions and issues raised by members.]	[13. The Board/Committee Chair conducts meetings in an effective manner, allowing sufficient discussion for effective decision making.]	[14. The Board/Committee Chair is responsive and accessible to members, and takes time to engage with them.]	[15. Overall, I am satisfied with the performance of the Board and its Committees.]	PART I AVERAGE (Average per governance body) - horizontal	BoG/CteeRanking 2015-16	BoG/CteeRanking 2014-15	BoG/CteeRanking 2013-14	BoG/CteeRanking 2012-13
	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	avg horizontal				
BOG (23)	4.478	4.391	4.174	4.318	4.045	4.478	4.391	4.261	4.810	4.091	4.227	4.522	4.478	4.522	4.391	4.372	8	7	7	5
AUDIT (4)	5.000	4.250	4.750	4.000	4.500	4.250	4.500	4.500	5.000	4.750	4.250	4.250	4.750	4.750	4.500	4.533	2	5	4	1
BPC (7)	3.857	3.714	4.143	4.143	3.857	4.429	4.143	3.857	4.714	4.000	4.286	4.143	4.167	4.333	3.857	4.110	9	8	9	7
CAMSR (5)	4.000	4.200	4.000	3.800	4.250	4.000	4.750	4.400	4.800	4.500	4.800	4.800	4.600	4.600	4.200	4.380	6	9	8	8
EXEC (8)	4.625	4.000	4.125	4.125	4.250	4.625	4.500	4.250	4.714	4.250	4.125	4.625	4.500	4.500	4.375	4.373	7	2	5	4
FINANCE (9)	4.667	4.333	4.444	4.444	4.444	3.778	4.444	4.556	4.625	4.333	4.556	4.556	4.556	4.875	4.444	4.470	4	3	3	2
HR (8)	4.250	4.500	4.375	4.286	4.500	4.500	4.375	4.625	4.875	4.625	4.571	4.625	4.250	4.375	4.625	4.490	3	4	2	3
INVEST. (5)	4.600	4.200	4.800	4.400	4.400	4.000	4.600	4.600	4.600	4.200	4.200	4.600	4.800	4.600	4.400	4.467	5	6	6	6
NGE (7)	5.000	4.714	4.571	4.429	4.571	4.857	4.571	4.571	4.667	4.571	4.429	4.714	4.571	4.429	4.571	4.616	1	1	1	2
	<b>4.497</b>	<b>4.256</b>	<b>4.376</b>	<b>4.216</b>	<b>4.313</b>	<b>4.324</b>	<b>4.475</b>	<b>4.402</b>	<b>4.756</b>	<b>4.369</b>	<b>4.383</b>	<b>4.537</b>	<b>4.519</b>	<b>4.554</b>	<b>4.374</b>					
Further Breakdown: Internal vs. External Governors																				
BOG EXTERNALS (15)	4.667	4.667	4.400	4.333	4.133	4.600	4.533	4.400	4.857	4.133	4.267	4.733	4.667	4.667	4.533	4.506	1	2	2	1
BOG INTERNAL (8)	4.125	3.875	3.750	4.286	3.857	4.250	4.125	4.000	4.714	4.000	4.143	4.125	4.125	4.250	4.125	4.117	2	1	1	2

**Part II. Personal Contribution/Self-Assessment.**

GOVERNANCE BODY	[1. I understand the mission of the University]	[2. I am aware of what is expected of me as a Board/Committee member and feel capable of fulfilling these expectations.]	[3. My abilities and areas of expertise are being used appropriately and effectively.]	[4. I read background materials, prepare and dedicate the necessary time to participate effectively in Board and Committee meetings.]	[5. I contribute effectively to Board/Committee work by raising questions and participating in discussions.]	[6. I feel that my overall knowledge of University operations, finance and risk allows me to discharge my obligations as a Board /Committee member.]	[7. I understand and respect the need for confidentiality on matters presented in Closed Session and in Committee meetings.]	[8. The orientation and ongoing education of Board/Committee members help me become a better member.]	[9. I engage and interact constructively with my fellow Board/Committee members.]	[10. I feel comfortable in engaging with Senior Administration and management.]	[11. Overall, I am satisfied with my performance at Board/Committee meetings.]	PART II AVERAGE Part II / (Average per governance body) - horizontal	BoG/CtteeRanking 2015-16	BoG/CtteeRanking 2014-15	BoG/CtteeRanking 2013-14	BoG/CtteeRanking 2012-13	
	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Averages	Average Horizontal					
<b>BOG (23)</b>	4.696	4.565	4.174	4.478	4.261	4.318	4.739	3.682	4.261	4.609	4.304	<b>4.372</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>5</b>	
<b>AUDIT (4)</b>	4.250	4.750	4.500	4.750	4.500	4.250	5.000	3.750	4.250	4.250	4.250	<b>4.409</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>7</b>	
<b>BPC (7)</b>	4.571	4.286	3.857	4.571	4.714	3.571	4.857	3.143	4.500	4.714	4.000	<b>4.253</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>8</b>	
<b>CAMSR (5)</b>	4.600	5.000	4.600	4.800	5.000	5.000	5.000	4.500	4.500	4.800	4.600	<b>4.764</b>	<b>1</b>	<b>9</b>	<b>4</b>	<b>6</b>	
<b>EXEC (8)</b>	4.571	4.571	4.000	4.143	4.286	3.857	4.857	3.714	4.143	4.857	4.143	<b>4.286</b>	<b>8</b>	<b>4</b>	<b>6</b>	<b>2</b>	
<b>FINANCE (9)</b>	4.778	4.444	4.111	4.778	4.556	4.333	4.667	3.778	4.333	4.556	4.556	<b>4.444</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	
<b>HR (8)</b>	4.625	4.625	4.125	4.625	4.375	4.125	5.000	3.857	4.625	4.750	4.625	<b>4.487</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	
<b>INVEST. (5)</b>	5.000	4.800	4.600	5.000	4.800	4.800	5.000	4.000	4.800	4.600	4.600	<b>4.727</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>4</b>	
<b>NGE (7)</b>	4.333	4.333	4.500	4.333	4.333	4.333	4.667	4.000	4.333	4.667	4.333	<b>4.379</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>2</b>	
<b>Avg per question (vertical)</b>	<b>4.603</b>	<b>4.597</b>	<b>4.274</b>	<b>4.609</b>	<b>4.536</b>	<b>4.288</b>	<b>4.865</b>	<b>3.825</b>	<b>4.416</b>	<b>4.645</b>	<b>4.379</b>						
<b>Further Breakdown: Internal vs. External Governors</b>																	
<b>BOARD INTERNAL (15)</b>	4.750	4.250	3.750	4.625	4.375	4.125	4.500	3.625	4.000	4.500	4.250	<b>4.250</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
<b>BOARD EXTERNALS (8)</b>	4.667	4.733	4.400	4.400	4.200	4.429	4.867	3.714	4.400	4.667	4.333	<b>4.437</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	