



St. Jerome's University
BOARD OF GOVERNORS

Minutes of April 4, 2019 Meeting

Present: Mary Ellen Cullen(Chair), John Arnou, Steven Bednarski, Jim Beingessner, Katherine Bergman, Frank Boerboom, Oliver Campbell, Ernie Doyle, Cathy Horgan, Anthony MacKinnon, Murray McDermott, Ted McKechnie, Toni Serafini, Kathy Smidt, Chris Roehrig, Dan Weber (by phone), Mark Wendland, Laura Zilney.

Resources: Kerry Eamer, Director, Human Resources; Scott Keys, Interim Vice President, Administration; Scott Kline, Vice President Academic and Dean; Saphron Moule, Director, Finance and Accounting; Kierra Cali, Recording Secretary

Regrets: Anne Jamieson, Ken Lavigne

Open Session

1. **Prayer**

The opening prayer was provided by K. Bergman.

2. **Chair's Remarks**

The St. Jerome's University current mourns the loss of one of its students. The Board Chair would like to express sincere thanks to the University's leadership team, Administrative Staff and Academic Staff for their strength and profound care in support of the students and the community through this difficult time. This care and compassion demonstrates the true spirit of the St. Jerome's University community.

The Chair reminded the Board of the upcoming Donor Reception on Sunday, April 28, 2019. This is an opportunity for the University to express thanks to the community of donors and friends who support the University.

3. **President's Remarks**

The President also offered gratitude and recognition for the commendable strength and work of the Student Affairs staff in supporting students, and the University community, through the loss of a student member of our community.

The President reminded the Board of upcoming University events that Board Members are encouraged to attend:

- Snacks in Stacks, Library Renewal Fundraiser – April 7, 2019
- Annual Recognition Dinner – April 30, 2019

- 2019 Graduation Ceremony – June 9, 2019

Board Members have received specific invitations to these events, but a summary email of all event details will be distributed to the Board after this meeting.

The University is currently undergoing an assessment of current campus wayfinding structures (i.e. physical signs such as campus maps, building labels, parking lot indicators, and main entry assistance), to improve the wayfinding experience, for visitors, students, campus partners, and contractors. As one of the stakeholder groups whose experience on campus is being considered, Board Members are invited to provide any feedback or suggestions they may have about their wayfinding experience to Kierra Cali either in person or by email.

4. **Agenda Review, Declare Conflicts, Additions, Changes**

No conflicts were declared. No additions or amendments to the agenda were identified.

Motion: To approve the Agenda as presented.

Moved: E. Doyle, **Seconded:** F. Boerboom, **Carried.**

Consent Agenda

5. **Minutes of the December 6, 2018 Board of Governors Meeting**

Motion: To approve the minutes of the December 6, 2018 Open Board meeting, as presented.

6. **Annual Appointment of 2019 Auditor**

Motion: To approve the appointment of PriceWaterhouse Coopers LLP (PwC), Waterloo as the University's auditor for the year ending April 30, 2019.

7. **Insurance Renewal Summary**

Motion: To receive for information the 2019 Insurance Renewal Summary.

Motion: To approve and receive for information by consent items 5 to 7 above.

Moved: T. MacKinnon, **Seconded:** L. Zilney, **Carried.**

Regular Agenda

8. **Board Fundraising Ad Hoc Committee Update**

As a result of the direction given from the Board to the Finance and Audit Committees to review the Board Student Scholarship structure, and to develop a sustainable solution for the fund's continuation, the Committees established an ad hoc Board Fundraising Committee. The ad hoc Board Fundraising Committee was composed of two representatives from the external members of the Finance and Audit Committees, the President, the Director, Finance and Accounting, and the Director, Advancement.

The ad hoc Board Fundraising Committee reviewed the scholarship structure and the options available to support the continuation of the fund. To ensure the fund can be dispersed annually to an eligible incoming St. Jerome's University registered student, with a total commitment of \$5,500 over the student's 4 years, an annual contribution to the fund from external Board Members would ensure the fund is sustained. The Board's Student Scholarship is a prestigious acknowledgement and support for an incoming student, and the Board values continuing this scholarship.

The ad hoc Board Fundraising Committee recommended to the Board that an annual commitment of \$500.00 from each external board member would be expected for the duration of their term on the Board. This commitment could be provided through ticket purchases for the University's annual Feast of St. Jerome or other annual donations.

The Board discussed the equity of stipulating the same amount of financial contribution from each external Board Member. The Board reached a consensus to formalize the commitment expectation for external Board Members without requiring a specific sum of donation. Recruitment material for external Board Members will be updated to reflect this expectation.

The Board's Student Scholarship Fund is currently approximately \$1000 less the required amount to disburse a scholarship for the 2019/2020 Academic Year. If the fund is able to reach the required disbursement amount where a scholarship commitment can be made to an eligible student, the President will work with the Student Affairs department to confirm the eligibility criteria and award process.

Motion: To approve the recommendations of the Board Fundraising Ad Hoc Committee in development of a sustainable solution to the maintenance of the Board's Student Scholarship Fund.

Moved: F. Boerboom, **Seconded:** J. Arnou, **Not Carried.**

Amended Motion: It is expected that external Member of the Board of Governors make an annual financial commitment in the form of a donation to the University to support the Board of Governors' Student Scholarship Fund.

Moved: T. MacKinnon, **Seconded:** C. Roehrig, **Carried.**

9. Financial Update and Forecast

The financial update and forecast was presented and reviewed.

It is anticipated that the University will achieve its budget forecasts by the end of the fiscal year. No substantial changes to the projected expenses are foreseen.

Motion: To receive for information, the financial update and forecast as of February 28, 2019 for the 2018/2019 fiscal year.

Moved: E. Doyle, **Seconded:** F. Boerboom, **Carried.**

10. 2019/2020 Proposed Operating Budget

The Interim Vice President, Administration presented the revenue and expense structure of the proposed operating budget for the upcoming fiscal year, that would be effective May 1, 2019. At their May 19, 2019 meeting, the Finance and Audit Committees reviewed this proposed operating budget in significant detail.

Highlights of the operating budget presentation include:

- The University's operating budget is developed through extensive collaboration between all areas of the University to align monetary resources with the mission and vision of the institution.
- Conservative assumptions were utilized to build the budget due to the number of variables of that present the risk of shifts to the budget, such as decreases in provincial funding of grants and tuition, anticipated funds from the University of Waterloo through the Equity Agreement and international tuition allocation, and changes in the University of Waterloo's service fee.
- Departmental budgets were established to focus on the delivery of core activities that serve students and realize the strategic plans of the University. Changes to expenses were done at no cost to the value delivered to students and with no reduction in personnel.
- Ancillary activities and revenue diversification are integral to the long term sustainability of the budget structure. There is an anticipated increase in ancillary revenue for this upcoming fiscal as a result of expansion of the conference services provided throughout the Spring term, as well as a normal year over year increase in Residence Fees (in alignment with fee increases across campus).
- The University's 5 largest expense areas are: Salary and Benefits, the Administration Fee paid to the University of Waterloo for support services, Food Services, Interest, and Externally Contracted Services.

The Board discussed the potential of developing a committee on fundraising to explore how fundraising activities can further support the long-term financial sustainability of the University.

The Board agreed that it is important for the University to maintain awareness, and participate where possible, in government policy as it relates to investment in public higher education.

The Finance and Audit Committees acknowledge the substantial work of the Interim Vice President, the Director, Finance and Accounting, the Finance and Accounting Team, and department leaders in developing a strong budget in light of numerous constraints.

Motion: To approve the operating budget for the 2019/2020 fiscal year as presented to the Finance and Audit Committees.

Moved: E. Doyle, **Seconded:** K. Smidt, 1 opposed, **Carried.**

11. **2019/2020 Proposed Capital Budget**

The Interim Vice President, Administration presented the proposed 2019/2020 capital budget. The budget contains an allocation of funds from the operating budget to build up the capital fund to allow the University to invest in long term capital projects. Additionally, the Investment Managers are managing the investment portfolio accordingly. The Investment Managers are projecting that

the portfolio will be on track to provide investment revenue for planned capital projects, specifically the Library Renewal Project.

The other planned capital projects reflect facilities and IT upgrades that advance the University's operations through both physical and technological infrastructures.

Motion: To approve the capital budget for the 2019/2020 fiscal year as presented to the Finance and Audit Committees.

Moved: O. Campbell, **Seconded:** E. Doyle, **Carried.**

12. New Business

The President announced that the Interim Vice President, Administration, Scott Keys, has rendered his resignation, effective mid April 2019. The University will embark on a recruitment and hiring process to fulfill the leadership position within the University Operations area.

Motion: To adjourn Open Session and move into Confidential Session.

Moved: O. Campbell, **Seconded:** J. Arnou, **Carried.**

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April 4, 2019

Mary Ellen Cullen
Board Chair