OUR MISSION
Conrad Grebel University College is an Anabaptist-inspired liberal arts college affiliated with the world-class University of Waterloo. Our mission is “to seek wisdom, nurture faith and pursue justice and peace in service to church and society.”

OUR VISION
In the next five years we envision “extending the Grebel table.” We do so in the spirit of the round table and our all college Community Suppers first envisioned by founding president, Winfield Fretz. We will focus on community building through innovative and collaborative goals that engage our growing constituencies, elevate our distinctive programs, enhance our facilities and campus presence, and enrich people and positions. These four priorities and more than a dozen initiatives constitute the strategic visioning “placemat” to “set the table” for our next five years.

OUR PROFILE
16 full-time academics; 32 part-time instructors; 52 staff; 3476 undergraduate course enrolment; 255 graduate course enrolment; 534 Conflict Management certificate participants; 337 students in residence; 4,485 alumni in 34 countries; founded in 1963; colours: red & black; tagline: “Challenging Mind and Spirit”

OUR REQUEST
Support us by learning more about the strategic plan or sharing your ideas about Grebel’s direction. Attend a lecture. Bring your children to check out the Grebel residence. Attend an alumni event. Enjoy a concert. View some art. Watch a play. Become a student again. Include Grebel in your charitable giving to make a real impact. sschultzhuxman@uwaterloo.ca; fwmartin@uwaterloo.ca

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President’s Report:

“What does Grebel do for an encore?” our student council president asked at the beginning of the 2014 academic year. Last year was a very big year. We celebrated our 50th anniversary by hosting 50 events. At the same time, we were in the midst of major construction on our 25,000 square foot, 4-storey, academic building project. Amidst the noise, closures, detours, and portable classrooms, we adopted the anthem “embrace the chaos” and smiled because we remained on budget. That we raised $6.3 million from the Next Chapter Campaign to fund it was a fabulous testament to our generous donor base and allowed us to significantly reduce our projected carrying costs.

The answer to that good question as you’ll hear from many voices in this year’s annual report starts with a trifecta of achievements for Conrad Grebel University College:

1. We breathed life into our beautiful new academic spaces distinguished by floor to ceiling windows, gently rounded corners, and striking vistas. Our new building has significantly elevated our capacity to deliver quality programs to our many growing constituencies. Many of you reading this annual report stepped up in such extraordinarily generous ways to help us realize our dreams. Winston Churchill once said: “We shape our buildings and then our buildings shape us.” That synergy happened at Grebel this year. We are finding new places to gather over 4 floors. We are exploring new ways to engage our over two dozen new “neighbors” in the Mennonite Savings and Credit Union Centre for Peace Advancement on the 4th floor. The “CPA,” as we sometimes call it, officially opened in September with 250 people from the larger community joining us for a reception and festive program. We are congregating more frequently to study, research and view exhibits in the inviting and greatly expanded Milton Good Library, the state-of-the-art Mennonite Archives of Ontario, and the new Grebel Gallery. We are engaged in new ways to lead classes, host receptions and greet the public in brightly lit workspaces, enlarged atrium, new classrooms, practice and rehearsal rooms, and multi-purpose seminar and community education rooms.
We hired exceptional people. We began by creating two new “pioneering” faculty positions in the departments of Music and Peace and Conflict Studies and successfully filled them with top-notch, highly sought after experts in important emerging fields. Dr. Maisie Sum (Ph.D. University of British Columbia) comes to us with award-winning research and performance expertise in Global Music and Dr. Jennifer Ball (Ph.D. Guelph) comes to us with an exceptional teaching record and professional expertise in rural planning and women’s empowerment as it relates to Peace and Conflict Studies around the globe. These hires continue our half-decade trajectory to remake the full-time faculty/academic teaching complement at Grebel in the wake of many retirements and the growth of new College endeavors. We have made 10 new academic hires in the past 4 years! All total we welcomed 14 new faculty and staff for 2014-2015, including Dean and Associate Professor of Religious Studies and Theology, Dr. Trevor Bechtel; Assistant Professor of Music Theory and Composition, Dr. Tim Corlis; Inaugural Director of the MSCU Centre for Peace Advancement, Dr. Paul Heidebrecht; Coordinator for the CPA, Michelle Jackett; Academic Advisors for MPACS and PACS, Kelly Brown and Rachel Reist. All three of these women hold master’s degrees in Peace Studies. Other key staff hires include: Jessica Scott in Recruitment and Conferencing, Dorothy Isaac, in Bookkeeping, Caleb and Michelle Jackett, Campus Hosts for Student Services, Devon Grainger in Custodial staff, and Chris Brnjas, (MTS) Interim Chaplain. We have been blessed with outstanding new faculty and staff to help carry out the distinctive and compelling mission of the College!

We completed a new strategic plan that envisions an exciting and bold direction for the next 5 years. The Board ratified plan supports our mission “to seek wisdom, nurture faith and pursue justice and peace in service to church and society.” It also capitalizes upon our core value of community building. We call the new plan: “Extending the Grebel Table: Strategic Visioning 2015-2020” and conveniently designed it as a “placemat.” (See page 4.)

In late fall, our commissioned research in the strategic planning process revealed an overriding conclusion: Grebel’s identity (or brand) is very positively aligned with building community, promoting peace, and modeling a life of service. A chorus of voices from telephone and in-person interviews with students, staff, alums, donors, community and church leaders led our strategy team to conclude: “Grebel must leverage this remarkable relational gift inside and outside the classroom.” In a competitive educational milieu, Conrad Grebel “stands out as a place you want to be” for acceptance, challenge, and authentic community.

By March of this year, after several all-college conversations and strong Board engagement, the fruition of our planning process yielded “Extending the Grebel Table” to build on the Mennonite heritage of food and fellowship. The imagery captures the spirit of the round tables in our dining hall and weekly community suppers first envisioned by founding president J. Winfield Fretz that continue to mark the Grebel experience today.

The “menu” has not only been prepared, but we are already “setting the table” and “inviting the guests” to advance more than a dozen initiatives that support 4 “legs of the table”: Engaging Growing Constituencies, Elevating Distinctive Programs, Enriching People and Positions; Enhancing Facilities and Campus Presence.

To organize this year’s Annual Report, we employ the University of Waterloo’s strategic plan priorities (and its visual symbol legend, see page 5.) These 8 Waterloo initiatives were ratified one year prior to our strategic plan. As a small, but vital, affiliate liberal arts college to Canada’s top comprehensive research university, Conrad Grebel interfaces intentionally with these Waterloo initiatives.
As we aspire to make our community more welcoming—to add a few “leaves” to the “Grebel table”—we support our mission and concomitantly support the University of Waterloo’s commitment to a “sound value system.”

This year, our “sound value system” was evident in a myriad of ways. Here are several to savor:

**Fiscal Stewardship.** We live in healthy fiscal times with exceptional staff “minding the store.” We balanced the budget for the 18th year in a row; surpassed the annual fund goal by $20,000 with $346,767 in hand by April 30; awarded a record amount of student scholarship aid ($380,000); continued to collect over $800,000 on our pledges for the Next Chapter Campaign; recorded a modest surplus above budget ($98,000) that we placed in capital reserves; and received a clean audit from Graham Mathew Professional Corporation.

**Gratitude for Vibrant Community.** We heard a common theme from students, faculty, alumni, parents, and other guests this year at Commencement, Convocation, community suppers, chapels, move-in day, and the all-college retreat. It goes something like this: An empowering and intimate place (Grebel) and exceptional and caring people (teachers, mentors, friends) matter a whole lot in the pursuit of excellence in elite programs (at Waterloo). Students said “Thank you, Grebel,” many times over as they walked across the stage at convocation. Our distinguished alum said: “Grebel allowed me to reach the highest levels of teaching peace at the pentagon.” Distinguished guests said: “Grebel is the peace college—we want to invest in you!” Parents said: “This is my third child I’m entrusting to the good people at Grebel.”

**Honoring People who make a Difference.** We celebrated with students who won contests. The Grebel team of Jono Cullar, Anneke Pries-Klassen, Elliott Parke and Sarah Steiner won the MEDA Business Case Competition in Winnipeg, Manitoba in November. Matt Steinman and Michael Born won an all-expense paid trip to NYC for winning first prize in the youth video contest sponsored by the United Nations for their rap piece: “Deepening Community.” Kenny Hildebrand won the C. Henry Smith Oratorical Contest at Grebel for his speech on “Peace and Disability in the Church.” Marina Gallagher (B. A. Music) was named the top academic student in the Faculty of Arts at UW Convocation in June. We recognized 7 staff who have reached milestones in dedicated service, two of them for 20 (Carol Lichti) and 25 (Cheri Otterbein) years of service. We honored a faculty member who won a distinguished research award (Maisie Sum) for the most significant article in ethnomusicology published in 2014 and an alum (Dr. Lisa Schirch, class of `90), a research professor of PACS at Eastern Mennonite University, who received Grebel’s distinguished service award.

Find out more specifically “what’s cookin’” in each of the major areas of the College. And help us launch our next half-century as we “Extend the Grebel Table” to you and many others in our expanding Grebel constituency. Pull up a chair! Bon Appétit!
**ENGAGING GROWING CONSTITUENCIES**

**SPECIFIC INITIATIVES**
- Develop new targeted and cohesive recruitment measures for multiple constituency engagement
- Increase and enhance integration between new and existing constituencies
- Seize as may arise constituency initiatives that engage the vision

**SUCCESS INDICATORS**
- Execute plan to integrate residential/academic program milestones and outcomes identified
- Three new active partnerships (one global)
- Recruitment and public relations plan with specific targets and deliverables

**VALUES SUPPORTED**
- Responsible Citizenship, Global
- Engagement, Faith Formation

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**ENRICHING PEOPLE AND POSITIONS**

**SPECIFIC INITIATIVES**
- Consolidate Continuing Education programming
- Enrich the practical theology stream of TS
- Establish new academic partnerships (outside of Arts)
- Offer a theological studies certificate
- Develop proposal to become designated as a Rotarian International Peace Centre
- Launch feasibility study for a PhD in PACS
- Seize as may arise distinctive program initiatives that elevate the vision

**SUCCESS INDICATORS**
- Three to four specific new academic programs established or development underway
- Broader constituent engagement plan in place
- Faculty retention and recognition plan in place
- Employee plan in place for building community and developing a shared identity
- More robust grant and collaborative research work

**VALUES SUPPORTED**
- Scholarly Excellence, Global
- Engagement, Inspired Teaching

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**ELEVATING DISTINCTIVE PROGRAMS**

**SPECIFIC INITIATIVES**
- Expand CPA Networks
- Cultivate new partnerships with other agencies
- Promote and publicize new collaborative research activities
- Name a Fretz Mennonite Studies Professorship or Fellow
- Refresh Policy and Governance to further align with UWaterloo
- Seize as may arise positions and people initiatives that enrich the vision

**SUCCESS INDICATORS**
- Dining hall and kitchen improvements complete
- Improved spaces fully utilized and integrated into college life
- Business case and decision on multi-purpose space complete
- Launch a feasibility study to build a new multi-purpose music performance space

**VALUES SUPPORTED**
- Stewardship of Creation, Global Engagement, Creativity

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**EXTENDING THE GREBEL TABLE**

Strategic Visioning 2015-2020

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**VALUES SUPPORTED**
- Responsible Citizenship, Global Engagement, Faith Formation

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**VALUES SUPPORTED**
- Scholarly Excellence, Global Engagement, Inspired Teaching

---

**VALUES SUPPORTED**
- Stewardship of Creation, Global Engagement, Creativity

---

**VALUES SUPPORTED**
- Responsible Citizenship, Global Engagement, Faith Formation
ENHANCING FACILITIES AND CAMPUS PRESENCE

SPECIFIC INITIATIVES

- Redesign and improve the dining hall and kitchen
- Seize as may arise facilities initiatives that enhance the vision
- Launch a feasibility study to build a new multi-purpose music performance space
- Robust employer-employee relationship
- Sound value system
- Transformational research
- Uniquely entrepreneurial university
- Experiential education for all
- Global prominence & internationalization
- Outstanding academic programming
- Vibrant student experience

A Message from the Board of Governors Chair

Conrad Grebel University College continues to be a forward-looking place for authentic community building and superior education.

The Grebel Board of Governors completed its strategic planning process, and the College has embarked on a five year journey called “Extending the Grebel Table.” One way in which the College has already started to extend the table was the opening of the MSCU Centre for Peace Advancement. The Centre has been a wonderful catalyst for the College and broader peace initiatives.

We extended a second term for our President, Susan Schultz Huxman. She is well equipped to lead us in the process of starting and completing many parts of the strategic plan. We hired two “new” faculty, Maisie Sum in Global Music and Jennifer Ball in PACS, and these hires will extend our mission to the university and to the world.

Finally, we say thank you to three board members who served the College. Susan Taves was board chair for two years, and Scott Beech and Lynn Yantzi served on the on Finance Committee and were integral voices in the building process.

The College is in a good financial position to go forward with its strategic plan, and the future is bright with many opportunities to extend the Grebel table and whole Grebel house to the university and beyond.

Shalom and strength,
Fred Redekop, Board Chair

2014-15 Board of Governors

Geraldine Balzer, (At Large), Saskatoon, SK
James Barber, (Secretary), (MCEC), Markham, ON
Scott Beech, (At Large), Waterloo, ON
Katie Cowie-Redekopp, (Alumni Rep), Kitchener, ON
Lowell Ewert, (Faculty Rep), Waterloo, ON
Ted Giesbrecht, (MCEC), Waterloo, ON
Susan Schultz Huxman, (President), Waterloo, ON
Steve Manske, (MCEC), Waterloo, ON
Lynn McRuer, (At Large), Drumbo, ON
Shelley Martin, (MCEC), Elmira, ON
Kenny Hildebrand, (Student Rep), Conrad Grebel University College
Fred Redekop, (Chair), (MCEC), Floradale, ON
Carol Ringer, (MCEC), Toronto, ON
Clare Schlegel, (Treasurer), (MCEC), Shakespeare, ON
Susan Taves, (Vice Chair), (At Large), Heidelberg, ON
Vic Winter, (MCEC), Leamington, ON
Lynn Yantzi, (MCEC), New Hamburg, ON

September 2014 Annual General Meeting
Excerpts from President’s Address
at the Opening Celebration of MSCU
Centre for Peace Advancement, Conrad
Grebel University College

Sept 21, 2014

Today is a day to Celebrate!

We at Grebel are celebrating the fruits of our labour—the blooming of a new place to incubate peace!

The MSCU Centre for Peace Advancement—covering the entire 4th floor of this new academic expansion building—was a significant component of “The Next Chapter Campaign”—a nearly 9 million dollar capital campaign for Library & Archives, Music, Community Education Rooms, academic classrooms, and this new welcoming front entrance.

Our theme for the campaign—“from our past will come our future” was drawn from a “hymn of promise” written by Natalie Sleeth. The first verse is worth recalling today:

“In the bulb there is a flower,
In the seed an apple tree.
In cocoons, a hidden promise;
Butterflies will soon be free.
In the cold and snow of winter,
There’s a spring that waits to be,
Unrevealed until its season,
There is a flower yet to be.”

So, today, like the hymn that inspired our campaign, we celebrate the blooming of this peace place—its season now revealed! We stand together as branches and leaves of one tree with one root in our singular mission “to seek wisdom, nurture faith and pursue justice and peace in service to church and society.”

Today is a day to say Thank You!

We would not be here were it not for some real visionaries with conviction & capital!

We start with the MSCU, Brent Zordrager, CEO, and his executive team, who came to us in late summer of 2011 and said: “Bring us a proposal to extend the good work you are already doing to teach peace in our world today.” By November, we were able to call a press conference for a gift announcement—many of you were here—the Atrium was full. We announced the single, largest gift the College has received in its history: $1 million dollars from MSCU to create the Centre for Peace Advancement—an entire 4th floor—all 6,000 square feet—devoted to “cutting edge” ideas about advancing peace in our world today.

Thanks also to many other Centre for Peace Advancement donors who quickly stepped up to make up the difference to equip a state of the art centre:

A bow-tie gala fundraiser to honor the first president of Conrad Grebel and the co-founder of the MSCU, Winfield Fretz, yielded $56,000 to create the “Fretz Seminar Room.”

A mini-campaign to honor the second president of Conrad Grebel, Frank Epp, who started the Peace and Conflict Studies program at Grebel and helped envision and name “Project Ploughshares,” yielded $79,000 to create the “Frank & Helen Epp Peace Incubator” space.

A gift from Jim Tiessen & Karen Thiessen, Grebel alums and Arts promoters, yielded $50,000 to create “The Grebel Gallery.”

A fundraising campaign coordinated by Project Ploughshares, Ernie Regehr, yielded $35,000 for “The Ernie & Nancy Regehr Meeting room.”

In addition to these named spaces, we had donors step up for very generous general giving to the Centre for Peace Advancement. As one donor said: “Here is a check for your new Peace Centre; use it wherever you see fit.” (Those are great letters!) Overall, donors added $560,000 to the $1 M gift from MSCU to build this fabulous space on the 4th floor.

What generosity of giving! Our cup runneth over!

Today is also a day to Remember.

To remember that there are substantial reasons that a peace centre makes sense at Conrad Grebel University College and substantial reasons why a financial institution tied to the Mennonite Church would want to invest in us. Grebel pioneered peace studies in higher education in Canada. We are still the largest peace program in the country. The MSCU is not just any bank, it is a savings and credit union founded by Mennonites in 1964. One of its founders was the first president of Grebel, Winfield Fretz. The MSCU principles of “mutual aid” and “community building” are values that we hold dear at Grebel too. The MSCU invests in Social Responsibility Funds that yield dividends to be reinvested in nonprofits that share the banks’ stewardship and social justice values.

And finally Today is a day to START!

To start investing in an innovative form of peace education, an interdisciplinary kind of peace research, and an incubator-style of peace practice.

After decades of working to help ease pain and suffering and conflict in Calcutta, Mother Teresa said we tend to over-complicate peacemaking. More directly, she said: “If we have no peace, it is simply because we have forgotten that we belong to each other.”

We can say we believe in peace all we want and yet if we do nothing to act on peace, to advance peace in our relationships, in our homes, in our schools, in our community, in our country and in our world, well, then “we have forgotten that we belong to each other.” We are nothing but a “clanging gong”—or as our students might say: we are simply irrelevant!

That is not our path to peace! So today we START. We invite you to become peace partners with us in a whole new community engaged educational venture to advance peace.
In its first year of operation, reports its inaugural director, Paul Heidebrecht, the MSCU Centre for Peace Advancement passionately committed itself to “extend the Grebel table” to many engaged and growing constituencies. Our vision is to attract peace innovators and be a state of the art hub for peacemaking. As a critical social innovation space on “this side of the creek,” we strive to complement the prestigious and nationally recognized technological innovation of the University of Waterloo.

Neither “fish nor foul,” the Centre for Peace Advancement defies traditional academic categorization. The mission of the CPA is to build connections with new communities beyond Grebel; new connections within the University of Waterloo; new connections across Westmount Road with people in the Kitchener-Waterloo area; new connections within the peace building sector across Canada; and new connections with partners across oceans.

The CPA has been birthed as a new kind of community within a community, bringing over two dozen people to Grebel every day. Staff from established and emerging peace-related initiatives can now be found in Grebel’s halls, meeting rooms, and dining room along with students, staff and faculty. Michelle Jackett was recruited to serve as the inaugural CPA Coordinator.

The CPA is committed to 3 priorities around research, training and community engagement. Find a complete description of the CPA activities at uwaterloo.ca/centre-peace-advancement

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<th>Priority</th>
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<td>Training</td>
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<td>Community Engagement</td>
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Collaborative peace artwork assembled by PACS student Kassia Kooy at the CPA’s opening celebration.
GLOBAL PROMINENCE & INTERNATIONALIZATION
Internationalization offers the diversity of experience and insight that is vital to answering the world’s most pressing questions.

Spotlight on Innovation and Integration

Another way to measure the success of the MSCU Center for Peace Advancement in its first year is to examine the interface with other departments at Grebel, particularly in our joint efforts to enrich global engagement in the College. True to the raison d’être of a centre, our peace centre functions as a grand connector in bringing various units of the College together to “advance expansive and innovative understandings and practices of peace locally and globally by promoting collaboration.”

CPA + Peace and Conflict Studies
The CPA co-sponsored a public talk by Ziauddin Yousafzai, Malala’s father, in November entitled: “Teaching Peace in the Face of Danger.” The special event filled the University of Waterloo’s Theatre of the Arts. Seven months later, we hosted Ziauddin and a large contingent of international educators and business people. This time we gathered to launch the Global Peace Centre Canada, a member of the Centre’s Epp Incubator program. Lowell Ewert, Director of PACS, was Grebel’s leading ambassador in arranging this historic connection. Our Grebel Gallery was filled with supporters from across the peace and justice sector. An MPACS graduate, Jahan Zeb, friend of the Yousafzai family, became one of the lead visionaries for this innovative and global partnership.

CPA + Certificate in Conflict Management
The CPA collaborated with our Conflict Management Certificate Program in peace to resource a six week conflict management course for the South Sudanese community of K-W. The course, framed around the successful certificate program offerings administered by Sue Baker, and drawing on the support and connections of Project Ploughshares, MCC, and First Mennonite Church in Kitchener, built the capacity of 25 participants of diverse ages and ethnic backgrounds. This educational experience helped address tensions in the community resulting from recent violence in their home country.

CPA + Development
We celebrated the launch of a full scholarship for a female student from an area of conflict to study at Grebel in MPACS. The Global Peace Centre Canada and the Women’s Executive Network (WXN) in Toronto provided the funds to allow this to happen! This collaborative initiative to empower an international female student also contributes importantly to the University of Waterloo “HeForShe Campaign.” Waterloo was the only Canadian university selected by the United Nations to be a world leader in gender equality on university campuses. Director of Development, Fred W. Martin was start-up manager for the CPA, and coordinated this effort.
CPA + Theology
With an undergraduate degree from Waterloo in Engineering and a Ph.D. from Marquette (Wisconsin) in Theology, the Centre’s inaugural director, Paul Heidebrecht, brings innovative academic expertise to the study of peace and faith practices. He is author of Beyond the Cutting Edge? Yoder, Technology, and the Practices of the Church (2014). He is also keen to nurture ecumenical connections, and was invited to participate in a “listening for the future” panel at the Canadian Council of Churches 70th Anniversary Assembly in Mississauga, Ontario in November.

CPA + Music
At the official opening of the MSCU Centre for Peace Advancement in September, we featured the intersection of global music and peace in a program called “Let’s Advance Peace Together!” The Grebel Gamelan, under the direction of Maisie Sum, performed peace and community building and global engagement. Her musical ensemble composed of Waterloo music students invited children and adults of all ages to join in learning and playing this unusual and beautiful Indonesian instrument.

CPA + Mennonite Studies
The Grebel Gallery featured “Taking Community from the Farm to the World,” an exhibit that showcased the iconic Mennonite photography of David L. Hunsberger. The CPA partnered with the Hunsberger family, Grebel archivist, Laureen Harder-Gissing, the Mennonite Archives of Ontario, and the Institute of Anabaptist Mennonite Studies in curating this exhibit. This exhibit has drawn individuals and groups from the community to Grebel on a weekly basis. It came on the heels of another popular exhibit, facilitated by Grebel History Professor, Marlene Epp, and housed in the Centre’s Grebel Gallery entitled: “Along the Road to Freedom: Mennonite Women of Courage & Faith.” The traveling exhibit featured 22 paintings by Winnipeg artist Ray Dirks. In words and images, the exhibit told the story of women and their families who fled the Soviet Union in the decade after the Russian Revolution and during World War II.
Teaching is at the heart of what we do at Grebel. We added a number of courses to the Grebel menu this year. All faculty teach 5 courses a year in their areas of specialty (See the title of one of those courses each faculty teaches under photo bio on page 15.) We are fortunate to have Grebel academics beyond the regular faculty complement the teaching mission for us. Paul Heidebrecht taught Advocating for Peace. Susan Schultz Huxman taught Leadership and Crisis Communication. Michelle Jackett taught Restorative Justice. Sessional faculty add important themes to the teaching we do at Grebel as well, giving our programs a breadth beyond what our small faculty could provide. Examples include courses such as Disability and Peace taught by Lowell Ewert and Maria Truchan-Tataryn, Peace Through Tourism taught by Ryan Snider, Soundtracks: Music in Film taught by Simon Wood, Land and Place as Foundations for Peace taught by Geraldine Balzer and Preaching taught by Allan Rudy-Froese. These instructors often have multiple connections to Grebel. We taught more than 120 courses to 3,476 students, directed and served on doctoral and master’s thesis committees, led music ensembles, internships, practicums and much more.

Across higher education, enrolment and registration in the arts and humanities is falling dramatically. There are a variety of reasons for this, including challenges of demographics with fewer young people to enrol and perceived program relevance in a context of increasing professionalization. Grebel is very well positioned to weather this storm given our partnership to the University of Waterloo and a diversified menu of options across both graduate and undergraduate levels. Waterloo merits its reputation as Canada’s most innovative university and although Arts enrolment is a big part of what happens at Waterloo, success in Engineering and Math counters declines in Arts and allows the university as a whole to continue to thrive. Grebel accesses multiple revenue streams through our different offerings. This gives us a stability that is enviable in the current higher education landscape. Nonetheless we will need to be diligent in recognizing academic challenges and in keeping our offerings fresh and attractive. In the 2014-2015 year we gained enrolments in PACS and both graduate programs while we lost enrolments in Music, History, Religious Studies, and Sociology. In total, we were down 288 enrolments from last year. As part of an Arts faculty wide effort, we have standardized our Music and PACS undergraduate offerings in ways that we hope accomplish stable and viable course offerings. These plans will not be fully put into place for another year, but they should further position Grebel for success.

**Academic**

Grebel’s faculty set a fresh, diverse and engaging table for a wide variety of guests.
New Faculty

In 2013, Grebel hired Maisie Sum to a two year contract to explore the possibility of bringing a global music ethnomusicologist into our Music department. Maisie has had a very impressive two years at Grebel, contributing to our community and constituency especially through the Grebel Gamelan as it has come to be known, and winning the Jaap Kunst prize for the best article in ethnomusicology in 2014. This award is typically reserved for a senior scholar at the peak of the career. This year, at the end of her contract, we again ran an international search for a position in Global Music; and through a competitive process Sum was hired.

This year we also conducted an international search for a new faculty member in Peace and Conflict Studies. Jennifer Ball has been a sessional instructor and conflict management trainer at Grebel over the last number of years; she is a PACS graduate. She has had experience managing a business (Ten Thousand Villages), consulting with a variety of civil society organizations both locally and internationally, as well as working as a planner for Huron County. She has demonstrated expertise in inter-group and interpersonal peacebuilding in both global and local settings. She has strong professional networks internationally and locally.

Special Academic Events of the Year

Rob Zacharias, Banting post-doctoral fellow in the Department of English at the University of Waterloo, reprised a Mennonite Author series that built on a previous successful series held in 2012. “Mennonite’s Writing 2014-2015,” was a seven session reading series showcasing new work by some of the most prominent authors in the field, including Rudy Wiebe, Jeff Gundy, Miriam Toews, Patrick Friesen, Di Brandt, David Bergen, and Carrie Snyder. The authors offered a combined reading/commentary meant to take the audience on a journey that traced how the writer’s Mennonite heritage contributed to shaping his or her literary sensibility. Each of these authors read from newly published work and was interviewed by Rob Zacharias before a time of audience questions. The series intersected with a variety of other events at Grebel including book launches, our community supper, and the Bechtel Lectures. This year’s Bechtel Lecturer was Jeff Gundy of Bluffton University in Ohio. A key writer in the growing field of “theo-poetics” and an established figure in Mennonite studies, Gundy’s new book, Circling Defiance, extends his ongoing exploration of human nature and the natural world in his signature mix of humour and insight. Gundy engaged in a rich theo-poetics of doubt on one evening and read from his poetry, new and old, on the other.
‘Seeking Peace as the End of Lament’ was the theme of this year’s Eby Lecture by Grebel’s Derek Suderman, Associate Professor of Religion. Derek challenged us to recognize the ways that, “lament psalms confront Christian communities with contemporary brokenness and pain, challenging them to attend to such cries as calls to seek shalom.”

The Sawatsky Visiting Scholar in 2015 was Rob Johnstone, professor of theology and culture at Fuller Seminary, a pioneer in theology and film and the author or editor of 15 books. His lecture was entitled, “If you have Eyes to See: God’s ‘Presence’ at the Movies.” The first Sawatsky Lecture to be held in the new Schlegel Community Education Room, Johnstone’s lecture featured numerous video clips. While at Grebel he visited classes, spoke at a community supper on Darren Aronofsky’s “Noah” and resourced a Faculty Forum which followed up on his Lecture.

Convocation

In April, we celebrated crowning achievements of a record number of graduating students at Convocation. We held the ceremony for the first time at the larger Humanities Theatre on the campus of Waterloo to accommodate our record high 640 audience members. We honoured 130 undergraduate students and 28 graduate students. 98 students from all UW programs were present and robed for the occasion. 17 Grebel staff composed the Convocation Team led by Carol Lichti from the President’s Office. This team planned and executed the most important event of the year. A beautiful reception of great Grebel food and music greeted families, friends, distinguished guests, and graduates back at the Grebel dining hall and patio. The dual places for convocation celebrate our unique academic model. That we hold the ceremony on the campus of the University of Waterloo and the reception “across the creek” at Grebel, presents a wonderful organic metaphor that “bridges mind and spirit,” art and science, the big specialized spaces and the small liberal arts place. Cheryl Pauls, the President of Canadian Mennonite University, provided the convocation address: “Somewhere in the Middle” complete with a fugue on the piano. Jono Cullar (International Development & PACS) was the undergraduate valedictorian and Alvis Pettker (Theological Studies) was the graduate valedictorian. Marina Gallagher (Music) was honoured in June at the University of Waterloo Faculty of Arts convocation as the top academic student (GPA) in Arts at the University of Waterloo. Johnny Wideman, (B. A. English `09) executive director of “Theatre of the Beat” was announced as next year’s Distinguished Alumni Service Award winner at Grebel.
The Anabaptist Learning Workshop

Professors in the Theological Studies program have long wanted to extend their offerings beyond regular undergraduate and graduate teaching at the University of Waterloo, and have long thought that a certificate program could be a good way of doing this. This year, in close collaboration with Mennonite Church Eastern Canada and under the leadership of Matthew Bailey-Dick, we have been cooking up what has become the Anabaptist Learning Workshop (ALW). The mission of this program is to advance a culture of collaboration and lifelong learning within Anabaptist churches, to welcome people into non-formal learning experiences about current issues at the intersection of Christian faith and contemporary life, and to grant certificates to those who complete a series of core courses. The ALW will be housed at Grebel and will offer courses mostly off site in congregations and other contexts with the first new courses being offered in fall 2015. The ALW is one of the 15 initiatives of the new Grebel strategic plan.

Academic Activity Highlights

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books Published</td>
<td>4</td>
</tr>
<tr>
<td>Published Chapters in Books</td>
<td>5</td>
</tr>
<tr>
<td>Articles in Scholarly Journals</td>
<td>6</td>
</tr>
<tr>
<td>Articles in Periodicals</td>
<td>5</td>
</tr>
<tr>
<td>Book and Music Reviews</td>
<td>5</td>
</tr>
<tr>
<td>Music Compositions</td>
<td>5</td>
</tr>
<tr>
<td>Scholarly Presentations</td>
<td>15</td>
</tr>
<tr>
<td>Public Lectures</td>
<td>19</td>
</tr>
<tr>
<td>Concerts Directed or Performed</td>
<td>22</td>
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<tr>
<td>Sermons</td>
<td>28</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

Fast Facts from Academic Units

**Peace and Conflict Studies**

Enrolment remained strong despite the drop in the number of students in the Arts Faculty, with PACS courses enrolling 1,223, slightly more than the average in PACS courses over the past 6 year period. 14 undergraduate PACS students received $12,900 in awards. The MPACS program had a total of 31 students enrolled and $134,392 was distributed in awards to 29 recipients! The Conflict Management Certificate Program sponsored 34 workshops and enrolled 534. We received excellent local and national coverage for Ziauddin Yousafzai’s two visits to Grebel. PACS hosted many special events. One of these was an oral history project in August that was recorded with all the current and former directors of the PACS program (8) since 1977 invited to examine the program’s past, present, and future. Many guests were invited from the wider community as conversationalists as well. MPACS sponsored 12 “Thursday Peace Talks” with invited scholars from inside and outside the University of Waterloo. Changes to PACS staffing saw Kelly Brown hired as Administrative and Graduate Studies Coordinator and Rachel Reist as Undergraduate Academic and Administrative Office and Field Studies/Internship Coordinator. As PACS director, Lowell Ewert said, “What these accomplishments demonstrate is that PACS has set a table that is welcoming to a widely diverse set of guests.”

**Music**

While Music enrolments dropped from 1,844 to 1,637, recruitment and outreach grew with enhanced attention to open houses, choral days, audition days, and welcome lunches. We had a very successful year for concerts—1, 103 guests attended our noon hour, chamber and university choirs, jazz ensemble and gamelan ensembles combined! One of our faculty won a prestigious research award detailed earlier in the report (Maisie Sum); one of our students (Marina Gallagher) won the prestigious Governor General’s Academic Medal for the top Arts student at the University of Waterloo; Music professor, Mark Vuorinen, raised the profile of Grebel in the community by hosting a concert that raised $50,000 in support of Nepalese Earthquake relief with MCC.
Theological Studies

24 active graduate students comprise the cohort in Theological Studies this year. And our students were the recipients of $98,582 in scholarship monies! 11 students graduated this spring with a Grebel/UW conjoint degree in Theology. Our community engagement includes the Pastor’s Breakfast in the Fall (attendance 63), the MCEC School for Ministers in the Winter (attendance 91) and the Lebold Banquet to support pastoral training and theological education in the spring (attendance 133).

John Rempel, Director of our Toronto Mennonite Theological Centre (TMTC) retired in May after 3 wonderful years of mentoring, teaching and advising Ph.D. students in theology and religious studies at the Toronto School of Theology (TST). A reception in his honour on June 4th, 2015 drew 60 students, alumni, friends, and TST supporters.

Institute for Anabaptist and Mennonite Studies

In addition to the multiple exhibits and writing series that we sponsored that are mentioned elsewhere in this report, the Institute for Anabaptist and Mennonite Studies (IAMS) was pleased to host a book launch for Sam Steiner’s In Search of Promised Lands: A Religious History of Mennonites in Ontario in March. 100 people attended.

In addition, a special invite to 60 grade 7 and 8 students from Centre Peel Public School, mostly from conservative Mennonite backgrounds, visited Brubacher House and received mini-tutorials from Troy Osborne and Laureen Harder-Gissing on Mennonite History in October.

Library

With our new greatly expanded spaces, and archival holdings, the Milton Good Library and Mennonite Archives of Ontario hosted a record-breaking 1,457 visitors this past year! We also extended library hours to 7:00pm Monday to Thursday and 6:00pm on Friday. The Library hosted Grebel community events, including a snowflake making station in December for Christmas, the Grebel quilting project in January, and the Dean’s book launch in February. Media engagement with the CBC, the K-W Record, Woolwich Observer, the UW Daily Bulletin, and other outlets was also a central feature of the Grebel library outreach this year. This year was also the advent of MAID—Mennonite Archival Imaging Database. Grebel archivist, Laureen Harder-Gissing says: “I believe that MAID has done more than any other project to bring Canadian Mennonite archives together and has raised our collective profile in Mennonite communities and the general public enormously.”
Faculty Highlights


Jeremy Bergen published “The Holy Spirit and Lived Communion from the Perspective of International Bilateral Dialogues,” in the Journal of Ecumenical Studies and was invited to present “Settlement and Apology,” in a panel on Canada’s Truth and Reconciliation Commission at the Canadian Theological Society. Highlight course: Karl Barth’s Theology

Timothy Corlis had five compositions premiered including Heart Song of the White Wampum, by Beverly Johnston and Elektra Women's Choir, Immortality, premiered at Carnegie Hall, NY by the Elora Festival Singers and Creator of the Stars of Night, for Choir and Aboriginal Singers/Drummers at the Mennonite Central Committee Manitoba 50th Anniversary Celebration. Highlight course: Karl Barth's Theology

Lowell Ewert, in collaboration with former MPACS student Jahan Zeb, has been closely involved in the creation of Global Peace Centre Canada which grows out of the education and peacebuilding efforts of Malala and Ziauddin Yousafzai. He has been interviewed by the Record and CBC, and offered multiple presentations connected to this work. He also published “Teaching Peace as if it is Everyone’s Business,” in the Conrad Grebel Review. Highlight course: Peace is Everybody’s Business (with Paul Heidebrechter)


Laura Gray led the Music Department in the relaunch of Choral Day which brought 300 high school students to Grebel and the University of Waterloo and the first Music Symposium which brought distinguished performers and speakers. She preached at Wilmot Mennonite Church on “Faith Creativity and the Arts.” Highlight course: Opera

Ken Hull presented “James Edmund Jones, the Canadian Churchman, and the creation of The Book of Common Praise (1908),” to the Canadian Church Historical Society and was appointed Convenor of the Liturgical Music seminar for the North American Academy of Liturgy. He leads the Spiritus Ensemble which performs regularly. Highlight course: Worship and Music

Reina Neufeldt published “Doing good better: expanding the ethics of peacebuilding,” in International Peacekeeping and gave a workshop on “Learning from Peacebuilding: M&E for Peacebuilder Practitioners” to MCC Nigeria and the AWAAN network, in Jos, Nigeria. Highlight course: Music and Peace (with Maisie Sum)

Troy Osborne presented on “Mennonite Memories of the Dutch Revolt” at the Sixteenth Century Studies Conference and was awarded a University of Waterloo Learning Innovation and Teaching Enhancement (LITE) Seed Grant for “Improving Students’ Deep Learning of History through Collaborative Role-Immersion.” Highlight course: Who are the Mennonites


Mark Vuorinen brought the University of Waterloo Chamber Choir to two Mennonite churches and conducted the Grand Philharmonic Choir and the KW Symphony in Bach’s St. Matthew’s Passion. The GPC’s Songs for Nepal Benefit Concert raised $50,000 for MCC’s earthquake relief efforts in Nepal. Highlight course: Choral Music

Reina Neufeldt presented “Feast and Famine in the Memories of Mennonite Refugees,” in a panel on Borders & Memory: Reflections on the Work of Luisa Passerini, at the Berkshire Conference on Women’s History, at the University of Toronto and “Cooking Across Borders: Mennonite Women’s Recipe Writing” at Mennonite/s Writing VII at Fresno Pacific University. Highlight course: History of Peace Movements

for Peacebuilder Practitioners” to MCC Nigeria and the AWAAN network, in Jos, Nigeria. Highlight course: Music and Peace (with Maisie Sum)

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Student Services

At Grebel we love to eat together. The food is great and yes we are famous for our cookies and homemade bread. Yet more is at play during meal times than nourishing our bodies and satisfying our taste buds.

Grebel’s table traditions are unique on UW’s campus and are a sacred and fundamental feature to our common life. Students who live with us know they are committing to eat together, to fill the first empty chair at the table, to linger in conversation, and to make our Wednesday Community Suppers a priority amongst the demands of their academics. They know cell phones should be turned off and TVs do not adorn our dining room walls. Meal times are a time to be present with one another. They are a time to be patient, to listen, and to be thankful! Moreover, at the table we are stretched and we learn about the world – through the telling of our different stories, by asking questions and expressing opinions, listening to speakers, and being surprised and disturbed. At the table we feel like we are part of a community—that we belong! For those who make Grebel their UWaterloo home and for those of us who work and serve at Grebel, the table is a blessed place.

2014-15 was a wonderful year for our residence program, full of flavor, savory smells and the spice of life that comes with creative young adults living, studying and growing together. Returning students carried the Grebel torch and stepped into many leadership roles. They graciously extended the Grebel table and their hearts to a brand new cohort of Grebelites. David DeVries, a 4th year student in an end of the year community reflection stated, “I benefited from embracing my old friendships in one arm – tightly – and accepting new ones in the other.”
Who was sitting at our student services ‘table’ this year?  
There was a rich smorgasbord of students – take a look!  

Faith Blend

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<thead>
<tr>
<th>Mennonite</th>
<th>Evangelical</th>
<th>Mainline</th>
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<td>127</td>
<td>122</td>
<td>44</td>
<td>21</td>
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Number of Students

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<th>13-14</th>
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<td>315</td>
<td>305</td>
<td>332</td>
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Faculty Blend

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<th>Science</th>
<th>Math</th>
<th>Environment</th>
<th>Engineering</th>
<th>Arts</th>
<th>Applied Health</th>
<th>Sciences</th>
<th>Wilfrid Laurier</th>
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<td>43</td>
<td>31</td>
<td>38</td>
<td>74</td>
<td>105</td>
<td>45</td>
<td>1</td>
<td>1</td>
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</table>

Geographic Blend

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<th>5</th>
<th>6</th>
<th>3</th>
<th>4</th>
<th>301</th>
</tr>
</thead>
</table>

What were the menu ‘features’ in 2014-15?  
The Grebel community reads

Our goal was to have a shared intellectual experience, to build community, and to foster dialogue and critical engagement with ideas and themes that reflect the College’s mission. So, the Grebel Reads program planning committee, comprised of students, faculty and staff chose Indian Horse, by Richard Wagamese as our inaugural Grebel Reads book. 320 books were distributed amongst faculty, staff and students and everyone was asked to arrive in September with the book read – and most did! A variety of activities, including community supper speakers who spoke on the history of residential schools and the Truth and Reconciliation Commission of Canada, vibrant small group discussions at our annual all college retreat and over dessert in the warmth of faculty and staff homes, and a residential school visit occurred over fall and winter terms.

Chapel Table

Our ‘Chapel Table’ has been full and rich this past year, a place of spiritual growth, nurturing relationships and deepening vision of care for the world. We were blessed in this by solid exposition of the Letter of James from Prof. Alicia Batten, the deeply moving story of Ziauddin Yousafzai and his family as they dealt with sectarian violence in Afghanistan, and the mid-term anxiety decompression sermon by Copper, Pam Bartel’s pet Beagle. We reached out on main campus with the Chamber Choir to plan and participate in the UW Chaplains’ Inter-Faith Peace Prayers Service on November 11. When personal care and support is needed, the chaplain’s door is always open.
Grebel student refugee support
The College’s tradition of extending support to student refugees living at Grebel through our partnership with UW and World University Services of Canada (WUSC) was decidedly different in 2014/15. Both Mustafa Ilunga and Oswald Buhendwa were upper-year students. Both were somewhat acculturated to university life, Canadian climate, and national holidays. And both responded with a resounding ‘yes’ when asked if, in their second and third years of being in Canada, they still wanted the care of a Grebel student support committee. So, Mustafa, Oswald, various Grebel students and Pam Bartel (representing Student Services) met monthly to talk with each other. Topics included stereotypes, stigmas, dating, marriage, money, religion, ethics, gender issues, success, and much more.

Forming leaders
Extending the table happens in unique and surprising ways! Thanks to the financial support of Grebel and MEDA, Elliott Parke, Anneke Pries-Klassen, Jono Cullar, and Sarah Steiner (pictured l-r) traveled as student representatives of Grebel to the November MEDA conference in Winnipeg ready to participate in the business competition. Their ‘pitch’ fetched them first prize and they were given $400 to use as they’d like. Upon returning, they announced they would spend the money not on themselves, but by hosting an open MEDA mingle at a pub in downtown Waterloo with the intent to excite their peers about the work of MEDA. After hearing about their brilliant idea, MEDA added another $100 to the pot! The attendance was better than expected with almost 70 people stopping in throughout the night to mix and mingle with each other and MEDA employees.

Bridges program– serving and learning together
Reading Week 2015 saw 21 students and staff venture out on service-learning trips. One group went with Mennonite Disaster Service to Far Rockaway, NYC. The other group stayed local to explore poverty and homelessness in KW and called themselves, the “in my backyard” group. Students joined various community organizations in learning about poverty, homelessness, and how the KW community responds to these realities.
Move-In Day

Move-In Day was extra special this year because we opened our new welcoming circular front entrance, community education room and large Atrium to greet the class of 2014 and their families. The weather was fabulous. The theme of Orientation week was from the Wizard of Oz—you’re not in Kansas anymore!

Commencement

The theme of Commencement, our formal “beginning” fall event, was “Getting our Hands Dirty.” Our “act of community” was planting approximately 300 tulip bulbs in a new flowerbed created out front of the residence. President Susan Schultz Huxman reminded us whenever we “plant seeds” in our life we are positioned to commit acts of faithfulness and encouraged students to always “bloom where you are planted!” She told us the story of Milt Good, the first board chair at Conrad Grebel who believed a new Mennonite College could indeed “bloom” on the banks of the Laurelwood Creek and so helped spearhead the purchase of land to build Grebel—“the house that Milt built!” in the early 1960’s. Despite a long cold winter, most of the bulbs we planted bloomed beautifully at the start of Spring Term 2015.

Taste of Grebel

400 guests joined us for an Open House on a Saturday in October to sample Grebel food, activities, and mini-teaching units from our faculty. This annual event is the first time families and friends are officially invited back to campus to visit with their students since Move-In Day in September. The event is held in conjunction with the College Annual General Meeting and the Board of Governor’s meeting.

Student Council

I have been privileged to serve as Student Council President this past year.

Because last year was filled with celebrations around Grebel’s 50th anniversary and the new building, I was nervous that this year would not measure up. Well, it did! We had much to celebrate in the 51st year of Grebel. The community was enriched by a weekly student-run café, potlucks, resume information/critique sessions, talent shows, community-wide blood donations, holiday-themed activities, various movie nights, dances, Karaoke nights, a Grebel lip dub, and many volunteer opportunities.

This year we staged a student-led Grebel musical: Fiddler on the Roof. The cast and crew of nearly 100 were composed entirely of Grebel students. The small-town, religious storyline connected well with our own tight-knit community’s historic identity. We even netted $2,887 on the production.

This year our Grebel Residence worked hard with the Inter-College Council (ICC), a committee composed of staff and students from all 4 of the Affiliated and Federated Institutions of Waterloo (AFIW). We participated in several events throughout the school year: Halloween-themed event, dodge ball tournament, random act of kindness competition, ski trip, and trivia night. All this fun culminated in our #College Cup2015 Competition, a weekend-long competition between all 4 colleges. Though we did not win this final competition, the new initiative benefitted all who participated and left us with a greater appreciation for our brothers and sisters on this side of the creek.

Respectfully,
Kenny Hildebrand, Student Council President, 2014-15
The 2014-15 fiscal year ended with another year (18th in a row!) of balanced budgets and a modest surplus of $97,944 above budget.

Areas of growth during 2014-15 were both graduate programs, MPACS and MTS, as well as the MSCU CPA and Certificate Program. There were some “firsts” in 2014-15 that had an impact on the budget: the first year of operating the new building; the first full year of the MSCU CPA operations; and welcoming our two CPA staff and several partners.

The academic and residential programs both strive to provide award money to recruit and retain students. Every year the amount of student awards designated from the operating budget increases. This is a trend that will continue in future years. In addition to operating dollars, endowment earnings and donations also provide student awards. In 2014-15, over $380,000 in awards and bursaries were given to 181 students.

TENDING THE VINE
Creating and monitoring the budget, as well as ensuring Grebel is investing wisely, creates a strong and healthy college capable of bearing much fruit.

### Operating Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Undergrad tuition</td>
<td>30%</td>
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<tr>
<td>Undergrad Grant</td>
<td>22%</td>
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<tr>
<td>Residential program fees</td>
<td>21%</td>
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<tr>
<td>Other</td>
<td>9%</td>
</tr>
<tr>
<td>PACS Certificate</td>
<td>2%</td>
</tr>
<tr>
<td>Donations &amp; Endowment</td>
<td>1.5%</td>
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<tr>
<td>MTS &amp; TMTC</td>
<td>4%</td>
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<tr>
<td>MCEC</td>
<td>2%</td>
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### Operating Expense

<table>
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<tr>
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<tbody>
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</tr>
<tr>
<td>Other</td>
<td>6%</td>
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<tr>
<td>Physical Plant</td>
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</tr>
<tr>
<td>Administration</td>
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<tr>
<td>External Relations</td>
<td>6%</td>
</tr>
<tr>
<td>Food Services</td>
<td>12%</td>
</tr>
<tr>
<td>PACS &amp; Certificate</td>
<td>9%</td>
</tr>
<tr>
<td>Music</td>
<td>13%</td>
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<tr>
<td>General Undergrad</td>
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<tr>
<td>MTS &amp; TMTC</td>
<td>6%</td>
</tr>
<tr>
<td>CPA</td>
<td>1%</td>
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<tr>
<td>MPACS</td>
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</tbody>
</table>
Endowments are important to both programs and students and with 52% of endowments designated for specific student awards and 48% for College programs. The College endowment funds have experienced significant growth over the past few years and currently have a fair market value of $6.4M.

**Bookkeeping Assistance**

Rosella Leis, Grebel’s Accounting Assistant, retired in February after 15 ½ years of solid service. Dorothy Isaac has taken over that role and is learning quickly. She is a wonderful addition to the Grebel community.

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**Statement of Operations**

- **Academic revenue:** $5,281,295
- **Residential program revenue:** $1,778,771
- **Sale of Services:** $303,374
- **Donations:** $693,157
- **Investment income:** $446,786
- **Deferred contributions:** $532,553
- **Other revenue:** $167,177
- **Total revenue:** $9,203,113

- **Academic expenditures:** $5,080,013
- **Residential program expenditures:** $1,825,345
- **Awards and bursaries:** $313,980
- **Amortization:** $733,429
- **Other expenses:** $189,592
- **Total expenditures:** $8,211,479

**For the full audited financial statements visit uwaterloo.ca/grebel/annual-report**
Development, Alumni, & Communication

The role of development at Grebel can be described as preparing the table for a banquet. Sometimes this is literally our role with events. It is also a way to describe how we invite people to the table (recruitment and communication) and ask people to bring something to share (fundraising).

**Fundraising**

This was another banner year for fundraising at Grebel. The Next Chapter Campaign accounted for slightly more than half of the donations. We also had a strong annual Grebel Fund appeal and many other donations to restricted projects. Donations to endowments were not strong. (See table below for breakdown.)

Organizations always feel an impact on regular giving during capital campaigns. We were in a fortunate position to be able to reduce our annual fund targets during the Next Chapter Campaign – shifting and increasing some donor contributions to the college.

In fact this year 79% of donations to the Annual Grebel Fund came from donors who also gave to the Next Chapter Campaign.

**Setting the Grebel Table**

By raising awareness of the College and making our community more welcoming, our impact is extended.

For many casual observers of Grebel it may seem like there is a lack of activity now that the building project is complete and the 50th anniversary celebrations are over. However, a return to “business as usual” is not a slow-paced retreat. Our communication team created over 270 graphic design projects. Our development team cultivated, solicited, receipted and thanked almost 1,000 donors for donations over $1.5 million and we hosted several events and activities. Our recruitment team was very active and netted 157 applications. This is ‘business as usual’ at Grebel for External Relations with a staff of 2.95 FTE along with a coop student and part-time ambassadors.

**Five Year Donations**

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<td>Next Chapter</td>
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<td>$262,119</td>
<td>$1,652,150</td>
<td>$1,112,260</td>
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<td>Operating Restricted</td>
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<td><strong>Totals</strong></td>
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</table>
Planned Giving
This year we signed a memo of agreement with Merv and Mary Ellen Good (pictured above) for an endowed residence scholarship.

We received 3 bequests this year: Doris Gingrich, Merlin Jutzi, and the remainder of the Helen Lane Estate. This winter we updated our planned giving brochure and website as a “Legacy Giving”. We featured Bob (‘74) and Anita Tiessen (‘81). We prepped data for 1960s to mid ‘80s era alumni and former board members. This was mailed out in May to coincide with “Leave a Legacy Month.”

Alumni Donors
After peaking last year on alumni contributions from our 50th anniversary, it is not surprising to see a decrease this year. Alumni giving remains an area for potential growth. Each year we add over 100 names to our mailing list!

Dollars by Region
In 2013-14 we had 2998 addresses for alumni. We increased that number in the 2014–15 year to 3180 alumni addresses.

Donors Analysis: 968 donors supported our mission last year! Like many charities we rely on major donors for the bulk of our donations. 6% of our donors gave 73% of our dollars. We now have almost 100 donors in the President’s Peak and Governor’s Circle. Total donations were $1,581,130. See page 28 for a full donor list.
Alumni
We hosted an alumni reunion for the ’60s era (pictured above) on September 27th in conjunction with UW’s Reunion Weekend with Eric Friesen as host. Following suggestions to hold some events outside of Waterloo, we held receptions in Winnipeg, Beamsville, Ottawa, and Leamington. We also held a retirement reception for John Rempel (TMTC director) in Toronto.

Development assistant, Alison Enns, coordinates logistics for receptions, alumni meetings, handles fund-raising mailers, and helps manage our database of donors.

Communication: Creating a Menu
Jen Konkle, our communication coordinator, worked with coop students Mohga Abu El Soud and Danielle Bennett to produce a myriad of communication pieces and projects, from touch screens and donor plaques, to videos and advertisements. The team was also very active on our social media platforms and produced 22 media releases. The crowning achievement was the redesign of Grebel Now to a full feature 32-page magazine.

Recruitment: Inviting Students to the Table
Jessica Scott covered a secondment in the role of Recruitment and Conference Coordinator. She visited 24 schools, hosted 3 Open Houses, and coordinated events on and off campus to introduce prospective students to Grebel.

This year’s ambassador team included:
- Mack Gingerich (2nd yr Kinesiology)
- Abby Neufeld Dick (2nd yr Knowledge Integration)
- Anika Bosua (2nd yr English)
- Ingira Reimer (2nd yr Music and Psychology)
- Jono Cullar (4th yr International Development)
- Maggie MacDonald (3rd yr PACS)
Operations

There were many ingenious ways that Grebel worked to expand its outreach to growing constituencies this year.

Highlights included:
- A new high in summer conference revenues
- Free hot chocolate served by the Brubacher House Museum hosts to tobogganers on a nearby hill
- A 253% increase in external catering in year-to-year comparisons
- Creation of new staff positions
- A leap in the number of vehicles enjoying Grebel’s parking lot
- An expansion of service hours in the main office and library

RECOGNITIONS

The following staff and faculty received service awards at the Winter Term-End Banquet:
- Pam Bartel (Student Services) - 5 years
- Claudia Van Decker (Music) - 10 years
- Pam Renaud (Food Services) - 10 years
- Marianne Mellinger (Theological Studies) - 10 years
- Marlene Epp (History & PACS) - 15 years
- Carol Lichti (President’s Office) - 20 years
- Cheri Otterbein (Food Services) - 25 years

ROBUST EMPLOYER-EMPLOYEE RELATIONSHIPS

By focusing our efforts on our people, we recruit, hire, support and retain the best possible staff which is critical to our success across all areas.

ADDITIONS

Extending the table to new employees has gone hand-in-hand with expanding the facilities. There are more spaces to clean, more room bookings to process, and more receptions to cater. A new staff position was created to coordinate the activity in the MSCU Centre for Peace Advancement (Michelle Jackett) and .7 fte was added to custodial services (Devon Grainger). Work schedules and job descriptions were adjusted to accommodate new tasks and programs. As indicated in the opening of this Annual Report, 14 new employees joined the Grebel campus in 2014-2015.
CREATIONS
This winter, staff and students bonded over the creation of a Grebel quilt. Sara Cressman, Director of Finance, Rosella Leis, Accounting Assistant, and Library Clerk, Mandy Macfie, along with student Emma Bartel recruited more than 70 Grebelites to join a massive quilt project set up in the Grebel library. Over the course of 3 months, they helped with gathering, piecing, sewing and quilting. The Grebel quilt was donated to the New Hamburg Mennonite Relief Sale and sold for $800.

APPRECIATION
The College has a tradition of celebrating the close of the fiscal year with a staff appreciation event. This year the event was held at the Cambridge Butterfly Conservatory. Following a welcome by Susan Schultz Huxman, the staff enjoyed the foretaste of summer as they wandered past the streams and flowers surrounded by colourful moths and butterflies. The afternoon concluded with pies and refreshments. 31 staff attended this event pictured left.

INFORMATION
This year, the College redoubled its efforts to offer special informational workshops and drop-in meetings for staff on special topics. These included:
1. All-college conversation about the emerging strategic plan led by Susan Huxman
2. Pension Information Session led by UW Human Resources
3. Wills, Estates and other Retirement Planning led by Mennonite Foundation of Canada
4. Media Awareness Workshop led by Nick Manning, UW Communications and Susan Huxman, Fred Martin, and Jen Konkle
5. Social Media Workshop led by Jen Konkle and Mohga Abo El Soud

ORGANIZATION
The new main office is working out very well and Leanne MacKay-Bain, Mimi Hollinger-Janzen and Jessica Scott are very pleased with their new space. People arriving at the desk are met with a much more professional, bright environment without the visible distractions of the activity going on in the back half of the office. The new sign above and behind the desk makes a welcoming statement.

In September the College experimented with an extension to office hours to 7:30 pm to allow students greater access to the office resources. Many students have classes until late in the afternoon and thus weren't able to get to the main office before it closed at 4:30 pm. This experiment went well and will be continued during the fall and winter terms for the foreseeable future. Similarly
library hours have been extended by one hour to 10 pm Mondays to Thursdays during the fall and winter terms. Leanne, our receptionist, enjoys hearing the reaction of new and returning visitors to Grebel. She collected the following samples of comments received upon walking in the new front doors:

“I was a student here years ago. I used to know my way around, but not anymore!”

“You’re lucky to work in such a beautiful space.”

“The community education room was perfect for our meeting. We will be back.”

“The library is beautiful. Can anyone come and study/work here?”

“So this is it! What a beautiful space!”

“So if I’m in the new building, where is the old building?”

**Brubacher House**

**Karl and Jacquie Reimer** serve as live-in hosts at the museum, an original Pennsylvania Mennonite homestead located on the University of Waterloo campus and operated by Grebel. The Reimers have brought forward several initiatives to attract more visitors to the museum. They have distributed hot chocolate to people tobogganing on the hill, held open houses for people working in the tech park and have contacted many institutions and organizations to spread the word about the Brubacher House Museum.

**Food Services**

**Cheri Otterbein** has managed the food services operations expertly these past 25 years. The depth and quality of the food and service is directly attributable to her unwavering focus on innovation and improvement. 11,314 guests were served at various dinners and special functions, a number up slightly from the 10,750 guests the previous year. Hosting these dinners and receptions represents a significant workload in addition to serving 21 meals per week to the 174 students in residence. Food service revenue was up this year compared to a year ago at $230,702.

The Grebel students carried on their tradition of preparing a monthly meal for 200 people at Ray of Hope. They fundraise for money which they use to purchase groceries, then use the Grebel kitchen on Monday evenings to prepare the meal that is served the following day.

**Summer Conference Program**

**Rebecca Gibbins** and **Jessica Scott** were jointly responsible for the summer conference activity of the past year. The big take-away: the summer of 2014 set a new high in conference revenues, $141,701—up $6,000 from our “old” high set in 2013.
Thank you to our Generous Donors

Governor’s Circle
Gifts of $5,000 or more
5 Anonymous Donors
Richard and Norma Bauman
Phares and Laura Bauman
Benevity, Inc.
Bethel College - Marpeck Fund
Jim and Lorna Blair
The Jim & Lorna Blair Charitable Foundation
Blue North Strategies Inc.
Fred W. Martin and Wanda Klassen
Harold and Janis Schuster
Lorna Sawatsky
Barry Reesor and Lori Guenther
Paul Penner and Dolores Harms Penner
Barry Reesor and Lori Guenther Reesor
Henri LeBlanc
Michael Marshall and Beverly Wilkinson
Wagner
William Klassen and Donna Harvey
Vicki LeBlanc and Peter Wilkins

Mennonite Central Committee
Ontario
Mennonite Church Eastern Canada
Mennonite Foundation of Canada
Mennonite Savings & Credit Union
MerSynergy Charitable Foundation
John Miller
Robert and Margaret Nally
Edward and Judith Penner
Jane Plass
Project Ploughshares
Ernie and Nancy Regehr
Phil Regier and Sandy Stevens
Rotary Club of Kitchener
Lee and Mary Sauer
Mary Schiedel
Shirley Schiedel
Ronald and Barbara Schlegel
Schlegel Villages Inc.
Glen and Elise Shantz
James Tiessen and Karen Thiessen
Robert and Anita Tiessen
Douglas and Ruth Wagner
Wallenstein Feed Charitable Foundation
Curwin and Jill Weber Friesen

President’s Peak
Gifts of $2,500 to $4,999
Akhaya Neil Arya
Aden and Joanne Bauman
Lester Bechtel
David Bergen and Deborah Kehler
Dale and Cheryl Brubacher-Cressman
Mary and Scott Brubaker-Zehr
Howard and Myrna Burkholder
Canada Council for the Arts
Donny Cheung and Marika Pauls Laucht
Dianne and David Conrath
Richard and Betty Dyck
Gloria and Duane Eby
Marlene Epp and Paul Born
Lowell and Jeanette Ewert
Mervin and Mary Ellen Good
Laura Gray and Daniel Kramer
Kenneth Hull and Marianne Mellinger
Richard Kennel
Helen Klassen
William Klassen and Dona Harvey
Victor and Rita Krueger
Estate of Helen Lane
Leetonia Mennonite Church
Daniel and Adeline Markarian
Michael Marshman and Beverly Wilkinson
Fred W. Martin and Wanda Wagner-Martinek
MEDA Waterloo Chapter
Carolyn Muselman and Ekke Wiggoldus
James and Goldline Pankratz
Paul Penner and Dolores Harms Penner
Barry Reesor and Lori Guenther Reesor
Lorri Sawatsky
Florence Schlegel
Clare and Catherine Schlegel
George and Louise Schroeder
David and Susan Seyder

President’s Circle
Gifts of $1,000 to $2,499
9 Anonymous Donors
Ervin Albrecht
Alan Armstrong
Geraldine Balzer and Gordon Peters
James Barber and Karen Heese
Rebecca Bauman
Scott Beech and Cindy Lebold
Bell Canada
Jennifer Bender
Benton Mennonite Church
Paul Berg-Dick and Jane Hilliard
Jeremy Bergen and Rebecca Steinmann
Peter C. and Annita Bergen
Robert and Linda Bergey

Mennonite Historical Society of Ontario
Mennonite Church Canada
Mennonite Savings & Credit Union
Mennonite Historical Society of Lloydminster
Lloyd Martin
Rick and Nancy Martin
Mennonite Historical Society of Ontario
Mennonite Church Canada

W-K United Mennonite Church
Lynn Yantzi and Nancy Steinnmann Yantzi

Fred W. Martin, Karen Lycklama, Susan Schultz Huxman

W-K United Mennonite Church
Lynn Yantzi and Nancy Steinnmann Yantzi

Ed Penner and Trevor Kuepfer, Marpeck Leadership Award winner
We are saddened by the loss of these friends.
GREBEL AT A GLANCE

- 16 full-time ACADEMICS
- 337 STUDENTS in residence
- 32 part-time INSTRUCTORS
- 52 STAFF
- 14 NEW HIRES this year
- 7 ORGANIZATIONS & 33 INDIVIDUALS in the MSCU Centre for Peace Advancement
- 4,485 alumni in 34 countries

ACADEMICS

- 534 CONFLICT MANAGEMENT certificate enrolment
- 255 GRADUATE course enrolment
- 3476 UNDERGRADUATE course enrolment
- 34 Conflict Management Certificate WORKSHOPS

- 5 ARTICLES in PERIODICALS
- 4 BOOKS published
- 5 published CHAPTERS
- 22 CONCERTS directed or performed
- 5 music COMPOSITIONS
- 6 ARTICLES in Scholarly JOURNALS
- 28 SERMONS
- 19 public LECTURES
- 15 scholarly PRESENTATIONS

FINANCE & DEVELOPMENT

- $1,581,130 in DONATIONS
- 71% of DONATIONS come from within 50KM of campus
- $141,701 net CONFERENCE revenues
- $380,000 in AWARDS and BURSARIES given to 181 STUDENTS
- $6.4million fair market value in ENDOWMENTS

- 101.5% Revenue
- 100.3% Expenses

- $8.2M BUDGET

KITCHEN

- 10,280 litres MILK
- 5,176 containers of YOGURT
- 1,478 containers of BAGELS
- 1,428 loaves of BREAD
- Pounds of BUTTER? Top Secret!

RESIDENCE

- 94 STUDENT LEADERS
- 400 ANNOUNCEMENTS at 36 COMMUNITY SUPPERS
- 36+ CHAPEL SERVICES
- 6 CROSS-COLLEGE events
- 5-10 score of the faculty/staff/student PATIO HOCKEY show-down
- 140 SNACK NIGHTS
- 160 personal BIRTHDAY CARDS written by Student Services Staff
- 300 TULIPS from the Fall 2014 ACT OF COMMUNITY

- 400 participants in our annual TASTE OF GREBEL family event
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- 160 personal BIRTHDAY CARDS written by Student Services Staff
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- 42 intramural TEAMS
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"I chose to paint laughter, because seeing others laugh, and taking part in laughter brings peace. It’s a healing and joyful experience. I chose to paint genuine laughter and painted people who weren’t posing for the photograph. Rather, they were all pictures that capture a true moment. People from different cultures are shown reflecting the fact that we all share this common human emotion, despite the differences we think we have. No matter how culturally different we might be from one another, we are all human, and all experience the same emotions.” This original art piece hangs in the PACS office at Grebel.

- Kassia Kooy, PACS Student
seek wisdom.
nurture faith.
pursue peace.

Visit us
Conrad Grebel University College
140 Westmount Road North
Waterloo, ON N2L 3G6
519-885-0220
grebel@uwaterloo.ca