St. Paul’s University College
Board of Governors Meeting Agenda
Thursday, April 14, 2022
STP 201 | 7:00 – 8:30 PM

1. Opening Remarks of the Chair
   a. New staff representative – Stephanie Horsburgh [INFORMATION]

2. Approval of the Agenda [DECISION]

3. Conflict of Interest Declaration, if any

4. Approval of the minutes of the February 17, 2022 BOG meeting* [DECISION]

5. Business Arising from February 17, 2022 BOG meeting

6. Principal’s Report* - Myers [INFORMATION]

7. Report of the Building & Property Committee – Foerster

   a. Policy Review* - Salvini [DECISION]
   b. E5 – Vacation Policy* - Myers [DECISION]
   c. W8 – Disconnecting From Work Policy* - Myers [DECISION]

9. Report of the Finance & Investment Committee
   a. Investment Report* – Shilton [INFORMATION]
   b. 2022-2023 Fees Proposal* - Mann [DECISION]
   c. 2022-2023 Budget Proposal* - Mann [DECISION]

10. Report of the Executive Committee – Siim
   a. Executive Committee Minutes of February 3, 2022* [INFORMATION]

   a. Request for Sabbatical* - Myers [DECISION]

12. Nomination for a Friend of the College – Myers [DECISION]

13. Other Business

14. In-Camera Session with Board members [DECISION]

15. Adjournment [DECISION]

*Denotes material included with agenda  **Denotes material distributed at meeting
Notice of Motions

1. Motion to approve the Agenda.
2. Motion to approve the minutes of the Board of Governors Meeting of February 17, 2022.
3. Motion to approve the revisions to A and B policies as presented.
4. Motion to approve the revised E5 – Vacation Policy as presented.
5. Motion to approve W8 – Disconnecting From Work Policy as presented.
6. Motion to approve the 2022-2023 Fees Proposal.
7. Motion to approve the 2022-2023 Budget Proposal.
8. Motion to approve Peter Frick’s request for a sabbatical leave from July 1 to December 31, 2022.
9. Motion to approve the 2022 nomination for ‘Friend of the College’.
10. Motion to move In-Camera with Board members.
11. Motion to adjourn the meeting.

*Denotes material included with agenda  **Denotes material distributed at meeting
Minutes of the St. Paul’s University College Board of Governors Meeting
Thursday, February 17, 2022 | 7:00 – 8:30 p.m.
Conducted via Zoom

ATTENDEES: John Abraham, Jeff Casello, Gary Foerster, Katherine Fouzie, Rob Greene, Charlene Hone (non-voting), Michaëlle Jean, Linda Jussaume, Cheryl Maksymyk, Tracy Mann, Rick Myers, Uche Onuora, Tracy Primeau, David Romagnoli, Julia Salvini, Don Shilton, Brad Siim (Chair), Banuja Sivarasah, Bill Watson

GUESTS: Stephen Prentice, Mike Steinmann

1. Siim welcomed everyone to the meeting. Myers introduced new members: John Abraham and Katherine Fouzie.

2. **Motion to approve the agenda as presented. (Foerster/Salvini-Carried)**

3. Board members were asked to declare any conflicts of interest they might have in relation to the items on the agenda. No conflicts were declared.

4. **Motion to approve the minutes of the Board of Governors Meeting of October 7, 2021 as presented (Mann/Shilton-Carried)**

5. Business Arising from October 7, 2021 Board of Governors Meeting.
   
   a. GreenHouse data was included in the Principal’s Report. Myers noted that the data is impressive; these students get an outstanding extracurricular experience. Jean noted that is an exemplary program and congratulated GreenHouse on their tremendous success. Casello reiterated that GreenHouse contributes to UW’s brand identity in areas of innovation.

   Enrollment goals have never been set since the program is not revenue based.

   **Action: Myers to include GreenHouse data as an annual Principal’s Report item.**

6. UW COVID-19 Update. Full activity is back on campus. All classes have returned to in-person instruction, with the exception of a few. UW will maintain their vaccine requirement for Winter 2022 term, but requirements for spring have yet to be determined. Leadership is planning to be fully on-campus going forward.

   Casello noted that Dr. Goel’s’s leadership has been quite welcome. His background intersects so well with concerns that have been top of mind for all students and staff.
7. Myers thanked Madame Jean for the lecture she gave this afternoon for Black History Month. She is hoping to return in March for an in-person event.

Myers and the other three College Presidents met with Dr. Goel to discuss their relationship with the University of Waterloo on matters concerning strategic alignment, policy alignment, the equity agreement, and shared services. The group agreed to ask an external person with experience in mediation and consultation and experience with federated institutions at a large university to be involved in the conversation. The four college presidents feel very good about this initiative.

INDEV enrollments have dropped in the last year or two, largely because of COVID. The Faculty of Environment is in the process of reviewing the program. An update about this review process and decision was shared with board members.

Phenomenal success with the new INDENT program. We have already secured external partners and scholarships. This program helps raise UW’s profile on Indigenization and could help meet up to half of our equity requirements.

Housing Partnership. There has been an attempt to get the housing partners to work out the agreement, but we have had to communicate that we are not pleased with the recent changes. Majority of our revenue comes from housing, and we need to continue working to resolve these issues. Casello suggested that there could be a strategic opportunity to reach graduate students, particularly international graduate students.


   a. Motion to approve B11 – Employee Contracts Policy as presented (Watson/Foerster-Carried)
   b. Motion to approve B13 – Financial Exigency and Program Redundancy Policy as presented (Salvini/Mann-Carried)
   c. Motion to approve B14 – Policy on Public Statements as presented. (Salvini/Primeau-Carried)
   d. Motion to approve revisions made to E16 – Pregnancy, Parental and Adoption Leaves Policy as presented (Myers/Salvini-Carried)

UW made some amendments to their policy last year, and we have made similar updates so that there are no substantial discrepancies.


   a. Investment Report. Although our returns in January were not great, we had a good return on the past year overall. The committee decided to take some gains from our investments (before year end), and equity targets are more balanced as a result.
   b. Operating Forecast. Trending very well vs. budget. We are projecting a $400K surplus (although this figure does not include all of the rebates offered to students). The surplus is mainly attributed to higher residence numbers, savings in variety of areas, and extended CEWS support. The surplus allows us to make the full annual fund transfer to
facilities (originally we had only anticipated being able to make half the transfer).

10. Minutes from the Executive Committee meeting on September 16, 2021 were provided for information.

11. Other Business.

   a. October BOG & AGM. Siim has a conflict on October 6 and has asked to push the meeting back a week or two to accommodate. This will be Siim’s last board meeting after serving on the board for over two decades.

      Action: Hone to circulate a poll to board members about a change in date for the October Board of Governors meeting and the AGM.

12. Motion to move In-Camera with Board members. (Myers/Jussaume-Carried)

      Prentice and Steinmann departed.

13. Motion to adjourn at 9:01 p.m. (Foerster/Shilton-Carried)
Notice of Motions Passed:

Meeting of the Board of Governors on October 7, 2021

1. Motion to approve the agenda as presented. (Foerster/Salvini-Carried)

2. Motion to approve the minutes of the Board of Governors Meeting of October 7, 2021 as presented (Mann/Shilton-Carried)

3. Motion to approve B11 – Employee Contracts Policy as presented (Watson/Foerster-Carried)

4. Motion to approve B13 – Financial Exigency and Program Redundancy Policy as presented (Salvini/Mann – Carried)

5. Motion to approve B14 – Policy on Public Statements as presented. (Salvini/Primeau – Carried)

6. Motion to approve revisions made to E16 – Pregnancy, Parental and Adoption Leaves Policy as presented (Myers/Salvini – Carried)

7. Motion to move In-Camera with Board members. (Myers/Jussaume-Carried)

8. Motion to adjourn at 9:01 p.m. (Foerster/Shilton-Carried)

Approved without amendments by the St. Paul’s University College Board of Governors on April 14, 2022.

Signed, ______________________________ Secretary of the Board    Date: _____________________

Signed, ______________________________ Chair of the Board      Date: _____________________
Principal’s Report to the Board

April 2022

It’s probably fair to say that our College has traditionally been unusually inward-focused. Our main concern has been to provide a great living environment for our residence students and – more recently – to offer quality academic and co-curricular programming in select areas. Our institutional reputation off-campus hasn’t been much of a priority, apart from our desire to keep College alumni connected to and proud of us.

One consequence of this inward-focus is that we are largely unknown off-campus and not even that well known “across the Creek” (though WISC and GreenHouse have done much to raise our profile at UW). That’s not necessarily a problem; in fact, there’s much to be said for keeping a powerful (if not exclusive) focus on what’s most important – our students.

And yet, recent developments at the College are opening the door to a new orientation. Initiatives like our Indigenous Entrepreneurship programming put the College in a position of national leadership on a very high-profile issue. We are getting attention (and financial support) that is unprecedented – and in some cases, even unsolicited. Then there’s our new Human Rights partnership with the Law School at Essex – a four-year BA and a three-year law degree in five years of study! And note the growing accolades for our GreenHouse students (see 4.4 below).

These developments mark a significant turning point. We have traditionally thought of our “advancement” activities as a way of keeping connected with long-standing alumni and friends. And that will always remain important to us. But we now have the opportunity to attract attention and support, not simply from those who know us, but from outsiders who admire what we do. And that’s a game-changer. Add in the change in our institutional branding and the star-power of our Chancellors and we are poised to make a major move.

As a way of preparing ourselves for this move, we are making some organizational changes. Our “Marketing and Communications” group is being merged with our “Advancement and Alumni Affairs” group to form a single “External Relations” unit. We are confident that the new unit will be able to approach our communications, marketing and advancement needs in a more integrated and more effective way. In addition, we are seeking a new head for this unit, someone with the expertise and experience to capitalize on our new opportunities and move our performance up several notches. With any luck, I’ll have some news on this front to share with you at next week’s meeting.

And now, please allow me to provide you with the customary summary of key developments at the College in the seven weeks since our last meeting.
1. **Academics**

1.1 **International Development** There is good news with respect to the future of the Honours INDEV program which I will share with you in closed session. I’m also pleased that we’ll be hosting the traditional capstone week for our graduating students May 3-7 (after a one-year pandemic hiatus). The highlight of the week will be the Ring Ceremony for INDEV graduates on May 6 at 6:00 pm. Board members are welcome to attend. Please contact me for details.

1.2 **Religious Studies Retreat** The Religious Studies program is delivered through a partnership between UW and all four AFIW institutions. Enrolments in the undergraduate programs have declined dramatically over the past decade. In consultation with the Religious Studies faculty members, the AFIW heads are hosting a retreat in May to explore strategies for rebuilding enrolments in these programs.

2. **Finance and Administration**

2.1 **Operating Budget Update** We appear to be headed for a modest surplus in this year’s operating budget. It is now anticipated that we will finish with a surplus of approximately $130k (vs. a budgeted loss of $180k). We have also managed to make a full contribution to the Capital Facilities Renewal Fund.

2.2 **Spring Occupancy Forecast** We appear to be in very good shape for the Spring Term. The Graduate Residence is currently just two contracts shy of full capacity and we have 63 contracts for the undergraduate residence – about double from last year.

2.3 **Air Quality** The College is installing a UV-C in-duct air purification system in all large shared spaces. Not only is this system much less expensive than converting to MERV-13 filters; it actually provides significantly better purification than MERV-13. Great find by Peter Pillsworth!

2.4 **And This Just In...** While proof-reading this report, Mike and Pete informed me that we have again had some trouble with leaks in the west end of the roof of the Grad Building. In our long-term capital plan, that roof is scheduled for replacement in two years time. Our roofing company presented us with options for doing the western portion of the roof this summer and the rest of it in two years. Given that prices in this sector are going up rapidly, we determined that the prudent move is to replace the full roof now ($250k) and to defer several other items. In that connections, it was helpful to have learned yesterday that the windows in the original buildings are actually from the 1990s (not the 1960s) and so there is no pressure to replace them next year (as we had planned).
3. **External Relations**

3.1 *Michaellen Jean Scholars*  
The Board has approved the restructuring of our International Development scholarship program so as to create the *Michaellen Jean Scholars* program. That program has not yet been made public. We expect to do so during the upcoming **INDEV Capstone Week**. This should be a significant public relations opportunity for both the College and the program.

3.2 *College Rebranding*  
Work on the rebranding is picking up speed. I expect to be able to share some visuals with the Board in closed session at the April meeting.

3.3 *Funding Applications*  
The College (through GreenHouse) recently submitted an application for $250k to the Canada Service Corps to help us launch an Indigenous “division” of GreenHouse (tentatively called *The Trading Post*). We have identified another good opportunity with the foundation of a private-sector energy corporation for a grant of a similar magnitude.

4. **GreenHouse**

4.1 *Winter Term Enrolments*  
GreenHouse supported 83 students over the Winter 2022 term. Our program breakdown was as follows: 19 Social Innovators in Training, 41 Workplace Innovation Program, 23 Indigenous Entrepreneurship Training Program.

4.2 *Winter Term Showcase*  
At the end of March, nine student teams pitched their ventures at GreenHouse’s 25th Social Impact Showcase. Over 500 community members cast their votes and *A Barefoot Solution to the Water Crisis*, a venture that aims to address Canada’s water crisis using a framework modelled from the Solar Mamas program, was awarded the People’s Choice Award. Six ventures were awarded a total of $19,900 from the Social impact Fund. Learn more about the winning ventures here:  
[https://uwaterloo.ca/stpauls/greenhouse/social-impact-showcase](https://uwaterloo.ca/stpauls/greenhouse/social-impact-showcase)

4.3 *INDENT at SIIT*  
Our Indigenous Program Manager, Jacob Crane, ran an 8-week pilot with 23 business students from the Saskatchewan Indian Institute of Technologies. Jacob and Brendan Wylie-Toal recently produced a podcast reflecting on their experiences of delivering Indigenous entrepreneurship training and collaborating cross-culturally. You can listen to the podcast draft here:  
[https://youtu.be/O95pKGdGQ-I](https://youtu.be/O95pKGdGQ-I)

4.4 *Accolades*  
GreenHouse continues to earn the College favourable external attention. Some recent examples:

- Transition Space, a venture that started in the Workplace Innovation Program, was nationally recognized with a Canada SDG Youth Award for their work in advancing “Community Health and Well-being”. Transition Space helps young adults navigate
the transition between pediatric and adult disability services. Watch the video honouring their work here: https://www.youtube.com/watch?v=CgZPLPshGKc

- Two of our alumni were accepted into the 2022 cohort of Next36, an intensive program to grow promising business founders. Their ventures focus on meaningful volunteer work and solar energy storage. Read more about iContribute and Ace Consulting here: https://uwaterloo.ca/stpauls/news/greenhouse-alumni-accepted-next36

- Four GreenHouse students were accepted into the Clinton Global Initiative University which works with innovators whose ventures have a global perspective. Their projects range from refugee education to climate justice leadership training.

5. Residence

5.1 Pandemic Our amazing streak of COVID-free residence life came to an end as the Province lifted its restrictions just in time for the St. Patrick’s Day festivities. Six cases were identified in our residences. All six students were able to isolate and none of the cases was serious. My understanding is that all are now resolved. These numbers appear to be very modest relative to the reports we have heard from other university residences.

5.2 Black Forest After a two-year hiatus because of the pandemic, Black Forest was held on Saturday, March 26 in Alumni Hall. (In keeping with pandemic protocols, all those attending were masked.) This was the fiftieth anniversary of our popular student talent show.

5.3 New Horizons Until the pandemic, residents typically had an end-of-year “semi-formal” in Alumni Hall. This year, the Residence Life team kicked things up a notch with “New Horizons,” a full-scale “prom” event. The event was held at Federation Hall and included the full prom set-up with a catered dinner, photo booth, DJ, and balloon arch wall for additional photos. About 50% of our students attended with about 155 tickets sold. As most of our residents probably missed their high school prom because of the pandemic, this would certainly have been a welcome opportunity. Congratulations to Beth Grant and her team for a great new event!

5.4 Upper-Year Students Alumni members of the Board have long expressed a concern over the absence of upper-year students from our residences since the adoption of the First-Year Guarantee. I share those concerns. I am pleased to report that a campaign to persuade current residents to return for another year has yielded fifty applications for next year!
6. **Waterloo Indigenous Student Centre**

6.1 **Year-End Feast**  Approximately forty people attended the year-end *Feast* in Alumni Hall to honour seven graduating Indigenous students. Each student was presented with a blanket made at Six Nations.

6.2 **Quiet Study Space**  The WISC space serves as a casual drop-in home for Indigenous students on campus. Some use the space to study; for others, it’s a place to socialize. Some students indicated that it is challenging to study in a space where there is animated conversation taking place. To respond to that concern, we have converted the storage room in the WISC into a quiet study room. Materials that had been stored there have been relocated down the hallway to the general College storage room. Good initiative by Jaydum Hunt!

7. **Other**

The heads of the four AFIW institutions have a loose organization that meets on a monthly basis. Responsibility for chairing the group rotates through the four institutions on a fixed cycle. The Chair hosts and organizes all meetings of the group, attends meetings of UW’s *Executive Council* and serves as the liaison between UW’s senior administration and the four colleges. On May 1st it becomes St. Paul’s turn to chair the group for two years.

Respectfully,

Dr. Richard Myers
Principal
Policy Review Summary of Changes – March 2022

As stated in B1: Policy Framework, A, B and P policies were scheduled for review in 2022. The table below summarizes changes as identified by administration. All other policies that are not mentioned below have been reviewed, and no changes were identified.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Changes</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1: Travel Policy</td>
<td>Update reimbursable mileage rate to “current CRA mileage rate for business”</td>
<td>Approval by Board of Governors.</td>
</tr>
<tr>
<td>A4: Conferral of Emeritus Status</td>
<td>Reclassify as a Board Policy</td>
<td>Rename as B15: Conferral of Emeritus Status</td>
</tr>
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<td></td>
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<td>Approval by Board of Governors.</td>
</tr>
<tr>
<td>B2: The Principal of St. Paul’s University College</td>
<td>Remove all references to renewal. The Nominating Committee is meant to handle the task of finding a new Principal.</td>
<td>Approval by Board of Governors.</td>
</tr>
<tr>
<td>B4: Travel Expenses of Members of the Board of Governors</td>
<td>Reformat the inclusion of A1 and A2 under a new ‘Allowance Expenses/Reimbursement’ heading</td>
<td>Approval by Board of Governors.</td>
</tr>
<tr>
<td></td>
<td>Update reimbursable mileage rate to “current CRA mileage rate for business”</td>
<td></td>
</tr>
<tr>
<td>B5: Investment Policy</td>
<td>To be reviewed by the F&amp;I Committee every three years.</td>
<td>Approval by Board of Governors.</td>
</tr>
<tr>
<td>B9: The Academic Position of Fellow</td>
<td>Change title to “Position of Academic Fellow”</td>
<td>Approval by Board of Governors.</td>
</tr>
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<td></td>
<td>Change to the opening paragraph to include reference to Indigenous Studies and Indigenous Entrepreneurship programming.</td>
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<tr>
<td>P1: Tuition Benefit Application Process</td>
<td>Tuition benefit application is now completed online through Workday.</td>
<td>Steinmann to notify staff of changes at next All College Meeting.</td>
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<tr>
<td></td>
<td>UW will verify with the Director of Finance and Administration whether applications are eligible.</td>
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<td>Section</td>
<td>Description</td>
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<tr>
<td>P5: Archives &amp; Destructible Records Procedure</td>
<td>Titles were updated from Administrative Assistant to Executive Assistant, from Manager of Finance to Director of Finance &amp; Administration, and from Residence and Community Life Manager to Director of Student Life. Steinmann to notify staff of changes at next All College Meeting.</td>
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</tr>
<tr>
<td>P7: Staff Hiring Procedures, St. Paul's Staff</td>
<td>Authority to determine compensation is changed from Director of Operations to the Principal. Probationary period is changed from one year to six months for eligibility of benefits. The Director of Finance and Administration must be provided the opportunity to be included in the interview process. Full-time and part-time fixed contracts of less than one year must be approved by the Principal. The employment contract will be offered by the Principal. Ongoing casual employment contracts will be drafted by the Director of Finance and Administration and offered by the Supervisor. Compensation is authorized by the Director of Finance and Administration. Positions may be posted on the UW employment opportunities website. Steinmann to notify staff of changes at next All College Meeting.</td>
<td></td>
</tr>
<tr>
<td>P8: Return to Campus Safety Plan</td>
<td>No longer necessary. Hone to archive.</td>
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</table>
A1 – Travel Policy – Staff & Faculty Policy
St. Paul’s University College

1. General
   A. This policy applies when travel is undertaken on behalf of St. Paul’s University College or in connection with funds administered by St. Paul’s.

   B. The purpose of reimbursement is to keep the individual in reasonable comfort. It is not intended to render the individual expense free during the period of travel for those expenses incurred by reason of personal preference.

   C. St. Paul’s assumes no responsibility for injury, loss or damage incurred when a private motor vehicle is utilized for St. Paul’s travel. For their own protection, persons using private vehicles should carry insurance in amounts to cover their legal responsibilities.

   D. Staff are responsible for following all Public Health self-quarantine rules in place at the time upon returning from business travel. St. Paul’s will support a work from home arrangement to allow the employee to meet any self-quarantine requirement.

2. Approvals and Responsibilities
   A. Employees who do not have the authority to make purchases on behalf of the College must obtain supervisory approval before travelling.

   B. Supervisors and/or travellers with purchase authority are expected to confirm that sufficient budgeted funds are available for the intended travel prior to travelling or approving travel.

   C. Any travel exceeding a total expenditure of $500 must be approved in advance by the appropriate superior in consideration of the approval and authorization levels.

   D. Approval for travel advance and expenses must be obtained from the next reporting level of authority before payment will be made when St. Paul’s funds are involved.

   E. Approval for travel advance and expenses on funds administered by St. Paul’s will follow the regulations or arrangements of the particular fund. Where specific regulations or arrangements are not present, St. Paul’s policy will apply.

   F. The claimant is responsible for ensuring that claims for expenses comply with St. Paul’s policy.

   G. The individual who approves the travel advance or expense claim is responsible for ensuring that the expenses are for St. Paul’s purposes only and comply with St. Paul’s policy.

3. Travel Advance
   Travel Advances and Settlement Claims will normally be processed using the St. Paul’s Protocol for Cash Advances and Protocol for Expense Claims.
4. Allowable Expenses/Reimbursement

   A. General

      a) Receipts are required to support a claim.

      b) It is the responsibility of the traveller to endeavour to obtain accommodation and meals consistent with reasonable comfort and economy. Failure to do so may result in reduced payment on a travel claim.

      c) All expenses must be clearly detailed. Claims for “miscellaneous” or “sundry” will not be considered.

      d) Expenses claimed for entertainment of others must be substantiated by sufficient detail to identify the person or persons entertained, including names, organization affiliation, etc.

      e) The following personal expenses will not be paid by St. Paul’s:

         i. Personal entertainment or personal side trips while travelling
         ii. Travelling expenses of family members
         iii. Excess personal baggage
         iv. Excessive non-business long distance telephone charges (limited to one 5 minute call per day)

   B. Accommodation and Meals

      a) Reimbursement for hotels, motels, and other lodging will be limited to reasonable amounts in the particular circumstances and normally will not exceed the single occupancy rate.

      b) Reimbursement for meals will be limited to reasonable amounts in the particular circumstances.

   C. Transportation

      a) Motor vehicles driven on St. Paul’s business are reimbursable under this Travel Policy at the current CRA mileage rate for business.

      b) Under normal circumstances, reimbursement will be authorized for travel by private automobile to a maximum return trip of 300 km and maximum radius of 500 km.
c) For trips over 300 km it is expected that a rental car will be considered and used if more cost effective. If a private automobile is used for travel out of personal preference beyond the 300 km round trip, reimbursement will be limited to the lesser of actual expenses or expected rental car and gas estimate. (See the Car Rental Supplement to Policy: A1 – Travel)

d) For trips beyond a 500 km radius it is expected that air transportation will be considered and used if more cost effective. If a private automobile is used for travel out of personal preference beyond the 500 km radius when regularly scheduled air transportation is available, reimbursement will be limited to the lesser of actual expenses or economy air fare plus required ground transportation.

e) If a private automobile is used on approved St. Paul’s business, the owner must ensure that personal automobile insurance is adequate. A minimum of $1,000,000 third-party liability is recommended.

f) Travel by air will be authorized at economy class only.

g) Tolls are an allowable expense.

h) Parking and traffic fines are not allowable expenses.
Preamble
It is common practice in the Academy to recognize long and exceptional records of achievement on the part of faculty and senior officials by conferring on them the honorific *emeritus* after their retirement. The *emeritus* designation is entirely honorary; there are no material benefits attached to it.

For the designation to be meaningful, it cannot be automatic; an exceptional record of service is required.

Process
The authority to bestow the honorific of *emeritus* on a retired member of the community rests with the Board of Governors.

A proposal to award the designation *emeritus* may be brought to the Governance Committee by the Principal and the Board Chair. If approved by the Governance Committee, the proposal will be forwarded to the Board for its confidential consideration.

In the case of the honorific *Professor Emeritus*, nominations are made by the Academic Dean and the endorsement of the Academic Council is required before they can be considered by the Governance Committee.

Criteria
A retired member of the faculty may be nominated for the honorific *Professor Emeritus* provided he or she:

- was a full-time member of the faculty for at least ten years
- made distinguished contributions to teaching, research and/or the life of the College

A retired Principal may be nominated for the honorific *Principal Emeritus* provided he or she:

- served as Principal for at least five years
- made exceptional contributions to the development of the College

A retired Chancellor may be nominated for the honorific *Chancellor Emeritus* provided he or she:

- has been retired from the role of Chancellor for one full year
- has normally served as Chancellor for two terms
- provided exceptional support to the College as Chancellor
1. General

The Principal of St. Paul’s University College (hereafter, “St. Paul’s” or “the College”) shall have general oversight of the affairs of the College including, but not limited to, the academic and business affairs of St. Paul’s and shall be responsible for carrying into effect the directions of the Board. The Principal is to be appointed by the Board of Governors in such manner and for such term or terms as shall be determined, from time to time, by agreement of the Board of Governors.

2. Qualifications, Duties & Responsibilities

The Principal should be a person of academic stature with a proven record of leadership and administrative experience. The Principal shall take such steps and assign such duties, as may be required from time to time to promote the interests, welfare and mission of the College, and represent and further the College’s interests, welfare and mission to the University of Waterloo and its affiliated and federated institutions. The Board may assign duties in relation to College leadership that are not covered in this policy.

3. Term of Office

The term of office of the Principal is five years and may be renewed in accordance with the procedures laid out in Policy B3 – Policy and Procedures for the Evaluation of the Principal.

If the Principal’s position becomes vacant through death, resignation, or other causes, it is the responsibility of the Governance Committee, in consultation with the Academic Dean and other senior College Officers, to recommend the appointment of an interim Principal, to serve until a nominating committee has finished its work, for approval by the Board of Governors (2/3 vote required).

4. Appointment Procedures

When nominations for the Principal are required, as through notice of resignation, death or the approach of the end of a term of appointment, the Chair of the Board of Governors shall form a Principal’s Nominating Committee:

a. Appointment of the Principal’s Nominating Committee

The Principal’s Nominating Committee will normally be formed by the Chair of the Board of Governors no earlier than 18 months and no later than one full calendar year prior to the end of the term of office of the incumbent. A majority of the Nominating Committee will be members of the Board of Governors and shall consist of not less than 9 voting members which shall include:

- The Chair of the Board of Governors, who shall be the Chair of the Nominating Committee
- 2 additional community members of the Board of Governors
- 1 faculty drawn from the faculty of the College
- 1 faculty drawn from the International Development program
- 1 staff representative
• 1 alumni representative
• 1 undergraduate student, who shall be the student representative on the Board of Governors
• University of Waterloo President, or designate

Membership on the Nominating Committee will be conditional on each person a) not being a candidate for the Principal’s position, and b) agreeing to maintain in confidence the information discussed by the committee, except on points where the Committee subsequently agrees otherwise, and to exercise authority and responsibility as an individual in order that decisions may be taken at the time and place of committee meetings.

In the event of a perceived conflict of interest that could compromise or be seen to compromise the member’s judgment of the candidates, he/she will disclose the nature of that conflict to the Committee in sufficient detail to enable the Committee to determine whether the member must resign from the Committee.

If the association of any member of the Nominating Committee with the College is terminated or in any way significantly altered, or if for any reason, including resignation, any member is unable to carry out responsibilities on the Committee, the Nominating Committee will request the appointment of a replacement member, unless the Committee has reached a stage in its deliberations where it deems such a replacement inadvisable.

b. Duties of the Principal’s Nominating Committee

It is understood that the Nominating Committee shall:

• Be responsible for soliciting the views of those affected, including members of the Board of Governors, members of the Indigenous Advisory Circle, College faculty, staff members, students, alumni and key University of Waterloo partners. All discussions, in the Nominating Committee and at the Board of Governors, will be carried out in confidence.

• On the basis of the consultations, formulate the mandate of the Principal and confirm or update an appropriately detailed description of qualifications, duties and responsibilities for the Principal. The nominating committee may use whatever means it deems appropriate to develop this description, including the use of an external search firm. The proposed mandate will be approved by the Board of Governors (2/3 vote required).

• Develop key milestones and dates; establish a budget, including source of funds, for the search process.

• Determine if an outside search firm will be used and negotiate a contract for services.
c. Procedures of the Principal’s Nominating Committee

The Committee will consider all names placed before it and will develop a short list of candidates. These candidates will be invited to meet with the Committee and/or with such other persons and/or groups as it may determine. It is expected that the opinion of the College community will be consulted and considered in the development of a recommendation. Ideally the recommendation will be formulated on a consensus basis; failing this, a 2/3 vote of the Nominating Committee is required. The Chair will negotiate compensation and employment arrangements and recommend appointment of the candidate to the Board of Governors for approval (2/3 vote required).

d. Duties of Chair of the Board

The Chair of the Board, together with one other community member of the Board, is responsible for negotiating in confidence the compensation and employment conditions of the candidate for Principal chosen by the Nominating Committee and presenting the candidate to the Board for approval together with the agreed general terms of compensation and employment conditions. (2/3 vote required).
General

Members of the Board of Governors who live out of town or who travel on approved St. Paul’s University College business shall be reimbursed their travel expenses on the same basis as staff and faculty who travel on College business, per the attached College policy as updated from time to time.

Guidelines

1. An amount shall be allocated annually within the operating budget for expenses incurred by the Board, including members’ travel expenses, in the operation of its duties.

2. Anticipated travel expenses intended for reimbursement require the approval, in advance, of the Chair of the Board, or designate (normally, the Principal).

3. Travel expenses include transportation, accommodation, and meals.

4. It is expected that Board members who require accommodation and meals in the Waterloo area while attending a Board meeting will use the St. Paul’s guest room service and dining service. Advance reservations are required for guest room use. Board members are expected to reserve a room with sufficient notice to secure availability. In the instance that a meeting is re-scheduled with insufficient notice then the college is responsible for booking alternate arrangements.

5. Transportation for trips of 50 km or less is not reimbursed. Trips of greater than 50 km are reimbursed for the total mileage traveled less 50 km for each roundtrip.

6. Board members traveling to attend meetings or traveling on College business as authorized by the Chair or Principal shall be reimbursed on the same basis as staff and faculty who travel on College business, including the expectation that a rental car will be used for trips exceeding 300km round trip.

7. A St. Paul’s Expense Claim form shall be submitted for reimbursement within the same fiscal year in which the expense was incurred. The Board Chair, or designate, shall approve by signing and dating the claim form from the Board member and submitting same to the Director of Finance and Administration.

Allowable Expenses/Reimbursement

A. General

a) Receipts are required to support a claim.

b) All expenses must be clearly detailed. Claims for “miscellaneous” or “sundry” will not be considered.

c) Expenses claimed for entertainment of others must be substantiated by sufficient detail to identify the person or persons entertained, including names, organization affiliation, etc.
d) The following personal expenses will not be paid by St. Paul’s:
   i. Personal entertainment or personal side trips while travelling
   ii. Travelling expenses of family members
   iii. Excess personal baggage
   iv. Excessive non-business long distance telephone charges (limited to one 5 minute call per day)

B. Accommodation and Meals

   a) Reimbursement for hotels, motels, and other lodging will be limited to reasonable amounts in the particular circumstances and normally will not exceed the single occupancy rate.
   b) Reimbursement for meals will be limited to reasonable amounts in the particular circumstances.

C. Transportation

   a) Motor vehicles driven on St. Paul’s business are reimbursable under this Travel Policy at the current CRA mileage rate for business.
   b) Under normal circumstances, reimbursement will be authorized for travel by private automobile to a maximum return trip of 300 km and maximum radius of 500 km.
   c) For trips over 300 km it is expected that a rental car will be considered and used if more cost effective. If a private automobile is used for travel out of personal preference beyond the 300 km round trip, reimbursement will be limited to the lesser of actual expenses or expected rental car and gas estimate. For trips beyond a 500 km radius it is expected that air transportation will be considered and used if more cost effective. If a private automobile is used for travel out of personal preference beyond the 500 km radius when regularly scheduled air transportation is available, reimbursement will be limited to the lesser of actual expenses or economy air fare plus required ground transportation.
   d) If a private automobile is used on approved St. Paul’s business, the owner must ensure that personal automobile insurance is adequate. A minimum of $1,000,000 third-party liability is recommended.
   e) Travel by air will be authorized at economy class only.
   f) Tolls are an allowable expense.
   g) Parking and traffic fines are not allowable expenses.
A Policy relating to the prudent and effective management of the funds of St. Paul’s University College, as mandated to the Finance & Investment Committee (hereafter the “Committee”) by the Board Resolution dated December 7, 2006.

1. POWERS AND DUTIES

The Committee shall perform its duties in line with College policy and the Ontario Trustee’s Act 1999, which specifies a “prudent investor” and delineates seven mandatory criteria that a trustee must consider in making an investment decision, as follows:

1. General economic conditions
2. The possible effect of inflation or deflation
3. The expected tax consequences of investment decisions or strategies
4. The role that each investment or course of action plays within the overall trust portfolio
5. The expected total return from income and the appreciation of capital
6. Needs for liquidity, regularity of income, and preservation or appreciation of capital
7. An asset’s special relationship or special value, if any, to the purposes of the trust or to one or more of the beneficiaries.

Donations of investment assets will be liquidated immediately unless sale volume affecting price would be an issue. In this case, Management will consult the Investment Advisor on a liquidation strategy. The donor may be included if appropriate.

The Committee is responsible for mandating a return expectation of invested endowment funds.

An investment model agreed by the Committee must be used for investment decision making. Discretionary investment management of the Fund Manager is not permitted. Funds within the endowment investment mandate shall be invested in strict accordance with an investment model as directed by the Committee. Currently, the model being used is the following:

**Canadian Equities:** Based on the RBC Dominion Securities Canadian Focused List Equity Grid and/or Exchange Traded Funds based on Canadian Economic Sectors

**U.S. & International Equities:** Exchange Traded Funds based on US Economic Sectors

**Fixed Income:**
- Federal/Provincial Bonds
- Municipal Bonds
- GIC’s
- Corporate Bonds: Rated BBB quality or greater
- Preferred Shares: Rated P3 quality or greater

2. LEGAL, TAX & REGULATORY ISSUES

Income earned by the College is tax-free. The College is subject to a disbursement quota of 3.5% on the invested funds which is sufficiently satisfied through normal programing at St. Paul’s.
3. ASSET MIX AND RETURN EXPECTATIONS

LONG TERM MANDATE

All Long Term Mandate Funds may be pooled for investment and invested to achieve capital protection and growth with a view to offsetting program expenditures for which the funds were earmarked.

The Long Term Mandate Funds may be invested in cash and cash equivalents, fixed income and equities and must have a proper balance between Canadian and foreign equities. As a guideline, foreign equities at any one time may not exceed the limit as defined in the reporting table (below). The Committee will be responsible for determining the asset mix for investment.

SHORT TERM MANDATE

The Short Term Mandate Funds will be invested with the objective of capital preservation and liquidity. The investment within the short-term investment pool takes the form of cash and cash equivalents and investment grade fixed income instruments.

4. FUNDS AND THEIR PURPOSE

Short Term Mandate Funds:

A. Operating Fund Accumulation: This investment allocation includes the accumulation of operating balance from the operating fund, not needed in daily cash flow.

Long Term Mandate Funds:

A. Lectureship Fund: records the accumulated donations, purchasing power adjustments and expendable for the purpose of operating certain public lectures and lectureships.

B. Student Award Fund: records accumulated donations for payments attached to student bursaries, scholarships and other awards.

C. Development Fund: finances specific capital improvements or additions and special programs. It also holds donations for annual transfer to other funds, e.g., donations for a new student award.

D. Academic Fund: finances the development of new academic activity.
5. REPORTING & ACTION

Not less than yearly, the following table will provide the summary of the investment mandated as compared to its achievements, to the Board of Governors. The Committee will take action to correct any deviation from the investment mandate no less than quarterly. The Committee will manage the Short Term and Long Term Mandates as a combined mandate with the restrictions as set forth in Section 3 with respect to their respective investment mandates. Return is defined as earned income plus or minus unrealized gains or losses.

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<td>Year to Date &amp; Rolling 1 Year &amp; Rolling 5 Year (3 percentages)</td>
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<tr>
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<td>50</td>
<td>Actual (%) at measurement date</td>
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<tr>
<td>Combined Cash, Cash Equivalents &amp; Fixed Income %</td>
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</table>

** Market Index is comprised of 25% S&P/TSX Composite, 25% S&P 500 Index, 50% DEX Bond Universe

The Chair of the Finance and Investment Committee, or a Member of the Committee designated by the Chair, will liaise with our investment advisor to approve changes to our portfolio and to ensure that the investment mandate described above is followed.

6. REVIEW

This policy shall be reviewed every three years by the Finance and Investment Committee.
With the emergence of the shared delivery of the INDEV and MDP programs, faculty members of the University of Waterloo who teach in those programs are increasingly on our campus to teach and attend meetings. This situation and our shared interest in the welfare of the INDEV and MDP programs provide a sound basis to create a more formal relationship for those faculty members with the College. In addition, our Indigenous Studies and Indigenous Entrepreneurship programming draws on colleagues from the Faculty of Environment and the Faculty of Arts. Finally, faculty members of our academic partners who share in the academic work of the College fit the traditional definition of a “fellow” or “academic fellow”: “In academia, a fellow is a member of a group of learned people who work together as peers in the pursuit of mutual knowledge or practice.”

Those who share in the academic work of the College are potentially an important source of ideas and advice on how the College’s academic mission can evolve and be improved. We should take advantage of this potential, especially since our own employed faculty complement is likely to remain small for the foreseeable future.

Finally, the potential benefit of fellows outweighs costs since the concept of a fellow does not necessarily include remuneration though it usually includes certain rights and privileges; the latter vary with the institutional situation and needs.

In conclusion, it is in our interest to recognize and engage faculty members who share in our work appointing them fellows of St. Paul’s as defined as follows:

1. An STP fellow is a member of the College faculty, status only, upon approval of the Board of Governors of the College.
2. A fellow is appointed for a period of 5 years, renewable at the discretion of the Board of Governors.
3. To be eligible for appointment as an STP fellow, an individual must participate in the academic life and work of St. Paul’s on an ongoing basis through instruction, research, or academic administration.
4. A fellow may relinquish his fellow status by resignation, or by no longer participating in the academic life and work of the College through instruction, research or academic administration.
5. A regular member of the STP faculty may not be a fellow, but a sessional or adjunct faculty member of STP may be appointed a fellow.
6. The rights and privileges of a fellow include:
   a) Parking permit at STP staff rate
   b) Meal tickets at STP staff rate
   c) Shared office space while teaching or providing instruction on STP campus.
   d) Being included generally in the community life of the College
1. INTRODUCTION

Vacations are pre-planned breaks from the workplace, mutually arranged between supervisors and staff members and meant to provide an opportunity for refreshment and rejuvenation. Because the workplace has become so busy and demanding, it is not unusual for staff members to want to postpone their vacations. Supervisors, too, may find it difficult to spare people from their jobs. However, vacation is an entitlement, not a privilege, and it is the responsibility of both the staff member and supervisor to ensure that all vacation credits are taken within the appropriate vacation credit year. To the extent possible, work assignments should be managed so that staff members can take vacation entitlements without unduly affecting the ongoing operation of their departments.

The positive effects of a refreshed and rested staff member can reduce the possible tension and stress that can arise from extended periods of hard work with no break.

If any part of this Policy falls below the requirements of the Employment Standards Act, 2000, as amended (the “ESA”), the ESA will prevail over this Policy and this Policy will be deemed modified to confirm to such standards.

2. GENERAL

This Policy covers all regular full-time and part-time staff members with expected appointment duration of two years or more, except where stated otherwise in Section 5 below. For purposes of this Policy, years of service shall be calculated from the date of commencement of uninterrupted regular full-time and part-time employment or uninterrupted regular full-time and temporary full-time and part-time employment with St. Paul’s (whichever is greater).

For part-time employees, Vacation Credits will be prorated to reflect the average number of hours worked compared to full-time hours. Similarly, continuous employment during an approved reduced workload appointment will affect Vacation Credits, but only during the years of the reduced workload appointment (see Section 4.B.). Finally, an unpaid leave of absence, or a lay-off of not more than 12 consecutive months, will not be considered an interruption of employment with St. Paul’s, but will affect Vacation Credits (see Section 4.C.).

3. EXPLANATION OF TERMS

During the Vacation Credit Year (May 1 to April 30), staff members accumulate Vacation Credits, which are available to be used as paid vacation during the year as earned.

A. Earning Vacation Credits

The Vacation Credit Year is the 12-month period beginning May 1 and ending April 30, during which staff members earn Vacation Credits.

Vacation Credits are the portion of a staff member’s full vacation entitlement accumulated during the corresponding portion of the Vacation Credit Year. The maximum entitlement is determined as a function of the number of years of service at St. Paul’s, unless otherwise specified in an employment contract (see Appendix A).
B. Using Vacation Credits

Vacation Credits are available for a staff member to take as paid vacation. Paid vacation combines employees’ entitlements to vacation time and vacation pay under the ESA. However, as described in this Policy, paid Vacation Credits may be prorated to ensure that the amount of vacation pay received in a given year accurately reflects the correct percentage of wages earned in the current year.

Vacation time should be scheduled at mutually agreeable times for both staff members, supervisors and the administrative team.

4. VACATION ENTITLEMENT AND ACCRUAL

A. A staff member’s Vacation Credits depend on the duration of service, as shown in Appendix A, unless otherwise specified in an employment contract.

B. A staff member on an approved reduced workload appointment shall receive a pro-rated portion of the Vacation Credits shown in Appendix A.

C. During an unpaid leave of absence in excess of ten working days (consecutive or accumulative, including the unpaid portion of partially-paid leaves) or a lay-off of not more than 12 consecutive months, the amount of Vacation Credit earned for that vacation year will be reduced proportionately, except as required by the ESA. Service is not affected. Employees who return to active service for at least one month after an unpaid protected leave, such as pregnancy and/or parental leave, will be credited with the amount of Vacation Credits that they would have earned, had they been working during the leave. Please see Policy # E16 – Pregnancy, Parental and Adoption Leaves Policy – Staff & Faculty, for more information.

D. Should a staff member be absent because of illness for an extended period of time, the staff member will continue to accrue Vacation Credits for a maximum period of six months (i.e., during St. Paul’s self-funded short-term disability period). Should the absence continue beyond six months, no further vacation credits will accrue until the staff member has returned to work. Employees who return to active service for at least one month after an unpaid absence due to illness will be credited with the amount of Vacation Credits that they would have earned, had they been working during the leave.

5. SPECIAL CIRCUMSTANCES

A. Regular Full-time Staff During Their First Year of Employment

Vacation Credits for regular full-time staff members, for the first year of employment, will be pro-rated based on the formula below. If the incumbent’s hire date is between the 1st and the 15th, Vacation Credit for the full month will be given. Hire dates from the 16th to the end of the month are counted as a half months’ Vacation Credit.

\[
\text{Number of months worked} \times 15 \text{ (number of vacation days earned in first year)} \div 12 \text{ (months in a year)}
\]
For example:

A new regular full-time staff member who started work on August 1 and will have worked nine months to April 30 will have accumulated 11.25 (9/12 X 15 = 11.25) Vacation Credits. Applying Section 6.A., the accumulated 11.25 vacation credits would become 11 days.

B. Pro-ration of Vacation Credits for Regular Part-Time Staff

Regular part-time staff will accumulate Vacation Credits on a pro-rated basis, based on the following formula:

\[
\frac{\text{Number of hours worked in a week}}{\text{Hours in a normal work week for full-time staff in the same category}} \times \frac{\text{Number of days to which part-time staff would be entitled if regular full-time staff}}{\text{(see Appendix A)}}
\]

C. Temporary appointment staff

Payment for Vacation Credits shall normally be paid at a rate of 4% of gross earnings and paid with each salary payment.

D. Casual Staff

Payment for Vacation Credits for persons employed on a casual basis shall be calculated at rate of 4% and paid with each salary payment.

E. Termination of Employment

1. A staff member whose employment with St. Paul’s has been terminated shall be entitled to be paid vacation pay based upon unused Vacation Credits from May 1 preceding the termination date to the date of termination, in accordance with the following formula:

\[
\frac{\text{Number of months worked from preceding May 1}}{12} \times \frac{\text{Vacation Credits to which the staff member would have been entitled on May 1}}{\text{(see Appendix A)}}
\]

In no case will the payment be less than the statutory requirement.

2. In addition, a staff member whose employment has been terminated will be entitled to payment for any unused carry-forward Vacation Credits from the previous Vacation Credit Year.

3. A staff member who voluntarily terminates her/his employment shall have the option of:
• Specifying a termination date and receiving a cash payment for any unused Vacation Credits available to that date; or,
• Specifying a termination date which includes the use of all or a portion of unused Vacation Credits. In this case, the staff member would be accepting time off with pay in lieu of a cash payment.

6. VACATION CREDITS - GENERAL NOTES

A. Vacation Credits are calculated to the nearest full day, with a half-day or more counting as a full day.

B. A maximum of 15 days of Vacation Credits may be carried over from one Vacation Year to the next Vacation Year with the written approval of the appropriate supervisor. Such vacation carry-overs must be planned, approved and recorded in advance by the appropriate supervisor. A minimum of 10 days of any carry-forward Vacation Credits earned in the previous Vacation Credit Year must be used by the last day of February of the current Vacation Year, and the balance of any carry-forward must be used by April 30 of the current Vacation Year. This minimum is increased to 15 days of Vacation Credits for staff members with five years or more of service.

C. Staff members may only take the number of Vacation days they have earned Vacation Credits for at any point.

D. The appropriate Vacation Credit, as indicated in Appendix A, is based upon the staff member's length of service prorated from their commencement date unless otherwise specified in an employment contract.

E. In all cases, vacation schedules shall be arranged by and within each department, keeping in mind the work requirements of the department and the convenience of the individual. In all cases, the staff member must have the approval of the supervisor before taking vacation. Where Vacation Credits exceed two weeks, the supervisor may elect to limit vacation to units of not more than two weeks.

F. Staff members who, during a given Vacation Credit Year, have not accumulated sufficient Vacation Credits to justify their normal vacation period, as indicated above, may, with the approval of the supervisor, combine the vacation earned through the normal Vacation Credit Year with an unpaid leave of absence as indicated in Policy # E10 – Unpaid & Special Leaves of Absence – Staff.

G. Should a St. Paul’s recognized paid holiday fall during the vacation period of an eligible staff member, the vacation day may be taken on a different date mutually agreeable to the staff member and the supervisor.

H. Special work arrangements may require special interpretations of this Policy and queries in this regard should be directed to the applicable officer designated from time to time.
7. QUESTIONS

Questions concerning this Policy should be directed to an employee’s supervisor or to the applicable officer designated from time to time.
Appendix A

Vacation Credits per Years of Employment

- 15 days during the 1st year of service
- 15 days during the 2nd year of service
- 15 days during the 3rd year of service
- 20 days during the 4th year of service
- 20 days during the 5th year of service
- 20 days during the 6th year of service
- 20 days during the 7th year of service
- 20 days during the 8th year of service
- 20 days during the 9th year of service
- 21 days during the 10th year of service
- 21 days during the 11th year of service
- 22 days during the 12th year of service
- 22 days during the 13th year of service
- 23 days during the 14th year of service
- 23 days during the 15th year of service
- 24 days during the 16th year of service
- 24 days during the 17th year of service
- 25 days during the 18th year of service
- 26 days during the 19th year of service
- 27 days during the 22nd year of service
- 28 days during the 25th year of service
- 29 days during the 27th year of service
- 30 days during the 30th year of service

Clarifications:

- A year of service is defined as one full year worked. For the years of service calculation during the 3 years, the number of vacation days will be calculated based on the pro-rated amount of days earned from an employee’s start date versus May 1st, rounded up or down to the nearest full day. For example, if the employee has worked 3.6 years as of May 1st, the employee is entitled to 18 days of vacation in service year 4.
Appendix B
Principles and Guidelines for Vacations

Scheduling

1. In order to track vacation requests, staff members must submit a written request for vacation for approval by the supervisor. When special circumstances make rescheduling necessary, either at the request of the staff member for personal reasons, or the supervisor for business reasons, the rescheduled time will be by mutual agreement. Rescheduling vacation should be discussed fully between the staff member and the supervisor.

2. The supervisor and employee must immediately inform the applicable officer designated from time to time of all vacation arrangements for tracking purposes.

3. When a staff member’s employment with St. Paul’s ends, for any reason, all accrued but unused Vacation Credits must, by law, be paid to the staff member.

Approvals

1. In resolving conflicts when staff members propose to take vacations at the same time (and where minimum staffing requirements or peak work levels do not allow for it), staff members are encouraged to resolve the matter among themselves. Where agreement cannot be reached, the employees’ supervisor will resolve the issue.

Special Circumstances

1. If a catastrophic event occurs (e.g., death of an immediate\(^1\) family member, hospitalization due to accident or illness) during a staff member's vacation period, the portion of the vacation period affected may be rescheduled to a time mutually agreeable to both the staff member and the supervisor. In such cases, the supervisor may request documentation to verify the need to reschedule. The supervisor should consult with the applicable officer designated from time to time to determine how or whether to reallocate vacation time.

2. Because of sickness, sudden staffing changes, or other unforeseen circumstances, it may be necessary for a supervisor to request a staff member to reschedule a previously approved vacation. It is appropriate to consider reimbursement of any direct expenses caused by the rescheduling (e.g., nonrefundable deposits or tickets) that the staff member may have incurred. Supervisors should consult with the applicable officer designated from time to time for guidance on what constitutes vacation-related losses eligible for reimbursement.

\(^1\) Immediate family includes: spouse, child, grandchild, parent/guardian, grandparent, or sibling. See Policy # E13 – Bereavement Leave Policy – Staff, for further details.
St. Paul’s has always taken pride in cultivating a positive workplace culture. An important part of our positive workplace culture is the promotion of a healthy work-life balance. In a world where communications technology is increasingly demanding constant availability, it is important to draw boundaries that protect work-life balance.

**After-hours Communications: General**

For the purposes of this policy “communications” includes email, texts, video calls and telephone calls.

With the exception of those employees whose duties include being on-call after hours, employees of the College are not expected to take, read or respond to communications sent outside of their normal work hours.

**Urgent Situations**

The following employees have duties at the College that occasionally require immediate attention to urgent situations that may arise:

- Principal
- Academic Dean
- Director of Finance and Administration
- Facilities Manager
- Director of Student Life

Employees in this class will necessarily engage in after-hours communications that are urgent but are not expected to either read or respond to communications that can wait until the next day.

**Enforcement**

An employee who believes their supervisor is not respecting the terms of this policy is encouraged to speak to their supervisor’s supervisor about the matter.

Under no circumstances will an employee be punished for following the terms of this policy or for lodging a complaint about non-compliance.
# Investment Report Date: Apr 4, 2022

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*Market Index is comprised of 25% S&P/TSX Composite, 25% S&P 500 Index, 50% Dex Bond Universe*
Dormitory Fees

- Fee increase of 3.3% in the undergraduate dorms. Inflationary increases in the food service costs account for a lot of this increase.
- Benchmarks - Actual UW: room increase 2%, meal plan increase 6% to $12,064 double 2 terms; Estimated SJU 3% $12,873; estimated Grebel 3.3% to $12,618; estimated Renison 3.2% to $11,721.

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<th>Room Type</th>
<th>Fall Term 2022</th>
<th>Winter Term 2023</th>
<th>Spring Term 2023</th>
<th>Total 2-Term fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double room bed &amp; full meal</td>
<td>$7,442</td>
<td>$4,961</td>
<td>$4,961</td>
<td>$12,403</td>
</tr>
<tr>
<td>Single room &amp; full meal plan</td>
<td>$8,118</td>
<td>$5,412</td>
<td>$5,412</td>
<td>$13,530</td>
</tr>
<tr>
<td>Super single room &amp; full meal plan</td>
<td>$9,180</td>
<td>$6,120</td>
<td>$6,120</td>
<td>$15,301</td>
</tr>
</tbody>
</table>

Suite & Private Room Fees

- Shared suites fee increase 2%
- Benchmark UW: average CLV North 2-bedroom suite townhouse $3,256 – 2% increase
- The “Special Rate” applies to contracts consisting of 3 consecutive terms, single-term renewals on 3-term contracts, and single-term contracts in winter or spring terms.
- The “Regular Rate” applies to 2-term contracts: Fall/Winter or Fall/Spring

<table>
<thead>
<tr>
<th>Suite Type</th>
<th>Special Rate</th>
<th>Regular Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy Suite</td>
<td>$3,264 per person per term</td>
<td>$4,878 per person per term</td>
</tr>
<tr>
<td>2-Bedroom Suite</td>
<td>$3,428 per person per term</td>
<td>$5,029 per person per term</td>
</tr>
<tr>
<td>3-Bedroom Suite</td>
<td>$3,264 per person per term</td>
<td>$4,878 per person per term</td>
</tr>
<tr>
<td>Private Room</td>
<td>$3,428 per term</td>
<td>$5,029 per term</td>
</tr>
</tbody>
</table>

Apartment Fees

- Apartment fee increase 2%. RTA maximum increase 1.2% (which isn’t applicable to STP in this case).
- Benchmark CLV North 2 bedroom $1,332 – 2% increase

<table>
<thead>
<tr>
<th>Apartment Type</th>
<th>Monthly Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bed Apartment</td>
<td>$1,179 per month existing, $1,323 per month from Sept/20</td>
</tr>
<tr>
<td>2 Bed Apartment</td>
<td>$1,485 per month existing, $1,666 per month from Sept/20</td>
</tr>
</tbody>
</table>

Guest Rooms

- Guest rooms rented at rack rate of $110/night
Priority Objectives for the 2022 – 2023 Operating Budget

Objectives for the 2022 – 2023 Operating Budget

1. Maintain a realistic outlook on occupancy.

Realities for the 2022 – 2023 Operating Budget

4. Covid-19 will have a minimal effect on the 22/23 budget. The current budget assumes some conference business in the summer, and 15% less guest room revenue than pre-pandemic. The budget assumes fairly strong residence occupancy across all terms.
5. Inflation pressure has been considered. While there is risk of cost increases in certain areas (food service, admin & facilities, program costs), the overall risk is somewhat mitigated due to the fact that 2/3rds of our expenditure items are fixed. This includes our financing and capital costs that are fixed at 0% and the annual salary increase amounts are fixed for the year.
6. Introduce Indigenous Entrepreneurship lecturer position for 10 months of the year.
7. Start to explore funding options for Indigenous staff and program expenses as development fund projected to be less than a year’s support after 2022-2023.

Fee Strategy

St. Paul’s sets accommodation fees to reflect market conditions both on and off campus, with a target position at or near the top end of the price range to reflect our value add in terms of programming and location. Recommended increases of 3.3% for 2022-2023 Undergraduate building which are similar to competitors on campus. Our goal is to have one of the higher fees on campus, but not the highest. Price increases for the graduate building are 2% for existing tenants, which matches UW’s family housing increase. Because of rapid rise in apartment rates across KW, our apartment units are once again at the bottom to middle of off campus comparators, but still higher than the 2-bedroom UW option.
## 22/23 Budget by Department

<table>
<thead>
<tr>
<th></th>
<th>Academic</th>
<th>Residence</th>
<th>GreenHouse</th>
<th>Indigenous</th>
<th>Ancillary</th>
<th>Total 22/23 Budget</th>
<th>Total 21/22 Budget</th>
<th>Total 21/22 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>$1,576,832</td>
<td>$5,332,459</td>
<td>$175,205 2)</td>
<td>$295,185</td>
<td>$534,281 4)</td>
<td>$7,913,963</td>
<td>$7,186,886</td>
<td>$7,535,138</td>
</tr>
<tr>
<td><strong>Staff &amp; Program Expenses</strong></td>
<td>$1,368,218 1)</td>
<td>$1,583,892 3)</td>
<td>$419,803 2)</td>
<td>$343,080</td>
<td>$157,752 4)</td>
<td>$3,872,745</td>
<td>$3,639,214</td>
<td>$4,367,912</td>
</tr>
<tr>
<td><strong>Excess (Shortfall) of revenues over expenditures</strong></td>
<td>$208,614</td>
<td>$3,748,567</td>
<td>($244,598)</td>
<td>($47,894)</td>
<td>$(7,913,963)</td>
<td>$7,186,886</td>
<td>$4,041,217</td>
<td>$3,547,672</td>
</tr>
<tr>
<td><strong>Administration, Facilities &amp; Capital Overhead Contribution</strong></td>
<td>$597,883 6)</td>
<td>$3,023,093 6)</td>
<td>$202,043 6)</td>
<td>$137,179 6)</td>
<td>$188,405 6)</td>
<td>$4,148,603</td>
<td>$3,730,391</td>
<td>$3,961,146</td>
</tr>
<tr>
<td><strong>Employee Future Benefits Overhead Contribution</strong></td>
<td>$36,383 6)</td>
<td>$9,286 6)</td>
<td>$10,607 6)</td>
<td>$9,567 6)</td>
<td>$3,958 6)</td>
<td>$69,801</td>
<td>$74,391</td>
<td>$71,712</td>
</tr>
<tr>
<td><strong>Excess (Shortfall) of revenues over expenditures including Overhead</strong></td>
<td>$(425,652)</td>
<td>$716,188</td>
<td>$(457,247)</td>
<td>$(194,640)</td>
<td>$(184,166)</td>
<td>$(7,717,110)</td>
<td>$34,368</td>
<td></td>
</tr>
<tr>
<td><strong>Transfer in from other funds</strong></td>
<td>$48,276</td>
<td>$7,000</td>
<td>$60,000 5)</td>
<td>$47,894 5)</td>
<td>$52,645</td>
<td>$215,815</td>
<td>$70,120</td>
<td>$95,312</td>
</tr>
<tr>
<td><strong>Excess of revenues over expenditures after transfers</strong></td>
<td>$(377,376)</td>
<td>$723,188</td>
<td>$(397,247)</td>
<td>$(146,746)</td>
<td>$(236,811)</td>
<td>$(38,629)</td>
<td>$(186,990)</td>
<td>$129,680</td>
</tr>
</tbody>
</table>

### Debt Service Ratio Calculation

<table>
<thead>
<tr>
<th></th>
<th>22/23 Budget</th>
<th>21/22 Budget</th>
<th>21/22 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Coverage Ratio (min 1.05:1)</td>
<td>1.07</td>
<td>1.06</td>
<td>1.37 8)</td>
</tr>
</tbody>
</table>

### Occupancy numbers 22/23

- **Dorm Residence (318 rentable beds/term)**
  - Spring: 53
  - Fall: 304
  - Winter: 261

- **Apartments (122 rentable beds/term)**
  - Spring: 106
  - Fall: 107
  - Winter: 107

### Occupancy percentage 22/23

- **Dorm Residence (318 rentable beds/term)**
  - Spring: 17%
  - Fall: 96%
  - Winter: 82%

- **Apartments (122 rentable beds/term)**
  - Spring: 93%
  - Fall: 94%
  - Winter: 94%

### Notes:

1. Increased teaching expenses for INDENT
2. 2 confirmed grants and corresponding expenses
3. UG residence revenue assumes double bed occupancy on full occupancy. Grad building assumed strong occupancy
4. Return of some conference revenue and fairly strong guest room revenue
5. Transfer funds to cover Indigenous operating expense shortfall and Social Impact Fund
6. Overhead contribution covering Administration & Facilities, Swap payments and EFB are allocated to departments based on appropriate cost drivers
7. May see re-calculation gains due to rising long-term rates, using last year’s actual for budgeting purposes
8. Doesn’t include approved Fund balance projects
9. % calculation includes only Fall/Winter

### Revenue & Expense

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$5,636,632</td>
<td>$4,266,669</td>
</tr>
<tr>
<td>2017</td>
<td>$5,956,684</td>
<td>$4,833,120</td>
</tr>
<tr>
<td>2018</td>
<td>$6,411,174</td>
<td>$5,131,436</td>
</tr>
<tr>
<td>2019</td>
<td>$6,681,823</td>
<td>$5,051,697</td>
</tr>
<tr>
<td>2020</td>
<td>$6,971,233</td>
<td>$5,384,125</td>
</tr>
<tr>
<td>2021</td>
<td>$5,756,129</td>
<td>$4,905,607</td>
</tr>
<tr>
<td>2022</td>
<td>$7,186,886</td>
<td>$5,830,189</td>
</tr>
<tr>
<td>2023</td>
<td>$7,913,963</td>
<td>$6,275,344</td>
</tr>
</tbody>
</table>
## Transfers into the Operating Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved 2021 2022 Budget</th>
<th>Proposed 2022 2023 Budget</th>
<th>Variance Proposed 2022 2023 to 2021 2022 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>From student awards for Indev Fellowship meals</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>From Development project 119 for Aboriginal projects</td>
<td>$31,103</td>
<td>$47,894</td>
<td>$16,792 54%</td>
</tr>
<tr>
<td>From Development - GreenHouse SIF</td>
<td>$25,000</td>
<td>$60,000</td>
<td>$35,000 140%</td>
</tr>
<tr>
<td>From Development - Residence Life</td>
<td>$7,000</td>
<td>$7,000</td>
<td>$0 0%</td>
</tr>
<tr>
<td>From Lectureship - Staff costs</td>
<td>$0</td>
<td>$10,000</td>
<td>$10,000 0%</td>
</tr>
<tr>
<td>From Academic - Library Collection</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$0 0%</td>
</tr>
<tr>
<td>From Academic - INDENT Program start-up</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$0 0%</td>
</tr>
<tr>
<td>From Academic - Principal Admin leave accrual (academic portion)</td>
<td>$42,645</td>
<td>$42,645</td>
<td>$0 0%</td>
</tr>
<tr>
<td>From Academic Fund for academic use</td>
<td>$7,017</td>
<td>$8,276</td>
<td>$1,259 18%</td>
</tr>
<tr>
<td><strong>TOTAL TRANSFERS INTO THE OPERATING FUND</strong></td>
<td><strong>$70,120</strong></td>
<td><strong>$215,815</strong></td>
<td><strong>$145,695 208%</strong></td>
</tr>
</tbody>
</table>

## Transfers out of the Operating Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved 2021 2022 Budget</th>
<th>Proposed 2022 2023 Budget</th>
<th>Variance Proposed 2022 2023 to 2021 2022 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Capital Fund for original swap payment</td>
<td>$775,526</td>
<td>$775,189</td>
<td>($337) 0%</td>
</tr>
<tr>
<td>To Capital Fund for Phase 4 swap payment</td>
<td>$93,666</td>
<td>$93,405</td>
<td>($261) 0%</td>
</tr>
<tr>
<td>To Capital Fund for Phase 5 swap payment</td>
<td>$506,685</td>
<td>$505,426</td>
<td>($1,259) 0%</td>
</tr>
<tr>
<td>To Capital Fund for Facilities Renewal</td>
<td>$163,844</td>
<td>$371,984</td>
<td>$208,140 127%</td>
</tr>
<tr>
<td><strong>TOTAL TRANSFERS OUT OF THE OPERATING FUND</strong></td>
<td><strong>$1,539,721</strong></td>
<td><strong>$1,746,004</strong></td>
<td><strong>$206,283</strong></td>
</tr>
</tbody>
</table>
## St. Paul's University College

### 2022/2023 Fund Summary Proposed Budget - DISBURSEMENTS FOR APPROVAL

<table>
<thead>
<tr>
<th>Funds</th>
<th>Projected Opening Balance May 1, 2022</th>
<th>Forecasted Investment Income</th>
<th>Income or Transfers from Other Funds</th>
<th>Less: Disbursements</th>
<th>Projected Closing Balance April 30, 2023</th>
<th>Notes on Disbursements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Fund</td>
<td>$1,030,031</td>
<td>$41,151</td>
<td>$0</td>
<td>$90,921</td>
<td>$980,262</td>
<td>Research, INDENT, Admin Leave, Human Rights Library acquisition</td>
</tr>
<tr>
<td>Student Award</td>
<td>$3,071,918</td>
<td>$121,003</td>
<td>$3,000</td>
<td>$95,000</td>
<td>$3,100,920</td>
<td>INDEV Fellowships, Scholarships; other awards</td>
</tr>
<tr>
<td>Lectureship</td>
<td>$793,298</td>
<td>$31,732</td>
<td>$0</td>
<td>$25,000</td>
<td>$800,030</td>
<td>Stanley Knowles</td>
</tr>
<tr>
<td>Development</td>
<td>$557,634</td>
<td>$22,305</td>
<td>$0</td>
<td>$114,894</td>
<td>$465,044</td>
<td>Transfer to Operating Fund for, Indigenous program, Residence project funding, GH Social Impact Funds</td>
</tr>
<tr>
<td>Operating</td>
<td>$1,056,666</td>
<td>$8,129,778</td>
<td>$8,091,149</td>
<td>$1,095,294</td>
<td></td>
<td>Operating budget + $70K EFB estimate</td>
</tr>
<tr>
<td>Total Fund Balance excluding Capital</td>
<td>$6,509,546</td>
<td>$6,441,551</td>
<td></td>
<td></td>
<td></td>
<td>1) Fund Balances decreasing $67,995</td>
</tr>
</tbody>
</table>

### Capital Facilities Renewal Allowance

| Capital Facilities Renewal Allowance | $602,235 | $371,984 | $326,931 | $647,288 |

1) Fund Balances decreasing $67,995
## 2022-2023 Cash Flow

### Mar-22

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Bank Balance</strong></td>
<td>$653,735</td>
<td>$25,558</td>
<td>$262,392</td>
<td>$35,114</td>
<td>($426,509)</td>
<td>$970,479</td>
<td>($184,942)</td>
<td>$405,156</td>
<td>$3,227</td>
<td>($92,499)</td>
<td>$627,042</td>
<td>$930,038</td>
<td>$334,312</td>
<td>($67,617)</td>
</tr>
<tr>
<td><strong>Estimated Operating Revenues</strong></td>
<td>$715,176</td>
<td>$870,668</td>
<td>$913,709</td>
<td>$177,716</td>
<td>$2,036,327</td>
<td>$177,716</td>
<td>$1,147,704</td>
<td>$155,677</td>
<td>$655,677</td>
<td>$1,277,147</td>
<td>$860,603</td>
<td>$155,677</td>
<td>$155,677</td>
<td>$1,183,482</td>
</tr>
<tr>
<td><strong>Estimated Operating Expenses/Transfers (includes debt payments), Facilities Spending</strong></td>
<td>$1,343,353</td>
<td>$633,834</td>
<td>$1,140,987</td>
<td>$639,339</td>
<td>$1,333,136</td>
<td>$557,606</td>
<td>$557,606</td>
<td>$751,404</td>
<td>$557,606</td>
<td>$557,606</td>
<td>$751,404</td>
<td>$557,606</td>
<td>$557,606</td>
<td>$557,606</td>
</tr>
<tr>
<td><strong>Closing Bank Balance</strong></td>
<td>$25,558</td>
<td>$262,392</td>
<td>$35,114</td>
<td>($426,509)</td>
<td>$970,479</td>
<td>($184,942)</td>
<td>$405,156</td>
<td>$3,227</td>
<td>($92,499)</td>
<td>$627,042</td>
<td>$930,038</td>
<td>$334,312</td>
<td>($67,617)</td>
<td>$558,259</td>
</tr>
<tr>
<td><strong>Short-term Operating Investment Balance</strong></td>
<td>$2,300,141</td>
<td>$2,303,016</td>
<td>$1,805,895</td>
<td>$1,808,152</td>
<td>$1,810,412</td>
<td>$2,312,675</td>
<td>$2,315,566</td>
<td>$2,318,461</td>
<td>$1,821,359</td>
<td>$1,823,635</td>
<td>$1,825,915</td>
<td>$1,828,197</td>
<td>$1,830,483</td>
<td>$1,832,771</td>
</tr>
<tr>
<td><strong>Total Available Operating Cash</strong></td>
<td>$2,325,699</td>
<td>$2,565,408</td>
<td>$1,841,009</td>
<td>$1,881,643</td>
<td>$2,780,891</td>
<td>$2,127,733</td>
<td>$2,720,722</td>
<td>$2,321,688</td>
<td>$1,728,860</td>
<td>$2,450,677</td>
<td>$2,755,953</td>
<td>$2,162,510</td>
<td>$1,762,866</td>
<td>$2,391,030</td>
</tr>
</tbody>
</table>

**Note:**

Small bank balance deficits to be managed through payable management.
Executive Committee Meeting
Minutes of Thursday, February 3, 2022
8:30 AM – 9:30 AM
Conducted via Zoom

ATTENDEES: Gary Foerster, Charlene Hone (non-voting), Tracy Mann, Richard Myers, Julia Salvini, Brad Siim (Chair)

1. Siim welcomed members to the meeting.

2. The meeting agenda was approved as presented (Mann/Myers-Carried)

3. Committee members were asked to declare any conflicts of interest they may have in relation to the items on the agenda: no conflicts were declared.

4. Executive Committee minutes from September 16, 2021 were approved as presented (Foerster/Myers-Carried)

5. Draft Board minutes from October 7, 2021 were included for information.

6. Motion to approve the agenda for the February 17, 2022 Board of Governors Meeting as presented (Mann/Salvini-Carried)

7. February BOG meeting. Now that students have returned to in-person learning, there is potential for board members to meet in person with COVID restrictions in place.

   Action: Hone to survey board members to see whether they would be inclined to attend in person or virtually. Results will determine the meeting format.

8. Other Business – none.

9. Motion to move In-Camera with committee members (Salvini/Mann-Carried)

10. Meeting adjourned at 9:16 AM (Mann/Myers-Carried)
Request for Sabbatical  
1 July – 31 December 2022  
Prof. Dr. Peter Frick

My last sabbatical ended December 2018. According to UW Policy, which we follow at St. Paul’s, I am eligible for a half-year sabbatical, having finished three years of work since the last sabbatical.

During my last sabbatical I started writing a book, tentatively titled *Understanding Paul. The Existential Perspective*. I have made an excellent start and finished 100 pages of that manuscript. My intention and hope are to come close to a full first draft by the end of this coming sabbatical.

My responsibilities as the Dean will be covered by Dr. John Abraham, who will be our new Dean beginning in July. My teaching is covered by a sessional appointment.

I am requesting your permission for a sabbatical leave from 1 July until 31 December 2022.

Respectfully submitted,

Peter Frick