

# St. Andrew's Hall



## Board of Management

### Members' Handbook

St. Andrew's Hall 6040 Iona  
Drive Vancouver, BC V6T  
2E8

Tel: 604 822 9720  
Fax: 604 822 9718  
[www.standrews.edu](http://www.standrews.edu)

Documents in this "Board of Management Members' Handbook 2009" replaces all earlier versions.



Welcome to the Board of Management, St. Andrew's Hall.

Your fellow Board of Management members and the staff of St. Andrew's Hall welcome you and thank you for taking on this role. A management consultant whose report shaped the present structure of St. Andrew's Hall, Mr. Tony Seguss, has told us that the role of this board is "lofty thinking." That is to say, it must consider the big questions about the ministry and mission of a Christian institution like ours. You will find that over the next few years we will collectively make decisions that will shape the life of St. Andrew's Hall for a generation or more. We are confident that you will be a great help in these important tasks.

In this handbook you will find a great deal of information about the history, legal status, structures and activities of St. Andrew's Hall. However, no handbook can answer every conceivable question. Please feel free to ask me, a more Board of Management member, or a member of the staff for any information you may need.

Once again, we thank you for agreeing to serve and commend you to God's blessing and guidance in this and all areas of your life.

A handwritten signature in black ink, written in a cursive style. The signature appears to read "Stephen Farris".

Stephen Farris  
Dean

# Table of Contents

## Introduction

St. Andrew's Hall Act (Statutes of British Columbia, 1955), March 15, 1955 (Insert)

St. Andrew's Hall Mission Statement

Board of St. Andrew's Hall, By-laws

A Brief History of St. Andrew's Hall

General Assembly Report

VST-SAH-PCC Amending Agreement, July, 2005

Vancouver School of Theology "Vision, Mission, Values & Goals"

Seguss' Report Recommendations Review, March 10, 2006

## St. Andrew's Hall

Board of Management Representation

St. Andrew's Hall Structure

## Policies

---Bequest Policy

---Bursary Policy ; William and Margaret Walker Bursary Fund

---Cae Dickson Entrance Scholarship Policy

---Housing Subsidy Policy

---Expense Policy

---Investment Policy

## Terms of Reference

Committees:

---Bursary Committee

---Development Committee,

---Executive Committee

---Finance Committee

---Nominating Committee

---Personnel Committee

--Property Development Committee

## Officers/Representatives:

---Convener & Vice-Convener

---Presbyterian Student Representative

---Treasurer

## Others:

---Elders' Institute Mechanism for Advice, Advocacy & Feedback

---Joint Working Group

## **The St. Andrew's Hall Mission Statement**

### **Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

### **Mission**

St. Andrew's Hall is to create quality leaders  
to serve a church that serves the world  
in Christ's name.

### **Goals**

As a college of The Presbyterian Church in Canada we will:

create a unique and significant contribution  
to theological education for church leadership;

provide the standard for quality student accommodation; and

offer compassionate pastoral ministry and hospitality.

### **Objectives**

Ensure that the degree-granting charter of St. Andrew's Hall  
is exercised effectively for the benefit of The Presbyterian Church in Canada

Promote the programs and resources of Vancouver School of Theology  
throughout The Presbyterian Church in Canada

Support Presbyterian students at VST

Create an institute to provide faithful and effective education  
for Canadian Presbyterian elders

Develop awareness of educational opportunities and services that will meet the needs  
of the laity of The Presbyterian Church in Canada

Maintain and enhance the physical facilities of St. Andrew's Hall

Support and nurture a unique sense of community among the residents

Nurture Christian virtues and hospitality  
Within the residential community and on the campus  
Run a policy-based style of governance

## **Strategies**

### **Theological Education**

- develop a process and protocol for written reporting from St. Andrew's Hall to Vancouver School of Theology and from Vancouver School of Theology to St. Andrew's Hall for each Board meeting of the respective institutions
- continue to represent vigorously the perspectives and interests of The Presbyterian Church in Canada in the affairs of Vancouver School of Theology
- continue to promote and recruit for theological education at Vancouver School of Theology and St. Andrew's Hall within The Presbyterian Church in Canada
- continue to contribute effectively to the spiritual and ecclesial formation of Presbyterian students at Vancouver School of Theology through the co-ordination of Presbyterian denominational studies and the teaching of faith formation
- consult regularly with Presbyterian students and graduates to ascertain their assessment of Vancouver School of Theology's programs
- provide leadership in ways that benefit all of our partners
- develop programs and secure staffing for the St. Andrew's Institute for Elders' Education

### **Student Accommodation**

- develop a plan and budget for a twenty-year maintenance program
- investigate the feasibility of replacing the 1957 buildings and constructing additional residence, including a chapel
- investigate the best means of implementing our commitment to build a day care centre
- develop and present clear policies for the residence community
- explore new opportunities for leadership in the development and management of student accommodation on the UBC campus

### **Pastoral Ministry**

Nurture a unique and hospitable community characterized by:

- the provision of accommodation designed to meet the needs of a variety of students;
- a clear commitment to Christian living; and

---the supportive presence of a chaplain

---develop a network to explore the possibilities of creating a more visible Presbyterian presence on the

### **UBC campus**

---explore the most appropriate means of establishing support systems for the chaplaincy ministry

### **Development**

--- produce an annual report that provides substantive information on the ministries of St. Andrew's Hall and the benefits of our relationship with VST for our supporters and partners

--- raise \$130,000 a year for three years for the pilot period of the St. Andrew's Institute for Elders'

### **Education**

--- create a communications and development office that will generate additional funds and build an endowment for the work of St. Andrew's Hall, including our present and future commitments to VST

### **Board Operations**

--- keep constantly before ourselves the responsibilities of Board members for the oversight and promotion of the vision and values of the Hall

--- review regularly the ends to be achieved, the adequacy of the means for achieving them, the effectiveness of Board-staff relationships, and the ownership generated by the processes of governance, all to be considered in the context of the mission and polity of The Presbyterian Church in Canada

--- periodically review the real assets of the Hall to ensure that they are being employed effectively to carry out the mission of the Hall

--- develop governance by-laws to be presented to the General Assembly for approval

--- write a Board Handbook that clarifies the church's expectations of the Hall's Board

--- ensure that adequate, up-to-date information and reporting is provided for Board members long enough before meetings to permit thoughtful and prayerful monitoring

*Approved by the Board of Management, St. Andrew's Hall  
November 26, 1999*

## **Board of St. Andrew's Hall -By-laws**

### WHEREAS:

- A. Pursuant to the St. Andrew's Hall Act (SBC, 1955, c. 112) (the "St. Andrew's Hall Act"), St. Andrew's Hall (the "College") was constituted a body politic and corporate.
- B. The St. Andrew's Hall Act provides among other things that:
  - (a) the College may affiliate with University of British Columbia;
  - (b) the College has the power to hold property;
  - (c) the College has full borrowing powers;
  - (d) the College has the power and authority to invest money and other securities and investments which by the laws of the Province are authorized for the investment of trust funds;
  - (e) the affairs of the College shall be managed by a Board of Management (the "Board") consisting of not less than five and not more than 15 members;
  - (f) the Board shall be appointed by the General Assembly of The Presbyterian Church in Canada (the "Assembly");
  - (g) the Board shall manage the financial affairs of the College;
  - (h) the Board shall have the power to appoint and remove the principal or other head, professors and other officers of the College;
  - (i) the professors of the College together with not more than 10 members of the Board shall constitute the Senate of the College to whom shall be entrusted the reception, academic superintendence, and discipline of the students and of all other persons within the College; and
  - (j) the Assembly may from time to time make, alter, amend and annul rules or by-laws for the government of the College and for the guidance of the Board provided such rules or by-laws are not contrary to the St. Andrew's Hall Act or repugnant to the laws of British Columbia.
- C. The Assembly has established a committee on theological education ("CTE") to oversee theological education in The Presbyterian Church in Canada.
- D. At the University of British Columbia, the College is a part of and participates in the Vancouver School of Theology ("VST").

NOW THEREFORE WITNESSETH that the Assembly exercising its powers under the St. Andrew's Hall Act hereby enacts the following By-laws:

### **Board of Management**

1. **Composition**

The Board shall be composed of:

- (a) twelve persons appointed by the Assembly, normally including ordained, diaconal and lay persons, striving for a balance in gender and clergy/lay members;
- (b) the Dean, ex-officio;
- (c) two representatives of the Board of Governors of Vancouver School of Theology, ex-officio.
- (d) A theological student elected by The Presbyterian Church in Canada students registered at VST.

Members of the Board shall act with diligence, honesty and good faith in the best interests of the College and to the glory of God.

2. **Quorum and Voting**

One third of the members of the Board (but not less than six) constitute a quorum for the transaction of business at any meeting of the Board. The ex-officio members of the Board are voting members. The Convener shall not have an original vote but in the event of an equality of votes on any question, he or she shall have a casting vote.

3. **Term of Office**

The appointees of the Assembly shall ordinarily serve for a renewable term of three years to a maximum of six consecutive years.

4. **No Remuneration**

Members of the Board shall serve without remuneration for the performance of their duties as such, but (i) members may be reimbursed for their expenses reasonably and actually incurred in connection with the performance of their duties, according to such procedures as may be determined by the Board; and (ii) members of the Board who are also officers or employees of the College may receive remuneration for the performance of their duties as such.

5. **Convener and Vice-Convener**

The Board shall nominate to the General Assembly one of the members of the Board to be the Convener. The Convener shall (i) direct the calling of all regular and special meetings of the Board in accordance with its By-laws; (ii) convene special meetings of its Executive Committee as needed; (iii) preside at all meetings of the Board and of its Executive Committee; (iv) encourage the participation of all members of the Board; (v) assist and support the work of the Dean; and (vi) be a member, ex-officio of all committees. Under special circumstances, the Convener of the Board may summon a meeting of any committee, may take the chair and preside over any such meeting so summoned.



6. In the absence or inability of the Convener to act, the Vice-Convener has the power and duties of the Convener.

**7. Powers and Duties**

The Board shall manage or supervise the management of the affairs and business of the College. Without limiting the generality of the foregoing, the Board has the power to:

- (a) establish, within the mandate of CTE, the mission, goals and strategic directions of the College, and ensure the implementation and evaluation thereof;
- 
- (b) establish policies for the College and assign their implementation to appropriate persons or groups;
- 
- (c) establish committees of the Board, including an Executive Committee (which functions as the Management Committee), a Finance Committee, and such other committees as are necessary to assist the Board in carrying out its responsibilities, prescribe the powers and duties of such committees so established, determine their terms of reference (terms of office and responsibilities of committee members), and delegate to any such committee such of its decision-making powers as the Board deems appropriate; provided that where power and authority to act for the Board are delegated, a majority of the members of the committee shall be members of the Board;
- 
- (d) appoint or remove officers, which officers shall normally consist of a Convener of the Board, a Vice-Convener, a Treasurer and a Secretary and appoint or remove members of Committees;
- 
- (e) establish the administrative structure of the College, appoint or remove the Dean and in consultation with the Dean appoint or remove the executive staff and other appropriate College committees.
- 
- (f) delegate such of its powers as it considers proper, to the Dean or to such other officer or employee of the College as may be designated by the Board; provided such delegation is determined by the Board to be necessary, advisable and appropriate for the carrying out of particular executive or administrative functions which are either (i) specified by the Board at the time of delegation, or (ii) prescribed by it as functions where decisive action in the interests of the College may have to be taken because of unusual or unforeseen circumstances. Any decision or action taken under such delegated authority shall be reported to the Board at its next meeting;
- 
- (g) receive and disburse all the monies of the College, keep and manage all its property, transact all its business relating to money and property committed to its care, and exercise all the powers in regard to money and property that are vested in the College;
- 
- (h) invest the funds of the College in accordance with the St. Andrew's Hall Act and the College's Investment Policy Statements, subject to any express limitations or restrictions on investment powers imposed by the terms of the instrument creating any trust as to the same;

- (i) determine from time to time, the fiscal year of the College;
- (j) purchase and maintain insurance for the benefit of persons indemnified under section 30 hereof against any liability incurred by such person in his or her capacity as a member of the Board and Senate and officer of the College, except where the liability relates to the person's failure to act honestly and in good faith with a view to the best interests of the College;
- (k) prescribe the manner in which and the person or persons who have the authority to sign deeds, leases, transfers, licences, contracts, agreements, assignments, cheques, bills of exchange, notes, orders for the payment of money, evidences of indebtedness and other instrument, engagements and documents (collectively, "documents"), (ii) any class or classes of documents, and (iii) any particular document or documents, and prescribe the authorities for carrying on the business of the College with its bankers and custodians;
- (l) fill any vacancy in the Board that occurs between Assemblies, as deemed necessary;
- (m) appoint, promote, suspend and remove any members of the executive staff of the College including the Dean;
- (n) ensure that professional development reviews of the Dean and the executive staff are conducted annually or at such other interval as the Board deems appropriate and by such persons as the Board deems appropriate;
- (o) receive and ensure appropriate responses to issues referred to the Board;
- (p) submit a report annually to the Assembly, through CTE on the affairs of the College and all matters entrusted to the Board by the Assembly, accompanied by the audited financial statements of the College for the previous fiscal year;
- (q) participate with VST in the Joint Working Group to oversee, review and negotiate the agreement between the College, VST and The Presbyterian Church in Canada ("Church"); and
- (r) do all such other acts and things as are necessary or expedient for the conduct of its affairs and the affairs of the College.

**8. Proceedings of the Board**

A meeting of the Board may be held at any time and place determined by the Board, provided that 5 days' notice of such meeting shall be sent in writing to each member. However, no formal notice shall be necessary if all members were present at the preceding meeting when the time and place of the meeting were determined or are present at the meeting or waive notice thereof in writing or give a prior verbal waiver to the Secretary.

9. All resolutions proposed at a meeting of the Board must be seconded.

10. Any issue at a meeting of the Board which is not required to be decided by a resolution requiring

more than a simple majority shall be decided by a Board resolution.

11. Voting shall be by show of hands or voice vote recorded by the secretary of the meeting.
12. A Board resolution of all the members in writing which has been deposited with the Secretary is as valid and effectual as if it had been passed at a meeting of the Board duly called and constituted. Such Board resolution may be in two or more counterparts which together shall be deemed to constitute one resolution in writing. Such resolution shall be filed with minutes of the proceedings of the Board and shall be effective on the date stated therein or, in the absence of such a date being stated, on the latest date stated on any counterpart.
13. A member of the Board who contemplates being or is temporarily absent from Canada may, by letter, facsimile, telegram or telex, send or deliver to the Secretary a waiver of notice of any meeting of the Board for a period not longer than one year and may, at any time, withdraw the waiver in like manner. Until the waiver is withdrawn:
  - (a) no notice of meeting of the Board need be sent to that member; and
  - (b) any and all meetings of the Board, notice of which has not been given to that director shall, if a quorum is present, be valid and effective;
14. Any Board or committee meeting may also be held, and any Board or committee member may participate in any meeting of the Board, or any committee in which he or she is entitled to participate, by conference call so long as all the Board and committee members or other persons participating in the meeting can hear and respond to one another. All such Board or committee members or other persons so participating in any such meeting shall be deemed to be present in person at the stated location of such meeting and, notwithstanding the foregoing Bylaws, shall be entitled to vote by a voice vote recorded by the secretary of such meeting.
15. **Disclosure of Interest**

Every member of the Board and every officer of the College who, in any way, directly or indirectly, is interested in a proposed contract or transaction with the College must disclose the nature and extent of the interest at a meeting of the Board.
16. The disclosure required by section 15 must be made:
  - (a) at the meeting at which a proposed contract or transaction is first considered;
  - 
  - (b) if the member or officer was not, at the time of the meeting referred to in paragraph (a), interested in a proposed contract or transaction, at the first meeting after the member or officer becomes interested; or
  - 
  - (c) at the first meeting after the relevant facts come to the member's or officer's knowledge.
17. For the purposes hereof, a general notice in writing given by a member or officer to the Board to the effect that the member or officer is a member, director or officer of a specified corporation, or that the director is a partner in, or owner of, a specified firm, and that the director has an interest in a specified corporation or firm, is a sufficient disclosure of interest to comply with this section.

18. Every member or officer referred to in section 15 must account to the College for any profit made as a consequence of the College entering into or performing the proposed contract or transaction, unless:
- (a) he or she disclosed his or her interest as required by section 15;
  - (b) after his or her disclosure the proposed contract or transaction is approved by the Board; and
  - (c) he or she abstains from voting on the approval of the proposed contract or transaction.

### Senate

19. **Composition**

The Senate shall consist of the professors of the College and not more than ten members of the Board, and shall normally be convened by the principal or other head.

20. **Powers and Duties**

The Senate shall be responsible for the admission, supervision and discipline of the students and of all persons with the College including without limiting the generality of the foregoing the power to:

- (a) establish, change and terminate administrative and academic departments within the College and determine the powers and duties of any such department;
- (b) approve students for graduation;
- (c) exercise authority over all members of the staff; and
- (d) determine the proper disposition of any charge or complaint against a member of the staff of the College respecting any matter which lies within the purview of the College, but without interfering with the jurisdiction of the respective courts of the Church.
- (e) maintain proper communication with certifying Presbyteries.

In exercising its powers and duties, the Senate shall work to the extent practicable within the policies and procedures of the VST.

21. **Granting Degrees**

The Senate shall have the power to provide for the granting of and to grant degrees in theology only including honouring degrees and certificates in theology as the Senate may determine.

22. **Proceedings of the Senate**

Proceedings of the Senate shall be conducted in the same manner as proceedings of the Board.

### Committees

23. In exercising its powers under section 7(c), the Board may include on its committees persons who are not members of the Board.
24. The convener of every committee shall normally be a member of the Board.
25. Committees may meet for the transaction of business, adjourn and regulate their meetings and proceedings as they see fit, subject to any rules or restrictions imposed or terms of reference established from time to time by the Board.

26. Any committee may invite such Board members, officers, employees of the College and other persons, including such consultants and professional advisors as it may see fit from time to time, to attend at meetings of the committee and to assist in the discussion and consideration of the affairs of the College.
27. Unless otherwise determined by the Board, the quorum for the transaction of business at any meeting of a committee shall be a majority of its members (fifty percent, plus one).

### **Investments**

28. The Board shall, subject to the constraints regarding investments contained within the St. Andrew's Hall Act, establish an Investment Policy Statement governing the various funds of the College.

### **Borrowing Powers**

29. The Board may from time to time, subject to the constraints of the St. Andrew's Hall Act and as hereinafter provided,
  - (a) borrow money on the credit of the College;
  - (b) limit or increase the amount to be borrowed;
  - (c) issue debentures or other securities of the College in connection with any such borrowings;
  - (d) pledge or sell such debentures or other securities for such sums and at such prices as may be deemed expedient; and
  - (e) secure any such debenture or other securities, or any other present or future borrowing or liability of the College, by charging, mortgaging, hypothecating or pledging all or any of the real or personal property of the College, whether currently owned or subsequently acquired, including book debts and the rights, powers, franchises and undertaking of the College.

The Board may delegate these borrowing powers to any officers of the College to such extent and in such manner as may be determined from time to time by resolution of the Board.

### **Indemnification**

30. Every member of the Board and Senate and officer of the College and his or her heirs, executors, administrators and estate and effects, respectively, shall from time to time and at all time be indemnified and saved harmless out of the funds of the College, from and against:
  - (a) all costs, charges and expenses whatsoever that he, she or they sustain or incur in or about any action, suit or proceeding that is brought, commenced or prosecuted against him, her or them, for or in respect of any act, deed, matter or thing whatsoever, made, done or performed by him or her, in or about the execution of the duties of his or her office; and
  - (b) all other costs, charges and expenses that he, she or they sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his or her own willful neglect or willful default.

**Dean**

31. The Dean has executive and administrative supervision over and direction of the academic programs and work of the College and the teaching and administrative staffs. Without limiting the generality of the foregoing, the Dean has the power and/or duty to:
- (a) administer the College within the authority granted by the Board;
  - (b) oversee the day-to-day operations of the College;
  - (c) ensure that needed changes to the policies of the College are brought to the attention of the Board and the appropriate committees in a timely manner;
  - (d) consult with the Board concerning the administrative structure of the College and the persons to be appointed to fill executive positions;
  - (e) manage and provide leadership for the staff of the College and oversee lines of reporting and accountability within the administrative structure;
  - (f) act as the primary spokesperson for the College, including representing the College to the Church, CTE, VST and the associations, bodies and organizations with which the College is affiliated or of which it is a member;
  - (g) give leadership to fund-raising programs approved by the Board;
  - (h) assist the Board in preparing for its meetings, ensure appropriate implementation of Board decisions and facilitate the work of its committees; and
  - (i) perform such other duties as the Board may prescribe.
32. (a) The Dean is a member ex-officio of every committee of the Board.
- (b) The Dean shall report regularly to the Board upon the work of the College and may make such recommendations with respect thereto as the Dean considers advisable, and the Dean shall report upon any matter that is referred to him or her by the Board or the Executive Committee thereof and upon such other matters as the Dean considers advisable.

**Duties of Officers**

33. The Board shall appoint annually a Secretary and a Treasurer and may appoint and remove these and other officers of the Board as it deems necessary and determine the duties, responsibilities and term of all officers.
34. A person may be removed as an officer by a Board resolution.
35. Should the convener or any other officer for any reason not be able to complete his or her term, the Board shall elect or appoint a replacement without delay.
36. **Secretary**

The Secretary shall be responsible for making the necessary arrangements for:

- (a) the issuance of notices of meetings of the Board;
- (b) the keeping of minutes of all meetings of the Board;
- (c) the custody of all records and documents of the College except those required to be kept

- by the Treasurer;
  - (d) the custody of the common seal of the College;
  - (e) the maintenance of the register of members of the Board and Senate; and
  - (f) the conduct of the correspondence of the College.
37. If the Secretary is absent from any meeting of the Board, the members present shall appoint another person to act as secretary at that meeting.
38. **Treasurer**
- The Treasurer shall be responsible for making the necessary arrangements for:
- (a) the keeping of such financial records, including books of account, as are necessary on order to prepare financial statements in accordance with generally accepted accounting principles; and
  - (b) the rendering of financial statements to the directors, members and others when required.
39. A person may be appointed to two or more of the offices of the Board at any one time.
40. **Seal**
- The Board may provide a common seal for the College and it shall have power from time to time to destroy a seal and substitute a new seal in its place.
41. The common seal shall be affixed only when authorized by a resolution of the Board, and then only in the presence of the persons prescribed in the resolution or, if no persons are prescribed, in the presence of any two members of the Board.
42. **Auditor**
- For each fiscal year of the College, the Board shall appoint an auditor to hold office until he, she or it is re-appointed or his, her or its successor is appointed for the next fiscal year.
43. An auditor may be removed by ordinary resolution.
44. An auditor shall be promptly informed in writing of his, her or its appointment or removal.
45. The auditor may attend meetings at which the annual financial statements are being considered.
46. **Notices**
- Notice of a meeting may be given by mail, facsimile or email to every person shown on the register members of the Board, Senate or a committee as a member on the day the notice is given and addressed to the address or in the manner set forth in the register, unless a waiver has been delivered to the Secretary (Section 13).

**St. Andrew's Hall**

**Budget Principles 2008**

1. The budget allows for the satisfaction of all contractual obligations of SAH, including salaries and stipends, payments under the VST-SAH-PCC Agreement, mortgages and loans;
2. A Capital Replacement Reserve of 4% of General Fund gross revenue be set;
3. A contingency of 1% of General Fund gross revenue be set;
4. The capital from the Capital Fund will be protected, grown when possible, and plans to spend income will be made only with Board of Management approval;
5. The revenue from housing and operations will be comparable with prevailing rates set by UBC, VST, and Carey Theological College;
6. Expenses should either be consistent with historical activity or explicitly identified for Board of Management approval;
7. Total expenses should be equal to or less than revenues of SAH, unless explicitly identified for Board of Management approval; and
8. Any revenues of SAH obtained from withdrawals of capital from the PCC Fund should not be in amount greater than is necessary to balance the budget.



## **BOARD OF MANAGEMENT OF ST. ANDREW'S HALL**

The following is a brief summary of the Funds of the Hall:

### **A. CAPITAL FUND** (Including the Building Fund)

The Capital Fund records the physical assets of St. Andrew's Hall. The buildings and contents are presently insured on a replacement value of \$12,446,100. The land is not an asset but St. Andrew's Hall has a 999 year lease beginning January 1, 1956 @ \$1.00 per annum. Loss of residence income is insured @ 50% of estimated gross annual earnings from the residence. Burglary damage, boiler and machinery damage, earthquake and non-owned car liability are carried.

Investments as at December 31, 2008 total \$5,603,611.

#### Capital Replacement Reserve

Annually, 4% of General Fund gross revenue is set aside for investment in the Capital Replacement Reserve. This funds the replacement of furnishings and equipment identified in the 20 year maintenance plan.

### **B. ENDOWMENT FUND**

This fund was established by the Board in 1984 using the capital appreciation resulting from the sale of a residence owned by the Hall and occupied by the previous Dean. The income from this fund is allocated by a Committee of the Board and may be directed to:

1. Continuing Education. Grants, normally to ministers, professional church workers and laity of the Presbyterian Church in Canada.
2. Funding for libraries and resource centres.
3. Assistance with research projects. Non-faculty clergy and professional church workers.
4. Visiting lecturers. Public lectures and workshop meetings.

If insufficient applications are received for support in any of the above categories, the Board may authorize expenditure of funds on any project consistent with the aforesaid guidelines.

Investments as at December 31, 2008 total \$80,415

#### Concepts of the Fund

Funding of the above categories normally will be derived from income produced by investment of the Capital. Power of encroachment on capital is vested in the Board by a two-thirds majority at a duly constituted meeting. The capital may be augmented from time to time through donations, grants and legacies.

### **C. GENERAL FUND**

This account is obvious in that it records the operation of the residence, including wages and salaries, payments to Vancouver School of Theology and the annual grant from General Assembly.

**D DESIGNATED FUNDS TRUST (or, Restricted Fund)**

**ST. ANDREW'S HALL BURSARY FUND (Dec 31/08 \$142,287)**

This fund was established by the Board to provide income for student bursaries. Contributions are made from the annual Bursary & Graduation Dinner as well as gifts from staff and other friends of the Hall.

**REVEREND D. A. FOWLIE FUND (Dec 31/08 \$78,208)**

To assist Presbyterian students studying for a degree in Medicine or for Ordination in the Presbyterian Ministry. This fund was established by the will of the late Rev. D. A. Fowlie from the residue of his estate and appears to have amounted to \$17,000+ in 1964.

The B.C. Supreme Court confirmed that the fund was to assist Presbyterian students in Canada taking courses leading to graduation in medicine or to ordination in the Presbyterian ministry. The court further ordered that the income from the fund be used to assist such students by way of loans, grants or as the Administrator in his discretion sees fit. The Administrator is the Dean of St. Andrew's Hall - in practise it is the Board. No income was used until 1983, and was capitalized prior to that time.

**WILLIAM DOUGLAS WOODWARD MEMORIAL FUND (Dec 31/08 \$43,820) - To assist Theology students.**

The will of the late Marion L. D. Woodward bequeathed a legacy of \$10,000 to the Board of St. Andrew's Hall in 1970. It is to be held in perpetuity with the income to be used for the assistance of students in the advancement of their theological education. Theological education has been deemed to include those in the program of the Order of Diaconal Ministries. No income was used for any purpose prior to August 1983 and was capitalized.

**WEATHERDON TRUST (Dec 31/08 \$12,050) - To assist Presbyterian students.**

**W. T. MURCHIE FUND (Dec 31/08 \$11,877) - To assist Presbyterian students at Vancouver School of Theology.**

**DR. JOHN A. ROSS BURSARY (Dec 31/08 \$5,845) – To assist Presbyterian students.**

**MRS. ISOBELLE CADE BURSARY (Dec 31/08 \$5,287)– To assist Presbyterian students.**

**MARGARET CRAIGIE FUND (Dec 31/08 \$4,805) - To assist Presbyterian students at Vancouver School of Theology.**

These funds were established by the families named.

**CAE DICKSON ENTRANCE SCHOLARSHIP (Dec 31/08 \$88,491)**

To encourage the enrolment of bright, promising Presbyterian students in Vancouver School of

Theology. An award of up to \$5,000 per year will be made and it may be split between more than one candidate.

**BILL & MARGARET WALKER BURSARY (Dec 31/08 \$70,956)**

To assist Presbyterian students in the joint Regent College/Vancouver School of Theology program.

**FIELD OF ANATHOTH FUND (Dec 31/07 \$32,293)**

There is no formal agreement covering the terms of this Trust. Our authority is contained in letters accompanying periodic gifts from the late Annie G. Hill. These gifts were made during her lifetime to the Dean of St. Andrew's Hall to be used by him in his sole discretion for the benefit of the Presbyterian Church in Canada. The Dean makes recommendations to the Board for approval.

Investments as at December 31, 2008 total \$491,408.

## **A Brief History of St. Andrew's Hall**

In 1927, the Synod of British Columbia declared their determination to found theological college. However, it was not until 1955, under the leadership of the Honourable Mr. Justice Alexander Malcolm Manson, that St. Andrew's Hall was chartered by the Province of British Columbia as a theological college. The buildings, including the dormitory "Manson House" and a chapel, were completed in 1957 on land close to the heart of the University of British Columbia campus. The land was leased by the university to the college for 999 years.

For the first 27 years, St. Andrew's Hall served as a residence for university students, a centre for Presbyterian chaplaincy at the University of British Columbia, and housed the congregation of University Hill Presbyterian Church. The Rev. Dr. John A. Ross served as the first Dean, Chaplain to the university, and minister of the congregation. John Ross retired in 1983 and was appointed Dean Emeritus of the Hall in 1996. He passed away in spring, 2004.

Unfortunately, resources were not adequate to activate the degree-granting charter of St. Andrew's Hall during these years. In 1984, after several years of negotiations, St. Andrew's Hall and The Presbyterian Church in Canada entered into an agreement of association with Vancouver School of Theology by means of which Presbyterian students graduating from Vancouver School of Theology would be eligible for ordination within the denomination. St. Andrew's Hall agreed to have Vancouver School of Theology exercise its degree-granting charter, thus serving as the agent of the denomination in this association.

In 1985, the Rev. Dr. Brian Fraser succeeded John Ross as Dean of St. Andrew's Hall. In consequence of the agreement with Vancouver School of Theology, Brian Fraser also became Professor of Church History, serving for 17 years. In 2001, Brian Fraser resigned as Dean.

In 1995, St. Andrew's Hall opened an additional 93 residential apartment units to provide much-needed residences for university students and a long-term source of revenue.

In 2000, the Board of Management established the Elders' Institute, a new initiative in theological education for The Presbyterian Church in Canada. The Elders' Institute was established to provide educational programs and resources to the 13,000 ruling and teaching elders, ordained for life to govern the church. Erin Crisfield served as the first Director of the Elders' Institute and in 2004, the Rev. Dr. Roberta Clare succeeded her as Director.

In 2003, the Rev. Dr. Stephen Farris became Dean of St. Andrew's Hall and Professor of Homiletics at Vancouver School of Theology. In addition, Dr. Philip Crowell was appointed as Professor of Ethics.

In 2005, the Board of Management decided to demolish Manson House and the chapel as part of an overall plan to redevelop the site. It is expected that the leasehold on a portion of the property will be sold for a market development and the funds used as seed money for new construction. The position as Professor of Ethics at Vancouver School of Theology was terminated as part of an overall restructuring of Vancouver School of Theology.

In 2006, the Rev. Dr. Ted Siverns retired as the Presbyterian Director of Denominational Formation and the Rev. Dr. Glen Davis was appointed as his successor.

In 2009, the Rev. Dr. Richard Topping was appointed as the first St. Andrew's Hall Professor of Studies in the Reformed Tradition.

## Points of History

- 1928 Synod of British Columbia begins to explore the possibility of a residence at University of British Columbia.
- 1946 Westminster Presbytery appoints a committee to build a Presbyterian residence at the University of British Columbia with a special responsibility for recruitment and support of students for the Ministry.
- 1955 The Government of British Columbia grants a College Charter for St. Andrew's Hall, UBC.
- 1957 St. Andrew's Hall opens with Dr. John A. Ross as Dean.
- 1970 A joint committee of Anglican Theological College and Union College is established to create an ecumenical centre for theological education. Presbyterians are invited to consider joining.
- 1971 Vancouver School of Theology is created by the union of Union College and Anglican Theological College. The Presbytery of Westminster overtures the General Assembly to explore the possibilities of Presbyterian participation.
- 1978 The Presbyterian Church in Canada decides not to affiliate with Vancouver School of Theology at this time because of lack of unanimity among Western Synods.
- 1979 On recommendation from the Board of Ministry, the General Assembly enters a 5-year term of association with the Vancouver School of Theology and continues to explore full participation.
- 1984 The General Assembly approves a continuing Agreement of Association among The Presbyterian Church in Canada, St. Andrew's Hall and Vancouver School of Theology, with the provision that the Dean of St. Andrew's Hall be a faculty member at Vancouver School of Theology, responsible for denominational studies.
- 1985 The Rev. Dr. Brian Fraser becomes Dean of St. Andrew's Hall and Professor of Church History.
- 1987, 1998, 2001, 2005 The Agreement of Association with Vancouver School of Theology is revised.
- 1995 St. Andrew's Hall opens 93 residential apartment units.
- 2001 The Rev. Dr. Brian Fraser resigns as Dean of St. Andrew's Hall.
- 2003 The Rev. Dr. Stephen Farris becomes Dean of St. Andrew's Hall and Professor of Homiletics at VST.
- 2005 The original 1957 dormitory and chapel are demolished.
- 2009 The Rev. Dr. Richard Topping is appointed the first St. Andrew's Hall Professor of Studies in the Reformed Tradition.

## *Report of the Board of St. Andrew's Hall 2010*

The Board of St. Andrew's Hall gives thanks for another year marked by God's blessing in too many ways to enumerate in this report. We are deeply grateful that we face the challenges of new possibilities rather than the problems of contraction or decline. St. Andrew's Hall is a college of the Presbyterian Church in Canada located on the campus of the University of British Columbia. We have a special call to serve the Presbyterian Church in Western Canada but wish to be a blessing to the entire church, in a manner analogous to the way the recent Olympic Games belonged not to Vancouver only but to all of Canada. To that end, St. Andrew's Hall carries out four ministries:

- Theological Education: St. Andrew's Hall exercises its provincial charter to teach theology through its association with the Vancouver School of Theology (VST.) In addition, since 2006 it has been possible for candidates for ministry to enter a joint programme between Regent College, a well known evangelical school, and VST.
- The Elders' Institute: St. Andrew's Hall also reaches out to elders of the Presbyterian Church and to leaders in other churches through the ministry of the Elders' Institute.
- Housing and Hospitality: St. Andrew's Hall contains a residence for something over 250 people, a home to a multi-cultural mixture of theology students, UBC students both graduate and undergraduate and visiting scholars.
- Chaplaincy and Campus Ministry: St. Andrew's Hall hosts or provides a variety of ministries on the campus of UBC

### *1. Theological Education*

St. Andrew's Hall continues its long and fruitful association with VST. The Presbyterian presence on the faculty of VST has been strong for a number of years. Dr. Patricia Dutcher-Walls serves as Dean of Studies and as Professor of Hebrew Bible. (If Pat is elected moderator, we would like to insert appropriate congratulations here.) Dr. Glen Davis is Director of Denominational Formation and acts as mentor to candidates for the ministry of the Presbyterian Church. Dr. Roberta Clare, Director of the Elders' Institute teaches in the area of ministry and of Christian Education. Dr. Stephen Farris, in addition to serving as Dean of St. Andrew's Hall, teaches preaching and some New Testament.

This year we rejoice in the addition of Dr. Richard Topping who is the first to occupy the newly created St. Andrew's Hall Chair for Studies in the Reformed Tradition. That chair is wholly funded by the Board of St. Andrew's Hall, chiefly from the proceeds of the sale of a portion of the leasehold on our property. No extra grant to support this position has been sought or received from the national church. Richard came to us from a very effective ministry in the Church of St. Andrew and St. Paul, Montreal. He has taught extensively, particularly in

Presbyterian College and has published widely in several fields. Richard has been warmly received and teaches Introduction to Theology, Reformed Theology in the 19<sup>th</sup> and 20<sup>th</sup> Centuries, Reformation History and a course at Regent College on the Theology of Proclamation. We are delighted to welcome Richard to this community.

Seven Presbyterian students received degrees or diplomas at the 2009 convocation of VST. That is believed to be the largest number of Presbyterian graduates in the history of the relationship with VST. It is expected that five more Presbyterians will graduate in 2010, including Richard Watson the first graduate of the Regent-VST joint programme. The Board of St. Andrew's Hall prays God's blessing upon all these graduates.

The Presbyterian population in Western Canada is relatively small, compared to eastern and central Canada and the distances are great. St. Andrew's Hall has long engaged in online education through the Elders' Institute. Together with VST it will now extend that work into education of candidates for the ministry. The first online MDiv course, Practical Presbyterian Polity, taught by Dr. Hans Kouwenberg will be held in May and June 2010. A distance education course on Canadian Presbyterian Church History will be offered by Dr. Richard Topping. Further courses will be announced shortly. This is not an online course but is rather the electronic equivalent of a correspondence course. A number of VST courses, including Introduction to Preaching, will be taught in a "blended" format, reaching out to students both on site and at a distance. St. Andrew's Hall is actively seeking cooperation with other colleges in this web-based and distributed learning.

The Board is confident that candidates for the ministry of the Presbyterian Church in Canada can receive a very solid theological education through these various means.

### *Calvin@500*

On September 24 and 25, *Calvin@500*, a conference celebrating the quinquecentenary of the Reformer's birth, was held. Dr. Bruce Gordon of Yale University Divinity School delivered a fascinating keynote lecture on Calvin and the unity of the church. On the following day eight papers on various aspects of Calvin's thought and influence were delivered. The event was also marked by a display of books and artifacts associated with the Reformation. The recognition service for Dr. Richard Topping was a central part of this event. During this service, a choir of approximately fifty members, accompanied by five brass, a flute and organ, presented a cantata based on two Genevan psalms. This was the North American premiere of the cantata which had originally been composed for the 450<sup>th</sup> anniversary of the arrival of Calvin in Strasbourg in 1539. Dr. Topping delivered an inaugural lecture entitled "Does Biblical Interpretation Have a Prayer?" The recognition service attracted well over a hundred participants in addition to the choir and musicians. The other lecture and papers averaged approximately forty persons in attendance.

### *Visit of Prof. Willem Saayman*

Prof. Willem Saayman, a noted missiologist from the University of South Africa, spoke in Chapel at St. Andrew's Hall on November 17 and in a class at VST the same day. Dr. Saayman was a noted opponent of apartheid, to the point that he became the target of an assassination attempt.

## **2. *Elders' Institute***

The Elders' Institute is a ministry of St. Andrew's Hall with a particular calling to strengthen the work of the elders of the Presbyterian Church in Canada. The ministry of the Elders' Institute is national in scope reaching out to elders across the church through online courses, workshops and other educational events and by providing web-based resources.

The Pre-Assembly Workshop, PAW 2009, took place on June 5 at Chedoke Church in Hamilton, with 140 registrants, the maximum the facility could handle. The event was extremely successful with very positive feedback from leaders and participants. PAW 2010 will take place in Union Presbyterian Church, Mira Ferry. The theme for the event is hospitality ministry. We urge elder commissioners to consider registering for this event.

### *Online courses*

The Elders' Institute has offered a number of online courses in the last year. These included:

- "Serving as a Clerk of Session: Boning up on the Basics," offered twice and taught by The Rev. Dr. Ted Siverns.
- One of EI's most popular online courses, "Serving as a ruling elder," taught by the Rev. Leslie Walker.
- "Pastoral Visiting for Presbyterian Elders," taught by The Rev. Dr. Jean Morris.
- "Practical Presbyterian Polity," written by the Rev. Dr. Tony Plomp and the Rev. Dr. Hans Kouwenberg, and taught by Dr. Kouwenberg.

A new course guide for online learners has been piloted and is now in use for our course participants. It is particularly helpful for students new to online learning and includes step-by-step instructions with screenshots and arrows.

### *Special Projects*

EI's leadership training project for Mandarin-speaking ruling elders and lay leaders is progressing well. The first project is an online course, Leadership Training for Chinese Churches: Reaching Your God-Given Potential, which has been developed by Dr. Shuling Chen



(in consultation with Roberta Clare) and will be offered in Mandarin. It is scheduled to run Oct. 18 to Nov. 26, 2010. This will be the EI's first online course provided in Mandarin.

A pilgrimage, "From Noyon to Iona: Exploring the Reformed Heritage," will take place Sept. 30 to Oct. 16 and will include visits to those sites associated with the heart of the Reformed tradition and with the Scottish Reformation, the 450<sup>th</sup> anniversary of which is being celebrated in 2010. The pilgrimage will be led by Dr. Roberta Clare, Dr. Gerald Hobbs and Dr. Lynne McNaughton and will include sites in France, Germany, Switzerland and Scotland.

### *On-the-Road Workshops*

The Elders' Institute also offers "On-the-Road" workshops. In 2009-10, more than 20 workshops have been offered in presbyteries and congregations across the country on a wide variety of topics.

### *Resources*

The Elders' Institute also offers a number of "e-sources" of which *Leadership Habits for Great Session Meetings* written by Dr. Peter Coutts is the newest. These can be found at [www.eldersinstitute.ca](http://www.eldersinstitute.ca)

Several new tools have been added to the toolbox on the EI website, including *Spiritual Needs at End of Life* by Janet Stark, *The Session and Congregation as Emotional Systems* by Keith Boyer, *Discerning God's Will* by Mark Tremblay, *Pastoral Care Visiting* by Susan Swanney and *When a Problem Becomes a Problem* by Keith Boyer.

Dr. Roberta Clare was on study leave for the second half of 2009. During that time, she completed a UBC Certificate in Intercultural Studies and read extensively in the area of Christian Education. She also maintained supervision of a number of projects including the upcoming pilgrimage to sites associated with the Reformation.

### **3. *Housing and Hospitality***

St. Andrew's Hall contains 93 apartment units of various sizes and types. These range from "quads," four bedrooms, around a common cooking and living area, through studio, one bedroom and two bedroom apartments, to townhouses with two bedrooms and a den. As noted, above more than 250 people call St. Andrew's Hall home during term. The residence is full for the academic year 2009-2010. There was a drop in summer occupancy during the summer of 2009, probably due to the recession. The buildings are in good condition and there is no deferred maintenance. In addition to the ministry activities described later in this report, a number of activities have involved much of the community. These have included a welcome barbecue, a celebration of the Lunar New Year and a talent show and bake sale to raise money for relief of Haiti earthquake victims.

#### **4. *Campus Ministry and Chaplaincy***

St. Andrew's Hall believes that it has the responsibility to reach out gently and respectfully with the gospel of Jesus Christ from its central location on a secular campus. A chaplaincy team, headed by Mr. Richard Watson, a final year student in theology, organizes a wide range of activities. The simplest way to report on the range of activities may be to reproduce a weekly schedule of activities

<i>Sunday</i> 3:00 PM	Children's Music Hour
5:00 PM	Feasting on the Word, an exposition of the Gospel of John and celebration of the sacrament of the Lord's Supper
<i>Tuesday</i> biweekly 5:15 PM	Soup and Fellowship Night
<i>Tuesday</i> 12:00 Noon	Presbyterian Community Worship
<i>Wednesday</i> Monthly	6:00 PM Korean residents Potluck
<i>Thursday</i> 9:30 AM	English as a Second Language conversation group
5:00 PM	Korean Campus Ministry, worship, speaker and meal
<i>Friday</i> 7:00 PM	Mandarin Ministry evening
<i>Saturday</i> 7:00 PM	UBC area AA Meeting

#### ***Other Matters***

St. Andrew's Hall continues to enjoy good financial health. The buildings are in good condition and money is set aside for all necessary repairs and maintenance. There have been certain expenses in this last year outside the normal patterns of expenditure. These include paying the St. Andrew's Hall share of the final infrastructure improvement in the theological neighbourhood. The other unusual expense involved engaging a building consultant to help guide the Board through the process of negotiation with a potential partner in constructing a new building. It may be that a supplemental report on this matter will be presented before the General Assembly.

Three staff members, Glen Davis, Kathleen Bolton and Helen Anderson volunteered during the Winter Olympics. Both UBC and VST had a double reading week during the Olympic period so no classes were held at that time.

St. Andrew's Hall faces many challenges but the challenges are, for the most part, the challenges of possibility. We give thanks for those challenges and pray for God's blessing in meeting them.

David Jennings

Convener

Stephen Farris

Dean

**THIS AMENDING AGREEMENT** dated for reference the 1st day of July, 2001

**Among:**

VANCOUVER SCHOOL OF THEOLOGY a body corporate, of 6000 Iona Drive Vancouver, British Columbia V6T 1L4 (“VST”)

**And:**

ST. ANDREW’S HALL a body corporate, of 6040 Iona Drive Vancouver, British Columbia V6T 2E8 (“SAH”)

**And:**

THE PRESBYTERIAN CHURCH IN CANADA an unincorporated religious organization of 50 Wynford Drive, North York, Ontario (“PCC”)

**Whereas:**

- A) VST, SAH and PCC were parties to an Agreement of Association dated September 1, 1979, an Agreement dated September 1, 1984, and an Agreement dated July 1, 1996 which were superseded in their entirety by an Agreement dated July 1, 2001, (the Agreement dated July 1, 2001 being the “Agreement”), which set out their respective rights and obligations toward each other with respect to the provision of sound and effective theological education for Canadian Presbyterian students in the various degree and diploma programs offered at VST.
- B) The parties desire that PCC remain an associated denomination of VST;
- C) SAH holds a provincial charter as a theological college of PCC to grant degrees in theology and is the sole agent appointed by PCC to administer, monitor and develop PCC’s role as an associated denomination with VST;
- D) VST is a multi-denominational theological school, accredited through the Association of Theological Schools and affiliated with the University of British Columbia, and VST, through its provincial charter grants degrees in theological studies, and in partnership with founding, associated and participating denominations, prepares persons for various orders of ministry; and
- E) The parties wish to amend the Agreement (the “Amending Agreement”) so as to update and extend the agreement.

Now Therefore This Amending Agreement Witnesses that in pursuance of those purposes the parties agree as follows:

## **1 Relationship of Institutions**

### **1.1 Relationship of VST, PCC and SAH**

PCC shall remain an associated denomination of VST and each of the parties shall recognize publicly that association. SAH, or such other entity appointed by PCC from time to time, shall be the sole agent of PCC with which PCC will administer, monitor and promote its relationship with VST. VST retains its right to act on its own behalf with respect to its relationship with SAH and PCC, as more fully set out herein.

### **1.2 Relationship of VST and SAH**

SAH will continue to exercise its degree granting charter solely with VST. Notwithstanding this clause, if a Vancouver Theological Consortium is created during the term of this agreement, SAH shall have the right to participate in that consortium.

### **1.3 VST Reporting to PCC**

SAH shall appoint the Principal of VST as one of the representatives of SAH to the Committee on Theological Education and its successor committees. The Principal of VST shall have the full right to represent the views of VST and to hear the views of other members of the oversight committee, but shall not have the right to vote on any resolutions of the oversight committee. SAH shall be responsible for the travel and accommodation costs of the Principal of VST when attending meetings of the oversight committee.

### **1.4 Additional VST Involvement with PCC**

With respect to any committee of PCC on which SAH has representation, one member for each such committee shall be appointed by SAH on the nomination of the Principal of VST, provided that first consideration for such appointments shall be in all cases given to faculty and staff who are members of PCC. Those appointed persons shall have all the rights of full membership on the committees. SAH shall be responsible for paying the travel and accommodation costs of those appointed persons when attending those committee meetings.

### **1.5 VST Reporting to PCC and SAH**

- 1.5.1 The Dean of VST or a designate acceptable to SAH shall annually attend one meeting of the Board of SAH occurring at or near the end of each academic year to report on and respond to questions about the academic standards of VST, the progress of Certified Students' (defined below) studies and other related matters.

1.5.2 The Principal of VST shall submit an annual report to SAH for submission with the SAH report to the General Assembly of PCC.

**1.6 VST and SAH Representation on Respective Boards**

VST shall be entitled to nominate the Principal of VST (or such other person designated by the Principal of VST) and one member of the Board of Governors of VST to be full voting members on the Board of SAH. SAH shall be entitled to appoint two members of the Board of SAH (not more than one of whom shall include an employee of SAH who provides services to VST pursuant to a Contract (defined below)) to be full voting members on the Board of Governors of VST. VST shall nominate one of the SAH appointees to be a full voting member of the Finance Committee of VST and the other SAH appointee to be a full voting member of the Academic Policy Committee of VST.

**1.7 Joint Working Group**

There shall be established a Joint Working Group consisting of two representatives of each of SAH and VST plus the Principal of VST and the Dean of SAH who shall meet not less than on an annual basis during the currency of this Amending Agreement whose principal task is to foster and enhance the working relationship between SAH and VST.

**1.8 SAH Property**

SAH shall retain full right, title and interest in and to the property so held by SAH as at the date of this Amending Agreement and full charge of the management of all operations and programs of SAH not related to its degree granting charter. SAH acknowledges and agrees that VST shall have no financial responsibility for any liabilities of SAH, contingent or otherwise.

**2 PCC Students Attending VST**

**2.1 Admission of PCC Students**

The parties hereby acknowledge and agree that a student whom PCC certifies to attend VST (“Certified Student”) must satisfy the admission criteria of VST prior to being admitted as a Certified Student to VST.

**2.2 Tuition Fees**

SAH acknowledges and agrees that VST shall not be responsible for the payment of tuition fees, scholarship or bursaries for the enrollment or attendance of Certified Students.

**2.3 Denominational Studies**

VST shall ensure that the provision of instruction, course materials, funding and all other matters relating to denominational studies for Certified Students is carried out in accordance with, and to the satisfaction of, the requirements and intentions of SAH and PCC.

## 2.4 Recognition of Graduates

PCC shall recognize the degrees and diplomas awarded by VST to Certified Students as if those degrees and diplomas had been granted by a Presbyterian theological school and authorize its presbyteries to take on examination for certification for ordination those graduates certified as candidates for ministry of PCC.

## 3 Staff Contracts

### 3.1 Secondment of SAH Employees to VST

When, upon agreement between VST and SAH, an appointment is to be made where there is a contractual relationship between VST and SAH for all or part of the services of a faculty member, chaplain/director of denominational formation or administrator (“Appointed Person”), the following procedure shall be followed:

- (a) VST and SAH shall agree on the need for such an appointment.
- 
- (b) VST and SAH shall each have full rights of participation in the preparation of the job description, the interviewing of candidates and the approval of the Appointed Person.
- 
- (c) The Appointed Person shall be appointed by SAH.
- 
- (d) A letter setting forth the terms and conditions of the agreement between SAH and the Appointed Person shall be approved by VST.
- 
- (e) A contract for services (“Contract”) shall be entered into by VST and SAH setting out the specific terms and conditions of the agreement between VST and SAH.
- 
- (f) The Appointed Person shall have substantially the same rights and obligations as faculty members, chaplains/directors of denominational formation or administrators of VST providing similar services, respectively, save as herein provided.
- 
- (g) The Appointed Person shall not be a party to the Contract.
- 
- (h) SAH shall be solely responsible for the total salary and benefits of the Appointed Person.
- 
- (i) Upon execution of a Contract, SAH shall increase its financial contribution to VST in an amount equal to the Appointed Person’s total salary and benefits multiplied by a percentage of the Appointed Person’s time spent providing services to VST as set out in the Contract. That amount shall be paid by VST back to SAH pursuant to the Contract.

- (j) VST shall have the same rights and obligation to review the services of the Appointed Person and discipline the actions of the Appointed Person as if the Appointed Person had been appointed directly by VST.
- (k) VST shall have the right to terminate the Contract on the same basis as it has to terminate the employment of any of its faculty members, chaplains/directors of denominational formation or administrators, respectively, performing similar duties to that of the Appointed Person.
- (l) SAH shall have a right to terminate the employment of the Appointed Person on the same basis as is provided pursuant to the relevant law of British Columbia for an employer and/or the disciplinary procedures of the Presbyterian Church in Canada, subject only to the requirement that termination occur after the end of an academic year and prior to the next academic year if the termination is not for reasonable cause.

#### **4.0 Financial Arrangements**

##### **4.1 Annual Cash Payment**

In addition to any cash payments of bursaries or otherwise or in-kind payments of faculty, chaplaincy or otherwise SAH or PCC may make to VST, SAH shall pay to VST for the education of PCC students enrolled in VST's degree or diploma programs a cash contribution of an amount for present and future calendar years to be agreed upon by both SAH and VST. The amount will be paid quarterly and in arrears and shall be reported annually through the CTE to the General Assembly.

##### **4.2 No Additional In Kind Payments**

No in-kind payments will be made by PCC or SAH to VST, other than in the manner stipulated in this Amending Agreement.

##### **4.3 Additional Fundraising**

VST agrees that it shall not knowingly solicit funds from Presbyterian sources other than those persons who are also VST alumnae/i, members of the Board of Governors and VST faculty except in a joint campaign.

#### **5.0 Termination**

- 5.1 This Amending Agreement shall continue until terminated by written notice by any of the parties to the other parties and such termination shall take effect at the end of The academic year three years after such written notice of such termination is delivered to both the other parties.



**6.0 Severability**

6.1 If a provision of this Amending Agreement shall be found to be wholly or partially invalid by a court of competent jurisdiction, this Amending Agreement shall be interpreted as if the invalid provision had not been a part of this Amending Agreement.

**7.0 Entire Agreement**

7.1 This Amending Agreement supercedes all previous agreements, arrangements and undertakings among the parties hereto relative to the subject matter hereof, and expresses the entire agreement and understanding between the parties with respect to the subject matter, and shall not be modified except by a written modification signed by or on behalf of the parties hereto.

In Witness Whereof the parties hereto have executed this Amending Agreement as of the day and year first above written.

The Corporate Seal of  
VANCOUVER SCHOOL OF THEOLOGY  
was hereunto affixed in the presence of:  
c/s

\_\_\_\_\_  
Authorized Signatory

The Corporate Seal of  
ST. ANDREW'S HALL  
was hereunto affixed in the presence of:

c/s

\_\_\_\_\_  
Authorized Signatory

Signed, Sealed and Delivered  
by an authorized signatory of  
THE PRESBYTERIAN CHURCH IN CANADA  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Authorized Signatory

## **AGREEMENT WITH REGENT COLLEGE**

### **Regent College MDiv VST Diploma in Denominational Studies**

A proposal with respect to The Presbyterian Church in Canada students studying at Regent College was approved by the Board of St. Andrew's Hall, the Faculty Council of VST and the President and Dean of Regent College. All parties knew that the proposal could not take effect without the approval of the Committee on Theological Education and of the General Assembly. It has also been considered advisable to seek the counsel of the Committee on Theological Education. Formal approval from the committee was sought at the February 2006 meeting which was held in Vancouver. Meeting in that location allowed the committee members to visit Regent College and to meet leaders and Presbyterian students.

All theological education for the PCC takes place in ecumenical settings of varied forms. That is certainly true in Vancouver where candidates for the ministry of the PCC are educated in VST, an Anglican and United Church School with which our college, St. Andrew's Hall is associated. The present proposal extends that principle of ecumenical education the Vancouver area to a closer cooperation with Regent College. Regent College is a large, interdenominational evangelical of of theology on the UBC campus. At 476 students, FTE, it may be the largest theological school in Canada. It is a school of high repute in the international evangelical community. As such, it attracts students from across Canada and a number of foreign countries. The largest single block of students in recent years has seen from the Presbyterian and Reformed family of churches. In particular, Regent College prepares a large number of students from a number of different presbyteries for the ministry of the PCUSA. There is also a strong representation from the Presbyterian Church of Ireland.

Regent College is also held in high esteem by a very considerable segment of the PCC in the west. Some congregation prefer to support Regent and to send students to their programmes. Regent students of various Presbyterian denominations frequently undertake their field education requirements in Vancouver area PCC congregations. It must be emphasized that these churches are by no means all congregations that would be considered evangelical party churches. In some cases they undertake their field education alongside VST students.

There has been over the years a small but steady stream of Regent College MDiv graduates seeking ordination in the PCC. These students must fulfill the standard requirements of the PCC including interviews with the Committee on Education and Reception who normally require these candidates to undertake the standard one and a half years at a PCC college, eg. VST. This means that gaining PCC credentials represents an 18 month extension to a Regent programme. Consequently, an undetermined number of potential candidates from Regent never enter the PCC ministry. It also presents an anomaly whereby an American Presbyterian could take an MDiv at Regent, be ordained in the PCUSA, transfer to the PCC and be required take only two courses (PCC history and polity). Meanwhile a PCC member would have to take a year and a half at VST or another PCC college. At VST this means that a student must take 15 courses to fulfill that requirement. It should be noted that the year and a half of fifteen courses is a PCC not a VST requirement. For Anglican or United candidates the equivalent requirement is six courses (or potentially no courses at all in some Anglican dioceses.) At least some students and churches experience all this as punitive and resentment is created.

The results of the situation are not helpful.

- some students are lost to the PCC;
- a potential pool of ministers for the PCC, Presbyterian students from other countries, is not tapped;
- VST gets some PCC students who may be resentful about being forced to take the courses, hardly conducive to true learning or to a happy atmosphere;
- VST misses out on some PCC students who decide to take their theology courses elsewhere for various reasons;
- Regent misses out on a source of placements for its graduates;
- The students themselves have a long and frustrating experience of dubious educational worth; and
- St. Andrew's Hall has the support of only a part of its natural constituency.

The proposal regarding Regent College maintains exactly the present requirements Vancouver School of Theology (VST) would set for a Regent College graduate seeking ordination in The Presbyterian Church in Canada (PCC). The essential difference of the proposal is that candidates would be able to take those courses while enrolled in Regent College and also use them as transfer credits towards an MDiv at Regent College. The proposal is:

1. VST would upgrade for Presbyterian students the present 6 course Diploma in Denominational Studies (required for Anglican and United Church candidates) of the more demanding PCC standards. This proposed Diploma in Presbyterian Studies would require 15 VST courses, the equivalent of one and a half years of full time study.

Required courses would be

DS110	Denominational Studies
DS310	Denominational Studies
HIS 200	North American/Canadian Church History
HIS 315	Calvin and the Reformed Tradition
PT310	Mission, church and Ministry

In addition candidates for this diploma would be required to take at least one course from each PCC member of the VST faculty. Candidates would be further required to take Field Education in a PCC congregation and fulfill all requirements of both schools in this area, including the related VST Pastoral Theology course. Reports would be sent to both schools and to the Dean of St. Andrew's Hall. Candidates would also be expected to take part in the worship life of VST and specifically of the Presbyterian community in St. Andrew's Hall.

2. Regent College would accept VST courses as transfer credits to a maximum of 15 courses/45 credits, as permitted by the ATS regulations. Such credits would have to fit the requirements of the Regent College MDiv. A detailed list of potential transfer courses is being prepared by Anita Fast and Gerry Schoberg. It would be to the advantage of candidates to declare for the Diploma early in order to maximize the number of acceptable transfer credits.
3. Candidates for this program would fulfill the requirements of the PCC including, attendance at a Guidance Conference and undergoing Psychological testing. They would be expected to be or to

become a member of a PCC congregation and attend worship at a PCC congregation while resident in the Vancouver area.

4. Candidates would be certified or in process of being certified by a PCC Presbytery for a minimum of one and a half years.
5. Candidates would be required to declare their intention to seek the Diploma in Presbyterian Studies to the Dean of St. Andrew's Hall a minimum of one and a half years before graduation. The Dean of St. Andrew's Hall would officially inform both schools of the candidate's intentions. A space on the relevant registration forms would also be created to mark the candidate's status. The Dean of St. Andrew's Hall would be responsible for ensuring that all appropriate communication with the PCC would take place.
6. St. Andrew's Hall would create a bursary fund to assist these candidates and would undertake to raise money to support that fund.

At present Regent College fees are significantly higher than VST fees. Once a candidate declares an intention to seek the Diploma in Presbyterian studies, Regent College would remit to VST for each course taken at VST a sum equal to the VST tuition fees for that course. VST would present an invoice to Regent College for those sums.

**Recommendation No. (adopted)**

That the proposal as outlined in points 1 through 6 together with the financial arrangements be approved.

It is important in new associations within theological education have the opportunity to review how the relationship is going. The committee is recommending that such a review occur after three years.

**Recommendation No. 3 (adopted, pg. 25)**

That a review of the agreement with Regent College occur after three years.

Since potential students enrolled in the programme at Regent College will be certified to St. Andrew's Hall/Vancouver School of Theology they should not have to go through the Committee on Education and Reception process that students who attend other theological colleges have to follow.

**Recommendation No. 4( adopted, p. 26)**

That students certified to St. Andrew's Hall/VST for the programme at Regent College not be required to make application through the Committee on Education and Reception.

## **Board of Management Representation**

### **St. Andrew's Hall**

**Executive Committee:** Convener, Vice-Convener, Dean, Treasurer, Conveners of Standing Committees, Director of Elders' Institute, Director of Operations & Housing.

**Bursary Committee:** Convener of the Board of Management, Presbyterian Faculty of Vancouver School of Theology, Director of Operations & Housing.

**Development Committee:** Convener of the Board of Management, Dean, up to five members (not necessarily Board of Management members). Normally, the Convener is a Board of Management member.

**Finance Committee:** Convener of the Board of Management, Dean, four members (minimum two Board of Management members and the Director of Operations and Housing). Normally, the Treasurer is the Convener.

**Nominating Committee:** convener of the Board of Management, Vice Convener, Dean

**Personnel Committee:** Convener of the Board of Management, Dean, and at least one other Board of Management member.

**Property Development Committee:** Convener of the Board of Management, Dean, five members appointed by the Board of Management. Normally, the Convener is a Board of Management member.

### **Vancouver School of Theology**

**Joint Working Group:** Convener of the Board of Management, Dean, Treasurer

**Theological Neighbourhood:** Dean and one other Board of Management member.

**VST Board of Governors:** Dean and one other Board of Management member.

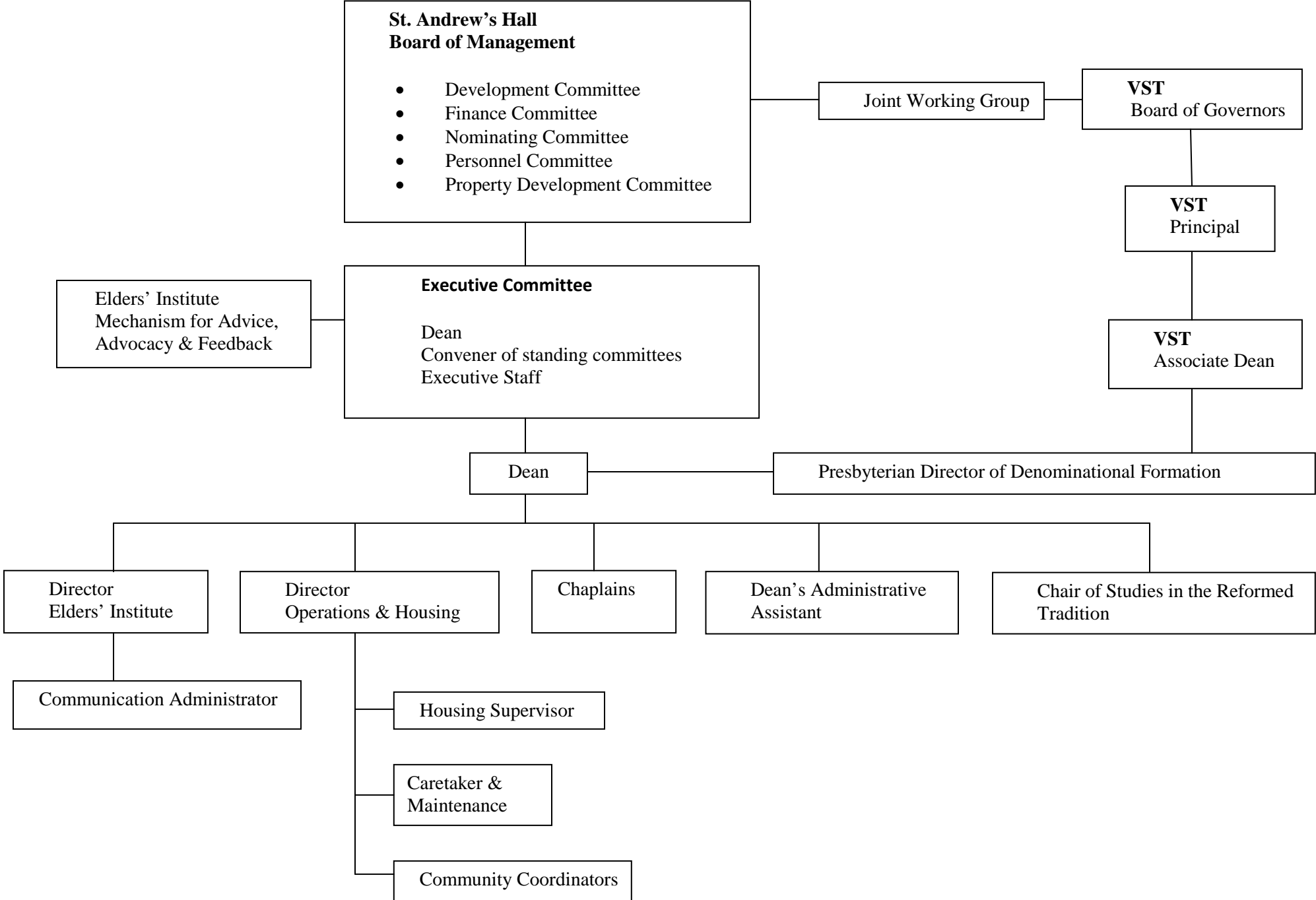
**VST Various Faculty Committees:** Presbyterian Faculty.

**The Presbyterian Church in Canada**

**CTE (Committee on Theological Education):** Convener of the Board of Management

The Committee on Education and Reception: Dean or Dean's Representative (Presbyterian Director of Denominational Formation). The Committee on Church Doctrine: Dean or Dean's Representative.

# St. Andrew's Hall Structure



## **Bequest Policy St. Andrew's Hall**

The Board of Management of St. Andrew's Hall accepts with thanksgiving bequests for the ministry of this institution:

### **Designated Bequests**

1. If conditions are attached to any proposed bequest, the Board of Management's Executive Committee shall determine whether the conditions are in accord with the mission, objectives, and Investment Policy of St. Andrew's Hall.
2. If the conditions are judged to be in accord with with the mission, objectives, and Investment Policy of St. Andrew's Hall, the bequest will be received and the funds used for the designated purpose.

### **Undesignated Bequests**

3. Funds from undesignated bequests will normally be placed in the St Andrew's Hall investment funds or in designated long term funds, e.g. bursary funds, endowments funds for courses or capital needs as determined by the Executive Committee. The Board of Management will determine the disposition of any undesignated bequests over \$100,000.



**Bursary Policy  
St. Andrew's Hall**

1. St. Andrew's Hall will capitalize a minimum of 10% of income from the designated bursary funds.
2. St. Andrew's Hall will take part in the Bursary Determination Policy of Vancouver School of Theology.
3. St. Andrew's Hall will pay, out of its own bursary funds, the awards made to Presbyterian students by the Vancouver School of Theology Awards and Bursaries Committee.
4. St. Andrew's Hall will coordinate applications of certified candidates for the ministry to The Presbyterian Church in Canada bursary fund.
5. Certified candidates for the ministry of The Presbyterian Church in Canada attending Vancouver School of Theology or enrolled in the joint Vancouver School of Theology/Regent College programme will have first call upon St. Andrew's Hall bursary funds. Candidates in process of being certified will also be considered under this clause. For such candidates, a letter from the clerk of the certifying Presbytery, indicating the standing of the candidate in the certification process, will be required.
6. St. Andrew's Hall will also consider applications from non-ordination track Presbyterian Church in Canada students in Vancouver School of Theology degree programs. Awards may be made only from designated funds which permits such payments. Applicants must provide proof of membership in a Presbyterian Church in Canada congregation.
7. St. Andrew's Hall recognizes its responsibility to assist theological students from partner churches of The Presbyterian Church in Canada to further their education. Candidates for the M.Div. will be considered under the normal processes of the Vancouver School of Theology bursary system. The Bursary Committee may, at its discretion, supplement any awards made under that system.
8. Bursary funds will be also made available to students from member churches of the World Alliance of Reformed Churches who wish to engage in graduate studies through Vancouver School of Theology. The amount of these awards will be determined by the Bursary Committee of St. Andrew's Hall.
9. Donations from congregations, groups or individuals with interest in particular denominations or ministries in those denominations will be accepted and where there is interest, the Bursary Committee will attempt to direct that support to students from that denomination or ministry.
10. Discretionary awards of up to \$500 may be made to Presbyterian Church in Canada members or ministers taking VST courses. Ministers attending continuing education events will not normally be eligible for such grants. Such grants will be made by the Dean in consultation with the Presbyterian Director of Denominational Formation and/or the Director of Housing & Operations.
11. Bursaries may be awarded to students who are members of The Presbyterian Church in Canada and are studying for a degree in medicine as provided for in the Reverend D. A. Fowlie Fund. Awards of \$100 per course credit will be considered per applicant in any one academic year. Proof of registration is required.

### **The William and Margaret Walker Bursary Fund**

1. The “William and Margaret Walker Bursary Fund” was established by the Board of Management of St. Andrew’s Hall to assist Presbyterian students at Vancouver School of Theology or in the joint Vancouver School of Theology/Regent College programme.
2. The “William and Margaret Walker Bursary Fund” is also intended to honour William(Bill) and Margaret for their many contributions to the work of the Presbyterian Church in Canada in British Columbia, to St. Andrew’s Hall, and to the Vancouver School of Theology. It was established in 2006 upon the occasion of the award of the Degree Doctor of Divinity honoris causa to William Walker.
3. Income for the “William and Margaret Walker Bursary Fund will be disbursed to students in accord with the Bursary Policy of St. Andrew’s Hall.

## **Cae Dickson Entrance Scholarship Policy St. Andrew's Hall**

The purpose of the entrance scholarship is to encourage the enrolment of bright, promising Presbyterian Church in Canada students at Vancouver School of Theology.

An award of up to \$5,000 per year will be made. The award may be split between more than one candidate. The entrance scholarship will not be awarded if an exceptional candidate does not apply.

This is a competitive award. Students with a B+ average or better will be considered. Donors will be encouraged to add contributions to the capital of the Fund.

### **Eligibility**

To be eligible, a student must be entering the Master of Divinity program at Vancouver School of Theology, and be a certified candidate for Ordination to the Ministry of Word and Sacraments or in process of receiving certification.

To be considered for an entrance scholarship, students must submit an application for admission to Vancouver School of Theology by May 1st and an application for an entrance scholarship to the Dean of St. Andrew's Hall by June 1st.

The successful candidate(s) will be notified by July 1st.

### Instructions to applicants

Submit completed application form by the required date, together with:

☞ A letter of self-introduction, outlining education, background, community service, interests in and outside the church.

— A copy of curriculum vitae/resume and all post-secondary transcripts.

☞ An essay of the candidate's own choosing (this may be the essay submitted to the Vancouver School of Theology Admissions Committee). Essays between 3000 and 5000 words in length are preferred.

☞ Confirmation of status from certifying Presbytery.

☞ The names of three referees who have been asked to submit a letter of support. These references should be sent by June 1st to the Dean of St. Andrew's Hall.

## **Cae Dickson Entrance Scholarship Committee**

The Entrance Scholarship Committee will be comprised of all Presbyterian faculty teaching at Vancouver School of Theology and the St. Andrew's Hall Director of Operations & Housing.

The Entrance Scholarship Committee will meet at least annually to consider applications.

The following will be taken into consideration when choosing the recipient:

- 1 Does this student display exceptional academic promise?
- 2 Does this student display exceptional promise for service to the church?
- 3 Does this student display evidence of Christian character?

**Catherine Isabel Dickson, F.I.C.B.**

September 30, 1923 – March 14, 2005

Cae Dickson grew up during the years of the depression in Regina. She was the elder daughter of George and Lily Dickson, immigrants from Edinburgh, Scotland. Cae had one sister, Norma, who lived for a great part of her life in Toronto, working at the Canadian Music Centre. When their mother died, Cae moved to Vancouver with her father and cared for him until he died. Sadly, in Norma's later years, she began to show signs of Alzheimer's disease and Cae brought her to Vancouver to look after her.

After working in civic government in Regina, Cae began her career with CIBC in Vancouver in 1952. In 1979, she graduated with an F.I.C.B. (Fellow of the Institute of Canadian Bankers) Diploma.

Cae became an elder at Kerrisdale Presbyterian Church in 1972, serving until 1998 when she retired after many years serving as Clerk of Session. She was Representative Elder to Westminster Presbytery, and participated in the General Assembly of the Presbyterian Church in Canada a number of times. She also served on various national Boards and committees, and of particular note is her work on the task force that recommended the ordination of women.

The Board of Management of St. Andrew's Hall greatly appreciated Cae's faithful service to students from 1985 to 1992, and her ongoing advocacy for students' needs. Having no relatives around her, no children, she knew what Christian family truly means and she depended on it. One third of Cae's estate was left to the St. Andrew's Hall bursary fund. We believe Cae would be pleased to know that we respected her as our sister in Christ, we cherish her memory, and want to keep her name alive in the church. To that end, it is fitting for our Entrance Scholarship to be named the Cae Dickson Entrance Scholarship.

**Housing Subsidy Bursary Policy  
St. Andrew's Hall**

St. Andrew's Hall will provide Housing Subsidy Bursaries to eligible students who live at St. Andrew's Hall and fall into one of the following categories:

1. Students who are certified by their Presbytery or are in process of being certified (i.e. have received the support of their session);
2. Students who have made application to the Committee on Education and Reception of the PCC;
3. Graduate students who are ministers of the PCC.

Extraordinary applications may be considered by the Bursary Committee of St. Andrew's Hall. Grants will be made as follows:

Single students	- \$100 per month
Couples	- \$150 per month
Families	- \$200 per month.

The program will be initially for a three year trial period. A review will be conducted after one year or if costs exceed \$20,000. A thorough review will be conducted in the third year of the program.

## **Expense Policy St. Andrew's Hall**

### **Policy regarding reimbursement of expenses**

#### **Purpose**

The purpose of this policy is to facilitate travel, hospitality, etc in support of St. Andrew's Hall's mission, while maintaining controls for accountability.

#### **Receipts**

Original, itemized, dated receipts are required to support a claim. In the case of electronic airline tickets, submission of a copy of the itinerary/receipt is acceptable, showing ticket number, breakdown of cost (including GST) and form of payment.

#### **Travel**

St. Andrew's Hall aims to use its resources as effectively as possible. Staff and Board of Management members are expected to exercise care in incurring expenses. It is the responsibility of the traveller, for example, to make the most economical travel arrangements possible, consistent with the purposes of the trip.

- Mileage:** Distance travelled by car will be reimbursed at the rate approved by the Board of Management of St. Andrew's Hall (\$0.50 per kilometre as of June 2008).
- If airfare including ancillary expenses would be less expensive, the claim will be limited to the cost of the airfare.
- Ferry:** Reimbursement will be made on submission of receipts.
- Air travel:** Bookings may be made by individual or by the Secretary of the Board (for Board of Management members).
- Reimbursement will be made on submission of receipts. Return airfare is reimbursed at the lowest available fare, booked a minimum of three weeks in advance and for arrival the day of, or the day before the meeting date (and for departure the day of or the day after the meeting date).
- Arrangements for longer stays must not incur additional costs to St. Andrew's Hall.
- Airport parking will be reimbursed on submission of receipts.
- Taxi to and from the airport will be reimbursed on submission of receipts.

#### **Car rental**

Car rental must be pre-approved by the Treasurer.

### **Accommodation**

St. Andrew's Hall will provide or pay for accommodation for Board of Management members attending meetings at or on behalf of St. Andrew's Hall.

Accommodations must be arranged through the St. Andrew's Hall staff. Accommodation beyond the night before and after the meeting must be approved by the Dean, Convener or Director of the Elders' Institute.

### **Meals**

Reimbursement for meals will be made on submission of receipts with the following guideline:

--- Breakfast    \$10  
--- Lunch        \$12  
--- Dinner       \$20

### **Hospitality**

The hospitality of St. Andrew's Hall can only be extended by members of Executive Staff or the Convener of the Board of Management.

Meals & refreshments:    Reimbursement will be made only with full documentation, i.e. an original, itemized, dated receipt showing all purchases and GST. The Treasurer normally approves claims from the Dean and the Convener of the Board of Management. The Dean normally approves claims from Executive Staff.

Gifts:                      All gifts are to be pre-approved by the Executive Committee. Normally the cost should not exceed \$100.00.

### **Other Expenses**

Reimbursement for budgeted expenses will be made only with an original, itemized, dated receipt showing all purchases and GST.

Normally, reimbursement for unbudgeted expenses will be made with Executive Committee approval.

### **Corporate**

Credit Cards: Corporate credit cards will be provided for Executive Staff and other authorized staff as necessary.

Full payment of the balance monthly is expected. Late payment interest charges will not be reimbursed.

Reimbursement for expenses will be as outlined above.

(This document has been prepared with the assistance of the UBC policy for travel and related expenses.)



## **Investment Policy St. Andrew's Hall**

The Board of Management (the "Board") of St. Andrew's Hall (the "Hall") may invest its funds in accord with one of the following two options:

1. The Board may invest its funds in the Consolidated Funds of The Presbyterian Church in Canada or any successor fund.
2. The Board may invest its funds independently in which case the following Investment Policy (the "Policy") applies:

### **Purpose**

To establish guidelines governing the various Investment Funds of the Hall.

### **Operation of the Hall**

The Hall is governed by the Board which has ultimate responsibility for setting budgets, overseeing the preparation of financial statements, formulating investment policy and making investments. The Board normally meets at least three times each year.

The business of the Board between meetings is dealt with by an Executive Committee, within its mandate, which prepares, when appropriate, recommendations for the Board.

The Treasurer of the Hall is both a member of the Board and the Executive Committee. The Treasurer acts as the agent of the Hall in dealing with financial matters and also oversees the financial aspects of the work of the Director of Operations & Housing. The Treasurer is expected to maintain a close professional working relationship with the Investment Manager(s), Financial Consultant(s), Custodian(s) and Auditor retained by the Board on behalf of the Hall, and to act as the Board's liaison with these.

A Finance Committee will be created by the Board. This committee will be a sub-committee of the Executive Committee and is created to assist the Treasurer to carry out his/her duties.

### **Policy Review**

This Policy shall be reviewed annually by the Treasurer, on behalf of the Executive Committee to ensure that it remains consistent with the overall objectives of the Hall and prudent and conservative investment practices. This policy may be reviewed and updated more frequently if necessary.

If any changes are necessary, the Executive Committee will present the Policy to the Board annually for their approval.

### **Management of the Fund**

The Treasurer will:

- a) be responsible for presenting the required financial reports at both the Board and Executive Committee meetings on the understanding that this function may be delegated, where appropriate, to any Investment Manager(s), Financial Consultant(s), Custodian(s) or Auditor retained by the Board on behalf of the Hall;

- b) be responsible for reviewing the Policy, at least annually, to ensure that it remains consistent with the overall objectives of the Hall and prudent and conservative investment practices. Should changes be required, will be responsible for bringing recommendations to the Board through its Executive Committee;
- c) be responsible for keeping the Board and Executive Committee informed of financial matters relevant to the Hall and its investments, in consultation with any Investment Manager(s), Financial Consultant(s), Custodian(s) or Auditor retained by the Board on behalf of the Hall; and
- d) be responsible for bringing recommendations to the Board and Executive Committee, as appropriate, regarding the finances of the Hall.

The Executive Committee will:

- a) in consultation with the Treasurer, bring appropriate recommendations to the Board regarding the finances of the Hall;
- b) review the Policy, at least annually, in conjunction with the Investment Manager(s), including a re-assessment of the return expectations, risk tolerance and time horizon, and if required, bring appropriate recommendations to the Board;
- c) monitor the Investment Manager(s) and review its/their performance at least annually with reference to the Policy, report to the Board annually on the performance and, if required, bring appropriate recommendations to the Board; and
- d) be responsible for the delegation of any responsibilities not specifically mentioned in this Policy and if required, bring appropriate recommendations to the Board.

The Board will:

- a) establish an Investment Policy, review it at least annually and be responsible for its maintenance;
- b) select one or more Investment Manager(s) to manage the investments of the Fund; one or more Custodian(s) to hold the Fund assets; and an Auditor;
- c) review the Fund's performance with a report on performance forming part of the business of each regular Board meeting in September and March;
- d) enter into contracts with the Investment Manager(s) and Custodian(s) mentioned above on a basis that may be terminable within 30 days;
- e) appoint any investment or other Consultant(s), if thought advisable, from time to time; and
- f) review the performance of the Investment Manager(s) at least annually and decide if there are reasons for a change.

The Investment Manager(s) will:

- a) manage asset mix and select securities subject to applicable legislation and the constraints set out in this Policy;
- b) calculate quarterly rates of return of the total fund and of each of the asset classes;
- c) provide the Treasurer with portfolio statements on the Fund and transactions during the period, at least quarterly to coincide with Board meeting dates. The list of transactions will include opening balances, maturities, dispositions, purchases and closing balances;
- d) participate in the various annual reviews, as required by the Board;
- e) present semi-annual reviews of investment performance to the Treasurer as well as its expectations of future returns on various asset classes and proposed investment strategies for the following 12 to 24 months;
- f) be available to consult at Board meetings and Executive Committee meetings on request; and
- g) place securities purchased in safekeeping with the Custodian(s).

The Custodian(s) will:

- a) fulfil the regular duties required by law of the Custodian and in accordance with the Fund; and
- b) provide the Board with periodic/quarterly portfolio printouts of all Fund assets and transactions during the period.

The Consultant(s) will:

- a) be available to consult with the Board, Executive Committee and the Treasurer on any issues they have been retained to address, and may be expected to attend Board meetings and Executive Committee meetings on request.

### **Conflict of Interest**

This applies to:

- members and Officers of the Board
- staff of the Hall
- the Investment Manager(s)
- the Custodian(s)
- the Auditor
- any employee or agent retained by those listed in a) through e) above to provide services related to the investments of the Hall.

Any person listed above must disclose any direct or indirect association or material interest or involvement that would result in any actual, potential or perceived conflict of interest with regard to the selection of the investments of the Hall.

Without limiting the generality of the foregoing, a conflict of interest arises when one of the individuals above:

- a) has any material interest in any asset held by the Hall;
- b) receives a benefit from any assets held by the Hall, or a benefit from any actual or proposed contracts with the issuer of any securities which are or will be included in the assets of the Hall;
- c) has membership on the board of directors of other corporations; or
- d) has significant holdings in the securities issued by other corporations.

Any persons listed above shall disclose the nature and extent of their conflict to the Board in writing, upon the earliest of first becoming aware of the conflict or potential conflict:

- i) at the first meeting in which the matter in issue is disclosed; or
- ii) at the first meeting in which he/she knows or ought to have known that he/she has an interest in the matter discussed.

For the purposes of ii) above, the disclosure must be made orally if knowledge of the conflict arises in the course of a discussion at the meeting. The notification made by the party shall be considered a continuing disclosure on that issue, subject to any future notification, for the purpose of the obligations outlined by this Policy.

If the party disclosing the conflict has the capacity to participate in or to make decisions affecting the selection of the investments of the Hall, the party may only continue to participate with respect to the issue in conflict with the approval of the Board.

### **Investment Criteria**

In accordance with Section 6 (a) of the St. Andrew's Hall Act, the Board may invest

“in any bonds or securities of Canada or of any Province thereof, or of the United Kingdom and Northern Ireland, or in any debentures of any of the municipalities of the said Provinces, or in any securities in which life insurance companies are authorized from time to time by the Parliament of Canada to invest, and also to lend and invest any such moneys upon the security of any real or personal property, and also to make any other investments which may by the laws of the Province be authorized for the investment of trust funds;”

This governs all or any sums of money which belong to the Hall, or which have been gifted or bequeathed.

This establishes the investment criteria to money which is received but not set up under a Trust. The Federal Insurance Companies Act also provides that the Board would establish and adhere to investment procedures that “reasonable and prudent persons would apply in respect of a portfolio of investments and loans to avoid undue risk of loss and obtain a reasonable return.”

For the purposes of this Policy, prudence should be measured by the process through which investment strategies and tactics are developed, adopted, implemented and monitored and the way the risk is managed.

Within the framework of this Policy, wherever possible, investment strategies will generally be of a long term buy and hold nature, with changes in positions mandated by sound analysis of economic and industry fundamentals. This investment policy strictly prohibits the Board from engaging in any investment activity that would be considered speculative according to the generally accepted principles of conservative investment management.

For money which is received and for which a Trust is set up, these must be invested to comply with the Trustee Act of British Columbia.

### **Investment Funds**

The following are the Invested Funds of the Hall:

#### 1. Operating Fund

The Operating Fund records the transactions involved in the operation of the residence, including the annual grant from The Presbyterian Church in Canada. In addition to current assets and liabilities, specific reserves are held as follows:

##### a) Security Deposits Reserve

This reserve represents security deposit amounts held in trust for residents of the Hall. While these security deposits should be regarded as cash that can be withdrawn at any time, provided the Hall remains at a fixed level of occupancy, these effectively become long term investments, however the Hall is required to pay out interest, at a rate stipulated by the Provincial Government, when deposits are refunded.

*Strategy: Capital must at least be maintained. With this constraint we can look for best return available.*

##### b) Capital Replacement Reserve

This reserve was established to fund the replacement of the Hall's capital assets and major upkeep of the facilities. The amount to be added to the reserve each year to maintain the desired level of replacement is approximately 4% of annual budget revenues from all sources.

Liabilities from this will have to be matched with investment strategy using the Hall's Capital Replacement Plan.

*Strategy: Capital must be maintained and grown. Income will be added to the capital in the Fund. In order to balance the effect of inflation on replacement costs, the return of the Fund should at least match the current rate of inflation and the liabilities in the Investment Strategy Schedule should be revised at least every three years to account for revised replacement costs.*

##### c) Surplus

These surplus monies are part of the day to day cash flow of the Hall. Although cash is constantly flowing in and out, the reality is that the balance in the Operating Fund is usually above a certain level. This will allow surplus up to this level to be invested since the day to day cash flow of the Hall will not normally require its use.

However at least a part of it should be maintained in a semi-liquid form to allow for possible changes in current cash flow patterns.

*Strategy: Capital must at least be maintained. Twenty-five percent should be kept in a semi-liquid form. With these constraints we can look for the best return available.*

2. Capital Fund

a) Unallocated.

This fund contains monies which at present are surplus to the Hall's requirements. Its use is subject to Board approval. There are no criteria or restrictions governing its use.

*Strategy: It is desirable to maintain at least the current level of capital, although levels of fluctuation are permissible. With this constraint we can look for the best return available.*

b) Building

These monies are monies that were gifted for the recent building project at the Hall. Therefore, their use is designated and can only be used for building projects undertaken by the Hall, subject to Board approval.

*Strategy: Existing capital should be at least maintained. With this constraint, we can look for the best return available.*

3. Restricted Fund

There are three parts to this fund:

a) Restricted bursary monies

Investment is governed by the Trustee Act of British Columbia. The income from these monies is used to fund bursaries and so the highest return possible is desirable while balancing the requirements of the Act and the need to avoid undue risks with capital.

There are several different trusts which make up these monies.

One trust allows loans to be made.

Some trusts stipulate that 10% of income must be added to the capital annually.

*Strategy: Existing capital should be at least maintained and the provisions of the Trustee Act followed. With these constraints we can look for best return available.*

b) Unrestricted bursary monies

The same criteria apply in a) above except the investment of these monies is not governed by the Trustee Act of British Columbia.

*Strategy: Capital should at least be maintained. With this constraint we can look for best return available.*

c) Unrestricted monies

These are monies which are paid out at the Dean's discretion. These are not governed by the Trustee Act of British Columbia.

Only income is paid out, not capital.

*Strategy: It is desirable to maintain at least the current level of capital, although levels of fluctuation are permissible. With this constraint, we can look for the best return available.*

4. Endowment Fund

This fund was established by the Board using the capital appreciation resulting from the sale of a residence owned by the Hall and occupied by the first Dean.

Recommendations for the allocation of income from this fund are brought by the Executive Committee, in its function as the Endowment Fund Committee, to the Board for approval.

Use of the income is at the Board's discretion and in the past, for example, has been used to fund:

- research projects
- visiting lecturers
- continuing education
- libraries and resource centres
- housing loans to senior staff

Normally, no part of the capital of this fund would be paid out, except where required for Housing Loans to Senior Staff.

*Strategy: It is desirable to maintain at least the current level of capital, although levels of fluctuation are permissible. With this constraint, we can look for the best return available.*

5. Elders' Institute Fund

This fund records the transactions involved in the operation of the St. Andrew's Hall Institute for Elders' Education.

In the short term, this Fund is unlikely to amass significant reserves which would require investment. If this were to happen, it is likely that these would be required to be maintained in a fairly liquid state.

*Strategy: none at present.*

**Portfolio Objectives**

Framework

The overall objective of this portfolio is to provide for the ongoing funding requirements of Board

approved initiatives. These include bursaries, building projects and the ongoing replacement and upkeep of capital items within the existing facilities.

A secondary objective is to earn a long term investment return sufficient to ensure or enhance the real long term capital value of the portfolio, net of pay-outs.

Over a three year period the Investment Manager(s) will target a minimum annual return 1% above that obtainable with a portfolio wholly invested in bonds as measured by the SMI Universe Bond Total Return Index over the same period.

Within the context of the above requirements, a moderate level of variability in returns will be allowed under the provision that all risks taken are consistent with the objective of long term capital preservation and growth. The maintenance of a moderate level of liquidity to meet anticipated funding requirements is also desirable.

#### Ethical considerations

Investments should be according to the ethical and social policies of The Presbyterian Church in Canada. These policies are currently contained in The Presbyterian Church in Canada Social Action Handbook under “Social Responsibility (Corporate Responsibility: Investment Policy)” and may be amended from time to time by The Presbyterian Church in Canada. This will include a concern for human rights and environmental issues.

These can be summarized as follows:

Investment Advisers should be given a copy of the Ethical Guidelines section of the policies. This will ensure that they are aware of the relevant issues and can advise the Board accordingly regarding investments.

The Board is encouraged to exercise reasonable care with respect to investing in companies which directly or indirectly may be actively involved in countries having significant human rights problems.

In the case of investments where there are social/ethical issues, the rate of return/capital growth will still remain as one of the main criteria for investment decisions by the Board.

The Board is encouraged to lobby on social/ethical issues, where they arise, as socially responsible shareholders.

Disinvestment or non-investment should only be seen as a last resort when it is clear that no changes are possible in a given company.

#### **Asset Mix**

The market value of the individual asset classes will be within the following maximum and minimum aggregate investment limits:



	Target Allocation	Minimum Allocation	Maximum Allocation
Cash and money Market Securities	8%	5%	15%
Long term fixed income instruments	55%	45%	70%
Equities	37%	25%	50%

### Implementation

Each year, in consultation with the Director of Operations & Housing, the Treasurer shall prepare an Investment Strategy Schedule on completion of the audit, but certainly no later than April 1st.

This schedule will include:

- a) Total assets under management at December 31st of the previous year;
- b) a breakdown of the assets in both numeric and percentage terms, based on the categories of reserve detailed in the Investment Funds section of this Policy;
- c) an estimate of expected new income for the current financial year;
- d) an updated schedule for the Capital Replacement Reserve detailing specific calls on money planned for the next 25 years; and
- e) details of any known calls on money expected during the current year.

### Eligible Investments

Cash:	Cash on hand, demand deposits, treasury bills, commercial paper, short-term notes and bankers' acceptances, term deposits and guaranteed investment certificates of less than or equal to one year term.
Fixed income:	Government obligations, bonds, debentures and strip coupons issued by companies with an appropriate credit rating.
Equity:	Large and mid-capitalization common equity.

All investments categories may be Canadian or non-Canadian.

The Investment Manager(s) is not authorized to engage in securities lending.

It is expected that all the securities held in the portfolio will have an active market and therefore the valuation of the securities will be based on their market value.

If a security held in the Portfolio does not have an active market, then it will be valued at least annually by the Investment Manager(s) using accepted principles of valuation analysis. In the absence of any meaningful market value, such securities will be held at book value.

The use of derivatives, purchasing on margin and short selling of securities is expressly prohibited.

### **Investment Limits**

The purchase of any securities carrying a credit rating below AA for bonds or A1/R1 for commercial paper is strictly prohibited.

Investments in preferred shares will be limited to those carrying a credit rating of P2 or higher with a minimum outstanding float of 3 million shares.

Ratings used will be from one or more of the following ratings agencies: Canadian Bond Ratings Service, Dominion Bond Rating Service, Standard and Poor's Credit Rating Service, and Moody's Investor Services.

The securities of any one issuer will comprise no more than 5% of the portfolio value, subject to a maximum dollar value of \$50,000.

The proportion of the total market value of Canadian equities invested in one Group Index of the TSE 300 should not exceed the lesser of three times that industry sector's weight in the TSE 300 Index or 25% of the total Canadian equity portfolio.

Foreign investment will be normally be limited to 15% of the portfolio, but will not exceed 25%.

The market value of cash and bond investments in Canadian securities issued in a foreign currency will not exceed 10% of the total market value of the fixed income investments.

Reasons for this may include compliance with the ethical and social policies of The Presbyterian Church in Canada.

### **Compliance Timeframe**

Unless a request for any extension of time by the Investment Manager(s) has been agreed to by the Board, the Investment Manager(s) has one month to carry out the necessary re-balancing of the portfolio from the time of being notified, or becoming aware, of deviations from the conditions imposed in this Policy. If the Investments Manager(s) is of the opinion that more than one month is necessary to prudently re-balance the portfolio, then the Investment Manager(s) should contact the Board.

### **Delegation of Voting Rights**

The Investment Manager(s) is employed to, and will normally, exercise all voting and related rights acquired through investment of the assets of the Hall. The Investment Manager(s) will exercise acquired voting rights with the intent of fulfilling the investment objectives and policies detailed in this Policy.

Should the Investment Manager(s) intend to vote against management, in the case of a particular investment, then the Investment Manager(s) will notify and seek instructions from the Executive Committee, through the Treasurer. The Board, through the Executive Committee, may request that the particular shares be voted in a specific way. Reasons for this may include compliance with the social policies of The Presbyterian Church in Canada.

**Investment Strategy Schedule**

**2001**

a)	Total assets under management at December 31, 2000	\$976,678	
b)	Operating Fund		
	Security Deposit Reserve	\$54,137	5.5%
	Capital Replacement Reserve	\$290,945	29.8%
	Surplus	\$124,835	12.8%
	Capital Fund		
	Unallocated	\$61,469	6.2%
	Building	\$87,646	9.0%
	Restricted Fund		
	Restricted Bursary Monies	\$179,638	18.4%
	Unrestricted Bursary Monies	\$90,382	9.3%
	Unrestricted Monies	\$30,440	3.1%
	Endowment Fund	\$57,186	5.9%
	Elders' Institute Fund	\$0	0%
		<hr/>	
		\$976,678	100%

- c) Expected new income – 2001
- d) Calls on Capital Replacement Reserve
- e) Calls on money during 2001

Specific calls for money are scheduled as follows up to August, 2025:

2003	\$15,000
2005	\$295,000
2007	\$10,000
2010	\$310,000
2011	\$15,000
2015	\$355,000
2019	\$25,000
2020	\$300,000
2025	\$905,000

**Standing Committees(2010-2011)**  
**Board of Management**  
**St. Andrew's Hall**

**Bursary Committee**

1. Stephen Farris (Dean)
2. Glen Davis (VST Presbyterian Faculty)
3. Pat-Dutcher Walls (VST Presbyterian Faculty)
4. Helen Anderson (Director of Housing and Operations, Executive Staff)

**Executive Committee**

1. David Jennings (Convener)
2. Paddy Eastwood (Vice Convener)
3. Stephen Farris (Dean)
4. Robert Paterson (Treasurer)
5. Caroline Bonesky (Convener, Personnel Committee)
6. Roberta Clare (Director of Elders' Institute, Executive Staff)
7. Helen Anderson (Director of Housing and Operations, Executive Staff)

**Finance Committee**

1. Robert Paterson (Treasurer)
2. Karen Dylla
3. Nancy Farran
4. Helen Anderson (Director of Housing and Development)
5. The Rev. Euijong Kim

**Nominating Committee**

1. David Jennings (Convener)
2. Paddy Eastwood (Vice Convener)
3. Stephen Farris (Dean)

**Personnel Committee**

1. Caroline Bonesky (Convener)
2. Remy Fu-Tam
3. Warren Huang

### **Property Development Committee**

1. David Jennings (Convener)
2. Stephen Farris (Dean)
3. Robert Paterson (Treasurer)
4. Hans Kouwenberg
5. Helen Anderson (Director of Housing and Development)
6. Brian Holl
7. Alan Hartley
8. Nancy Farran

**Bursary Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Composition**

The Bursary Committee of St. Andrew's Hall shall consist of the Presbyterian faculty of Vancouver School of Theology and the Director of Operations & Housing of St. Andrew's Hall.

Normally, the Dean is the Convener of the Bursary Committee.

**Mandate**

The mandate of the Bursary Committee is to monitor the bursary and scholarship policies of St. Andrew's Hall and to consider and recommend to the Board of Management any necessary changes to these policies.

The Bursary Committee shall decide on any bursary or scholarship awards not determined by the Bursary Committee of Vancouver School of Theology or by The Presbyterian Church in Canada.

The Bursary Committee shall consult with the Life & Mission Agency of The Presbyterian Church in Canada.

The Bursary Committee shall meet as necessary, but at least yearly, and at the call of the Convener.

**Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

**Reporting Process**

The Bursary Committee is accountable to and shall report all its actions to the Board of Management, through the Executive Committee.

- a. The Board approves the annual bursary budget for the Designated Funds annually at the fall meeting of the Board.
- b. The Board authorizes that the individual bursary payments to VST Presbyterian Church in Canada students can be approved by the VST Awards and Bursaries Committee.
- c. The Board authorizes that the individual bursary payments to students in the Regent/VST joint program or other students eligible for SAH bursaries by approved by the SAH Bursary Committee.
- d. The Director of Operations and housing will maintain a record of the awards made by the VST's Awards and Bursaries Committee and by SAH Bursary Committee.
- e. If it appears that the annual budget will be exceeded, the Board authorizes the Executive Committee to review the need for an increased amount.

**Development Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
- provide the standard for quality student accommodation; and
- offer compassionate pastoral ministry and hospitality.

**Objectives**

- Support Presbyterian students at Vancouver School of Theology.
- Create an institute to provide faithful and effective education for Canadian Presbyterian elders.
- Maintain and enhance the physical facilities of St. Andrew's Hall.

**Strategies**

- Explore the most appropriate means of establishing support systems for the chaplaincy ministry.
  - Produce an annual report that provides substantive information on the ministries of St. Andrew's Hall and the benefits of our relationship with Vancouver School of Theology for our supporters and partners.
  - Create a communications and development office that shall generate additional funds and build an endowment for the work of St. Andrew's Hall, including our present and future commitments to Vancouver School of Theology.
- 

**Authority**

At the May 16, 2001 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for a Development Committee be drafted.

**Purpose**

**Goal**

The Development Committee of the St. Andrew's Hall Board of Management's goal is to raise awareness and funds for St. Andrew's Hall and the Elders' Institute.



**Objectives**

- a) To plan at least one fundraising event per year to support the Elders' Institute and an endowment fund for the work of St. Andrew's Hall;
- b) to research a planned giving campaign, with special emphasis on British Columbia and Alberta;
- c) to plan, implement and maintain a public relations strategy, including a regular newsletter;
- d) to develop and implement plans to increase bursaries for certified Presbyterian Church in Canada students at Vancouver School of Theology, from across the country with a particular focus on British Columbia and Alberta; and
- e) to assist in putting the Elders' Institute on a sound financial footing.

**Composition**

The Development Committee shall be made up of five, not necessarily Board of Management members. The Development Committee may recruit additional members to carry out its work.

Normally, the Convener of the Development Committee shall be a Board of Management member.

The Development Committee shall meet as necessary and at the call of the Convener.

**Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

Three members, including the Convener, shall constitute a quorum.

**Reporting Process**

The Development Committee is accountable to and shall report all its actions to the Board of Management, through the Executive Committee.

**Executive Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Statement of Responsibility**

To ensure that all the objectives and strategies outlined in the St. Andrew's Hall Mission Statement are addressed. Particular attention shall be paid to running a policy-based style of governance in the Board of Management and Executive Committee.

**Authority**

At the May 16, 2001 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for an Executive Committee be drafted.

The By-Laws of St. Andrew's Hall (section 1.(d)) require that an Executive Committee be established to assist the Board of Management in carrying out its responsibilities.

**Purpose**

The Executive Committee of the St. Andrew's Hall Board of Management shall:

- a) supervise the ongoing management of St. Andrew's Hall, its programs and institutional relationships;
- b) deal with any emergent issues;
- c) draft agendas for every Board of Management meeting;
- d) bring appropriate matters before the Board of Management for consideration and approval;
- e) formulate recommendations for Board of Management meetings;

- f) receive reports from the committees and coordinate their recommendations to the Board of Management to ensure a smooth flow of business;
- g) ensure that the By-laws and Investment Policy Statement are current and relevant and that their requirements are met;
- h) ensure that all standing committees are in place;
- i) review, tri-annually, the Mission Statement;
- j) review, tri-annually, the Terms of Reference for the Board of Management's committees, in consultation with each committee;
- k) ensure that minutes of the Board of Management and Executive Committee are properly recorded, distributed and stored;
- l) ensure that all correspondence to the Board of Management is properly dealt with;
- m) ensure that all correspondence from the Board of Management is sent;
- n) in keeping with the requirements of the Investment Policy Statement, the Executive Committee shall:
  - in consultation with the Treasurer, bring appropriate recommendations to the Board of Management regarding the finances of the Hall;
  - review the Statement, at least annually, in conjunction with the Investment Manager(s), including a re-assessment of the return expectations, risk tolerance and time horizon, and if required, bring appropriate recommendations to the Board of Management;
  - monitor the Investment Manager(s) and review its/their performance at least annually with reference to the Statement, report to the Board of Management annually on the performance and, if required, bring appropriate recommendations to the Board of Management;
  - Be responsible for the delegation of any responsibilities not specifically mentioned in this Statement and if required, bring appropriate recommendations to the Board of Management;
- o) function as the Endowment Fund Committee, bringing recommendations for the allocation of income to the Board of Management for approval;
- p) arrange for the orientation of new members on the Board of Management;
- q) deal with any other matters that the Board of Management may from time to time designate for its consideration and action;
- r) initiate a process for visioning and future planning;

- s) provide for a Nominating Committee (convened by the Vice-Convenor of the Board of Management):
  - co-ordinate nominations to the Board of Management for recommendation to the Board of Management for consideration and approval, and remit to the General Assembly's Committee to Nominate;
  - recommend to the Board of Management suitable persons for its various offices;
  - recommend to the Board of Management suitable appointees to the Board of Governors of Vancouver School of Theology, Committee on Theological Education, Committee on Education and Reception and other nominations as necessary; and
- t) review the annual budget and monitor it on an ongoing basis.

### **Composition**

Normally, the Executive Committee shall consist of the Convener and Vice-Convenor of the Board of Management, the Treasurer, the Secretary, the Conveners of all standing committees, the Dean, the Director of the Elders' Institute, the Director of Operations & Housing, and the Presbyterian Director of Denominational Formation.

The Executive Committee shall meet prior to each Board of Management meeting, and at such other times as necessary, and at the call of the Convener.

### **Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

Three voting Board of Management members shall constitute a quorum.

### **Reporting Process**

The Executive Committee is accountable to and shall report all its actions to the Board of Management.

**Finance Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Authority**

At the May 16, 2001 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for a Finance Committee be drafted.

**Purpose**

The Finance Committee of the St. Andrew's Hall Board of Management shall assist the Treasurer in the following duties as required by the Investment Policy Statement.

The Treasurer shall be responsible for:

- a) presenting the required financial reports at both the Board of Management and Executive Committee meetings on the understanding that this function may be delegated, where appropriate, to any Investment Manager(s), Financial Consultant(s), Custodian(s) or Auditor retained by the Board of Management on behalf of St. Andrew's Hall;
- b) reviewing the Investment Policy Statement, at least annually, to ensure that it remains consistent with the overall objectives of St. Andrew's Hall and prudent and conservative investment practices. Should changes be required, shall be responsible for bringing recommendations to the Board of Management through its Executive Committee;
- c) keeping the Board of Management and Executive Committee informed of financial matters relevant to St. Andrew's Hall and its investments, in consultation with any Investment Manager(s), Financial Consultant(s), Custodian(s) or Auditor retained by the Board of Management on behalf of St. Andrew's Hall; and

- d) bringing recommendations to the Board of Management and Executive Committee, as appropriate, regarding the finances of St. Andrew's Hall.

The Finance Committee shall ensure that the following duties required of the Investment Manager(s) by the Investment Policy Statement are carried out.

The Investment Manager(s) shall:

- a) manage asset mix and select securities subject to applicable legislation and the constraints set out in the Investment Policy Statement;
- b) calculate quarterly rates of return of the total fund and of each of the asset classes;
- c) provide the Treasurer with portfolio statements on the Fund and transactions during the period, at least quarterly to coincide with Board of Management meeting dates. The list of transactions shall include opening balances, maturities, dispositions, purchases and closing balances;
- d) participate in the various annual reviews, as required by the Board of Management;
- e) present semi-annual reviews of investment performance to the Treasurer as well as its expectations of future returns on various asset classes and proposed investment strategies for the following 12 to 24 months;
- f) be available to consult at Board of Management meetings and Executive Committee meetings on request; and
- g) place securities purchased in safekeeping with the Custodian(s).

### **Composition**

The Finance Committee shall be made up of four members, a minimum of two of whom are Board of Management members, and the Director of Operations & Housing. The Finance Committee may recruit additional members to carry out its work.

Normally, the Treasurer shall be the Convener of the Finance Committee.

The Finance Committee shall meet as necessary, but at least quarterly, at the call of the Convener.

### **Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

Three members, including the Convener, shall constitute a quorum.

### **Reporting Process**

The Finance Committee is accountable to and shall report all its actions to the Board of Management, through the Executive Committee.

The Finance Committee shall write an annual report as well as other reports as required by the Investment Policy Statement.

**Nominating Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Authority**

At the June 20, 2008 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for a Nominating Committee be drafted.

**Purpose**

The Nominating Committee of the St. Andrew's Hall Board of Management shall:

- a) recommend to the Board names of potential members of the Board to be forwarded to the General Assembly committee to nominate;
- b) nominate to the Board officers of the Board and conveners of Board committees;
- c) undertake such other tasks as may be entrusted to it by the Board.

**Composition**

The Nominating Committee shall consist of the Convener, the Vice Convener and the Dean.

**Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

**Personnel Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Authority**

At the May 16, 2001 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for a Personnel Committee be drafted.

**Statement of Responsibility**

To ensure that the Executive Staff complement of St. Andrew's Hall is in place and competent to carry out the goals, objectives and strategies of the Board of Management; to assume overall responsibility for performance reviews of Executive Staff and personnel development and to treat all personnel matters confidentially. The Personnel Committee does not provide support or pastoral care to staff.

**Purpose**

The Personnel Committee of the St. Andrew's Hall Board of Management:

- a) determines, in consultation with the Board of Management, the Executive Staff complement needed by the Hall;
- b) reviews Executive Staff job descriptions and ensures that they are consistent with the mission, goals, and needs of the Hall. This shall be done prior to initiating a search to fill an Executive Staff position and at other times as needed;
- c) conducts all searches for Executive Staff positions and makes recommendations to the Board of Management regarding appointments;
- d) ensures that a yearly review of Executive Staff is conducted by the Dean and reported to the Personnel Committee. Every three years, a full review of each Executive Staff member shall be conducted by the Personnel Committee;



- e) conducts a performance review of the Dean on a yearly basis with a full review every three years (in conjunction with the review of professorial duties at Vancouver School of Theology);
- f) reviews and recommends to the Board of Management levels of stipend/salary for Executive Staff;
- g) terminates Executive Staff in a professional and pastoral manner when such action is warranted by results of a review or the changing needs of the Hall;
- h) deals with any matters regarding other staff and referred by the Board of Management or the Executive Committee; and
- i) assists in mediation/conflict resolution. Final arbitration rests with the Board of Management.

### **Composition**

The Personnel Committee shall consist of the Convener of the Board of Management, the Dean, and at least one other Board of Management member.

Normally, the Convener of the Personnel Committee shall be a Board of Management member other than the Dean.

The Personnel Committee may recruit additional members to carry out their work. The Dean is a voting member of the Personnel Committee with regards to Executive Staff; however, the Dean shall withdraw from any discussion relating to his/her position or review. No other staff members may be members of the Personnel Committee.

The Personnel Committee shall meet as necessary and at the call of the Convener.

### **Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

### **Reporting Process**

The Personnel Committee is accountable to and shall report all its actions to the Board of Management, through the Executive Committee.

The Personnel Committee shall write an annual report as well as regular reports to the Executive Committee.

Any recommendations for stipend/salary levels shall be recommended to the Finance Committee and jointly submitted to the Executive Committee prior to the November meeting of the Board of Management.

**Property Development Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
- provide the standard for quality student accommodation; and
- offer compassionate pastoral ministry and hospitality.

**Objectives**

- Ensure that the degree-granting charter of St. Andrew's Hall is exercised effectively for the benefit of The Presbyterian Church in Canada;
- Promote the programs and resources of Vancouver School of Theology throughout The Presbyterian Church in Canada;
- Support Presbyterian students at VST;
- Create an institute to provide faithful and effective education for Canadian Presbyterian elders.
- Develop awareness of educational opportunities and services that shall meet the needs of the laity of The Presbyterian Church in Canada.
- Maintain and enhance the physical facilities of St. Andrew's Hall.
- Support and nurture a unique sense of community among the residents.
- Nurture Christian virtues and hospitality within the residential community and on the campus.
- Run a policy-based style of governance.

**Strategies**

Student Accommodation:

- Develop a plan and budget for a twenty-year maintenance program.
  - Investigate the feasibility of replacing the 1957 buildings and constructing additional residence facilities, including a chapel.
  - Investigate the best means of implementing our commitment to build a day care centre.
  - Develop and implement a feedback process for the residents.
  - Develop and present clear policies for the residence community.
  - Explore new opportunities for leadership in the development and management of student accommodation on the University of British Columbia campus.
-

### **Authority**

The Terms of Reference of the Property Development Committee were adopted in June 2005 as amended in January 2009.

### **Purpose**

The Property Development Committee of the St. Andrew's Hall Board of Management will:

- a) oversee all aspects of the development of the St. Andrew's Hall property;
- b) provide alternative development proposals of the St. Andrew's Hall property to the Board of Management, through the Executive Committee, for its approval.
- c) determine and recommend to the Board of Management, through the Executive Committee, the best development proposal of the St. Andrew's Hall property to be constructed, for its approval.
- d) appoint a Development Consultant, Project Manager, Architect and other consultants as required to be used in the development of the St. Andrew's Hall property.
- e) determine processes and the time frame of all property development activity;
- f) oversee the tendering process for the market housing site.
- g) Obtain approval for a budget for the Property Development Committee and seek approval of the Board of Management, through the Executive Committee, for any expenditure categories not contemplated in the approved budget or for any expenditure in excess of the lesser of (i) 10% of the approved budget amount and (ii) \$20,000.
- h) Approve and execute legally binding contracts with service providers on behalf of the Board of Management related to the development of the St. Andrew's Hall property.

### **Composition**

#### **The following are the Members of the Property Development Committee:**

- Convener of the Board of Management, who shall be Convener of the Property Development Committee;
- The Dean;
- Three persons, who need not be members of the Board of Management, appointed by the Board of Management;
- The Property Development Committee may request the appointment of additional persons, based on their expertise and potential value to the Property Development Committee. These persons will not be voting members of the Property Development Committee.

The Property Development Committee shall meet as necessary and at the call of the Convener.

**Quorum**

The quorum for the transaction of business at any meeting of the Property Development Committee shall be a majority of the members (50% plus one).

**Reporting Process**

The Property Development Committee is accountable to and shall report all its actions to the Executive Committee of the Board of Management.

**Convener & Vice-Convener  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

The following summarizes the duties and responsibilities of the Board of Management Convener & Vice-Convener as stated in the St. Andrew's Hall By-laws.

**Appointment**

The Convener of the Board of Management shall be one of the members of the Board of Management nominated by the General Assembly (and shall be named by the Board of Management as its proposed Convener).

**Transfer of Power and Duties to the Vice-Convener**

In the absence or inability of the Convener to act, the Vice-Convener has the power and duties of the Convener.

**Responsibilities**

The Convener shall:

- direct the calling of all regular and special meetings of the Board of Management and the Executive Committee in accordance with its By-laws;
- convene regular and special meetings of the Board of Management and Executive Committee as needed;
- encourage the participation of all members of the Board of Management;
- assist and support the work of the Dean; and
- be a member, ex-officio, of all standing committees.

Under special circumstances, the Convener may summon a meeting of any committee, and may take the chair and preside over any such meeting so summoned.

The Convener shall have a casting vote.

**Presbyterian Student Representative  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

**Election**

A Presbyterian student registered in a program of study at Vancouver School of Theology shall be elected to the Board of Management of St. Andrew's Hall by the Presbyterian student body registered in programs of study at the School.

Normally, the election shall take place before the end of the tenure of the incumbent student representative. The time, date and method of election shall be determined by the student body.

Normally, the incumbent student representative shall in consultation with the student body organize the election. Where this is not possible the Dean, in consultation with the students, shall organize the election.

**The term of service on the Board of Management**

The elected term shall be for one year with the possibility of extension endorsed by the Presbyterian student body but shall not exceed three years. If not before, service on the Board of Management shall cease when the incumbent is no longer a registered student and/or has graduated.

**Duties and responsibilities**

- a) The student representative shall be a full voting Board of Management member.
- b) The student shall keep the Board of Management informed of the views of the students on issues that come before the Board of Management.
- c) The student representative shall keep the student body informed about decisions and policies determined by the Board of Management.
- d) The student representative or his/her nominee, chosen from among the registered student body, shall be the student representative and full voting member of the Committee on Theological Education of The Presbyterian Church in Canada.

**Student Representation on the St. Andrew's Hall Board of Management committees**

The standing committees of the Board of Management are empowered to co-opt the student representative on the committee recommended to them by Vancouver School of Theology and/or the St. Andrew's Hall community.

The student representative shall be drawn from among the resident students at St. Andrew's Hall and/or Presbyterian students registered in a program of study at the Vancouver School of Theology for one academic year and/or specific project term of up to two years. This would allow for greater student participation and enable the student representative to the St. Andrew's Hall Board of Management greater ability to focus on policy and decision making.

**Treasurer  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

The following summarizes the duties and responsibilities of the Board of Management Treasurer as stated in the St. Andrew's Hall By-laws.

**Appointment**

The Treasurer is appointed annually by the Board of Management.

Normally, the Treasurer is the Convener of the Finance Committee and is an ex-officio member of any committee dealing with significant financial matters.

**Responsibilities**

The Treasurer shall be responsible for making the necessary arrangements for:

- a) the keeping of such financial records, including books of account, as are necessary in order to prepare financial statements in accordance with generally accepted accounting principles;
- b) the rendering of financial statements to the Executive Committee and to the Board of Management, and others when required;
- c) the verification and approval of cheques issued and the amounts expended and approval of the expenses of the Dean; and
- d) the supervision of recommendations to the Executive Committee and the Board of Management regarding the investments of St. Andrew's Hall.

**Elders' Institute Mechanism for Advice, Advocacy & Feedback  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

**1. The EI Link (Wisdom from the grassroots)**

This group will be comprised of four ruling or teaching elders\* (the majority must be ruling elders), convened by a ruling elder, with the primary responsibility to counsel the Elders' Institute staff on effective ministry from their perspective of service at the local level. This would involve identifying the needs of ruling elders and following through with local action.

Specific responsibilities of the EI Link will include some of the activities and programs (listed below) depending on each member's gifts, skills and interests:

— Network with ruling elders and lay leaders at the local level to identify challenges, joys and concerns for elders in their area, and from this, to effectively help the Elders' Institute respond.

These contacts would connect EI staff directly with ruling elders and lay leaders who serve diligently on the local level so EI hears directly from the grassroots about their needs and priorities.

— Provide practical feedback and brainstorm options and direction for the Elders' Institute team.

These may be both online and in-person.

— Initiate local support of EI through communicating EI programs and resources. For example, a member of the EI Link might serve as the EI "point person" for 'On-the-Road' events.

'On-the-Road' events are currently organized in close collaboration with some AC members or ruling elders who take care of local arrangements, such as billeting, registration, promotion, etc.

While each member will discern how he or she may fulfill this mandate in consultation with EI, we have appended one model that a member of the present Advisory Council has developed in her area.

A representative from the national church offices will be invited to be an 'ex officio' member of this group in order to provide a listening presence for needs expressed by those EI could helpfully serve within its mandate; provide a communication link between the national church structures and EI; and facilitate promotion of EI through the existing communication channels of the national church.

Expectations:

— Attend one annual meeting (at St. Andrew's Hall or elsewhere in Canada).

— Participate in scheduled quarterly online meetings in an Elders' Institute online chat.

— Informal ongoing communication with EI.

— Work on a one-to-one basis with the EI staff team on a specific project they might undertake (such as local coordination for an on-the-road, for the Pre-Assembly workshop, or other identified task)

— Possibly serve as a mentor to someone who might take on the task once the member's term is complete in consultation with the EI Director.



\* For the first phase, The EI Link will be comprised of two ruling or teaching elders appointed for a two-year term and two ruling elders for a three-year term, plus the ex-officio members; these will be non-renewable to ensure involvement and ideas from the maximum number of people. There would be little attempt to be regionally representative in this group. A majority of appointed members will be ruling elders, and the chair will be a ruling elder.

## **2. The EI Advocates (Support and broader profile)**

This group will be comprised of six ruling or teaching elders whose primary responsibility is to champion the Elders' Institute cause through identifying and connecting with the "movers and shakers" within the church structures.

Specific responsibilities will include involvement in some of the following activities and programs:

— Promote EI in their constituencies.

This may involve initiating contact with certain Presbyteries/Synods, classmates and colleagues, peers, boards & committees, other entities such as Renewal Fellowship and Crieff Hills.

— Report back to EI on any particularly fruitful contacts and suggest possible follow-up strategies.

EI would likewise keep The EI Advocates posted on developments within their circle of "movers and shakers".

— Participate in fundraising initiatives as developed by the St. Andrew's Hall Development Committee.

This may involve supporting Elders' Institute follow-up through local networks, presentations (which may be pre-packaged by the Elders' Institute staff) at meetings of Presbyteries, Synods, or other church groups, following up on potential donors, and developing others.

Expectations:

— Review their network of contacts throughout the church, identify opportunities within them to actively promote EI and develop a strategy for doing so in one-on-one consultation with the EI staff team.

— Participate in a quarterly online meeting in an Elders' Institute online chat to provide input for EI and receive updates.

— Receive and follow up on leads identified by EI staff through other channels

— Receive and follow up on action plans developed by the St. Andrew's Hall Development Committee leads from the EI

— Serve as a mentor someone who might take on the task once the member's term is up in consultation with the EI Director.

\*\* For the first phase, The EI Advocates will be comprised of six persons well connected within the PCC structure, at least four of whom are ruling elders. Of the six persons, two will be appointed for a one-year term, two for two-year terms and two for three-year terms. The beginnings of their terms will be staggered to facilitate orientation and building momentum. In the interest of reaching out to new groups in the church, these will normally not be renewable terms. There will be little attempt to be regionally representative in this group, but some attempt to cover a variety of PCC networks.

At the end of their term of service, The EI Link and The EI Advocates do not conclude their commitment to EI, but are launched into a new phase of commitment, such as mentoring others, continuing their connections, or participating in the feedback groups.

### **3. Two Grassroots Feedback Groups**

These are informal groups that carry no responsibility to EI or SAH. The purpose of the Feedback Groups is to provide input to The Elders' Institute. One will consist of ruling elders; the other clergy. Each of the two networks will be comprised of up to 48 persons who will receive Elders' Institute email requests for feedback and will respond if it is a topic of interest to them. There are no terms of service. Participation would ebb and flow informally, but input would be carefully monitored to ensure that that room is made for the generation of fresh input and new ideas. These lists would be generally representative of regions. Members of the present Advisory Council would be invited to participate in this network.

### **4. Other existing national and regional church networks and groups within the PCC (regional educational coordinators/consultants, national office staff, synods, WMS/AMS, etc.)**

These groups and networks will be consulted about what information and connection would be helpful to their work/area of ministry. This would ensure that efforts to maintain and enhance cooperation between EI and personnel of various church structures, agencies and groups would continue. This network would include regular communication with "target groups."

We intend to explore such possibilities as face-to-face meetings of some members of the above groups at national functions such as General Assembly.

We commit to not making demands on these people too onerous. This we can determine through contact individually with those invited to be part of the EI Link and EI Advocates; the participants in the feedback groups can monitor their own level of contribution by responding or not to our contact, but general expectations will be reviewed at the time of the invitation being issued.

### **5. Long-Term Vision**

From time-to-time, (perhaps every three years), some of the above-named persons plus others might be invited to a gathering to reflect on the state of EI and consider onward directions.

It is understood all these mechanisms will be reviewed after two years to determine if revisions are necessary to enhance the effectiveness of The Elders' Institute ministry. It can be reviewed prior to that if changes to the mandate or structure of the Elders' Institute are taking place.

**Joint Working Group  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

The composition and purpose of the Joint Working Group are set out in section 1.7 of the VST-SAH-PCC Agreement:

1. "There shall be established a Joint Working Group consisting of two representatives of each of St. Andrew's Hall and Vancouver School of Theology plus the Principal of Vancouver School of Theology and the Dean of St. Andrew's Hall who shall meet not less than annually, during the currency of this Amending Agreement whose principal task is to foster and enhance the working relationship between St. Andrew's Hall and Vancouver School of Theology."
2. Normally, the Joint Working Group shall meet twice a year, prior to Board meetings in the Fall and Spring terms. In addition, the Joint Working Group may meet at the call of either college.
3. Normally, the Principal of Vancouver School of Theology and Dean of St. Andrew's Hall shall serve as co-chairs. The agenda shall be generated and minutes kept by the heads of the colleges.
4. Decisions shall be reached by consensus and all substantive issues must be ratified by the Boards of the schools.

**Personnel Committee  
Board of Management, St. Andrew's Hall**

**Terms of Reference**

---

Excerpts from the St. Andrew's Hall Mission Statement:

**Vision**

To be an influential theological college of The Presbyterian Church in Canada at the University of British Columbia educating people from around the world for Christian leadership; and providing quality accommodation, hospitable community and compassionate campus ministry.

**Mission**

St. Andrew's Hall is to create quality leaders to serve a church that serves the world in Christ's name

**Goals**

As a college of The Presbyterian Church in Canada we shall:

- create a unique and significant contribution to theological education for church leadership;
  - provide the standard for quality student accommodation; and
  - offer compassionate pastoral ministry and hospitality.
- 

**Authority**

At the May 16, 2001 meeting of the Board of Management of St. Andrew's Hall it was agreed that Terms of Reference for a Personnel Committee be drafted.

**Statement of Responsibility**

To ensure that the Executive Staff complement of St. Andrew's Hall is in place and competent to carry out the goals, objectives and strategies of the Board of Management; to assume overall responsibility for performance reviews of Executive Staff and personnel development and to treat all personnel matters confidentially. The Personnel Committee does not provide support or pastoral care to staff.

**Purpose**

The Personnel Committee of the St. Andrew's Hall Board of Management:

- a) determines, in consultation with the Board of Management, the Executive Staff complement needed by the Hall;
- b) reviews Executive Staff job descriptions and ensures that they are consistent with the mission, goals, and needs of the Hall. This shall be done prior to initiating a search to fill an Executive Staff position and at other times as needed;
- c) conducts all searches for Executive Staff positions and makes recommendations to the Board of Management regarding appointments;
- d) ensures that a yearly review of Executive Staff is conducted by the Dean and reported to the Personnel Committee. Every three years, a full review of each Executive Staff member shall be conducted by the Personnel Committee;

- e) conducts a performance review of the Dean on a yearly basis with a full review every three years (in conjunction with the review of professorial duties at Vancouver School of Theology);
- f) reviews and recommends to the Board of Management levels of stipend/salary for Executive Staff;
- g) terminates Executive Staff in a professional and pastoral manner when such action is warranted by results of a review or the changing needs of the Hall;
- h) deals with any matters regarding other staff and referred by the Board of Management or the Executive Committee; and
- i) assists in mediation/conflict resolution. Final arbitration rests with the Board of Management.

**Composition**

The Personnel Committee shall consist of the Convener of the Board of Management, the Dean, and at least one other Board of Management member.

Normally, the Convener of the Personnel Committee shall be a Board of Management member other than the Dean.

The Personnel Committee may recruit additional members to carry out their work. The Dean is a voting member of the Personnel Committee with regards to Executive Staff; however, the Dean shall withdraw from any discussion relating to his/her position or review. No other staff members may be members of the Personnel Committee.

The Personnel Committee shall meet as necessary and at the call of the Convener.

**Quorum**

Unless otherwise determined by the Board of Management, the quorum for the transaction of business at any meeting of a committee shall be a majority of the members in office (50% plus one).

**Reporting Process**

The Personnel Committee is accountable to and shall report all its actions to the Board of Management, through the Executive Committee.

The Personnel Committee shall write an annual report as well as regular reports to the Executive Committee.

Any recommendations for stipend/salary levels shall be recommended to the Finance Committee and jointly submitted to the Executive Committee prior to the November meeting of the Board of Management.

# VST

Vancouver School of Theology

## Vision, Mission, Values & Goals

### Vision

In the Spirit, we are called to be faithful and discerning disciples of Jesus Christ, witnessing to the living God.

### Mission

Vancouver School of Theology is an institution of theological education, inspiring its community:

- To engage issues of truth, justice and spiritual growth,
- To develop ministries in the service of Jesus Christ, and
- To partner with First Nations and the global aboriginal community.

### Values

As a community of faith, we value:

- Biblical and theological learning,
- An integrated life of mature Christian spirituality and discerning ethics,
- Denominational commitment, ecumenical action and interfaith engagement,
- Diversity of cultures and the dignity of individuals,
- Learning undertaken with diligence and an open mind.

### Goals

1. *Learning*: Provide a stimulating theological learning environment, with exceptional opportunities for the formation of the whole people of God
2. *Scholarship*: Maintain excellence in scholarship in the disciplines of theological studies
3. *People*: Sustain an outstanding community of students, faculty and staff who reflect the diversity of Canada
4. *Spiritual Life*: Continue to open ourselves to the presence of the Spirit in all aspects of the life of the School
5. *Partnerships*: Strengthen the School's relationships with its supporting denominations and with churches and other theological institutions and churches of the Pacific Rim, and to reinforce its enduring partnership with Aboriginal peoples

6. *Stewardship*: Practice and teach responsible stewardship, including sound financial management, in all facets of the School's life.

### **Seguss' Report Recommendations Review**

This document contains a summary of recommendations from the "Business Review of the Operations of St. Andrew's Hall" by Tony Seguss. It also contains the progress that has been made with respect to each of these recommendations (in *italics*, and *italics/bold* as the latest review).

#### Governance

1. The Board should now concentrate on a policy-based style of doing business.  
*The Board received and approved the Seguss Report. The Board now concentrates on "lofty thinking" while the Executive deals with management issues.*  
  
*There remain some uncertainties as to the best way for the Executive to report to the Board. The Board may wish to evaluate the effectiveness of the new structures in 2006, i.e., after two years of experience of the new model.*
2. A formal Board Handbook should be compiled for new and existing members.  
*Done. June 17, 2005.*
3. The Personnel Committee should develop a Terms of Reference for the Student Representative on the Board.  
*Done. February 17, 2006.*
4. The Nominations Committee should review skills needed on the Board, and new Board members for the September 2004 intake identified to fill the skill gaps.  
*Done in 2004 and is being done presently. There is preliminary discussion in the CTE of allowing Boards to name at least some of their own members in order to facilitate this.*
5. The Terms of Reference for the Executive Committee should include reference to its responsibility to ensure that all Standing Committees are in place, operational and meeting their objectives.  
*Terms of Reference for Executive Committee updated. Draft Version submitted to the Executive Committee, April 15, 2005.*
6. The governance structure should be clearly stated to reflect three tiers of accountability, and reflected as such in Committee Terms of Reference: ---The Board is accountable to the General Assembly. ---The Executive Committee is accountable to the Board. ---The Standing Committees of the Board are accountable to the Board, conducting their business through the Executive Committee.  
*Done. Adopted by the Board of Management, June 17, 2004.*
7. The Property Development Committee should immediately begin preparing a master plan for

the sale of the designated portion of St. Andrew's Hall property and the redevelopment that will replace the 1957 buildings.

*This is now the time to take this matter up.*

8. The Nomination Committee should immediately nominate a Convener of the Development Committee to enable it to restart and attend to raising awareness and funds for St. Andrew's Hall and the Elders' Institute.

*Done.*

9. The Nomination Committee should have at least three members.

*Done.*

10. All committees should have meeting agendas and keep proper minutes that record discussion, recommendations to the Board, and actions required and who is responsible.

11. The Joint Working Group and the Nominating Committee should create their respective Terms of Reference and obtain approval by the Executive Committee. *Done (Joint Working Group). November 25, 2005.*

12. All the committees should review their Terms of Reference and confirm or update them to reflect current requirements and the suggested three-tier governance structure. The Executive Committee should approve any new and revised Terms of Reference of the other Standing Committees, and the Board should approve any amendments to the Executive Committee's Terms of Reference (although this does not appear to be necessary at the present time). *Done. February 17, 2006.*

## **Operations**

13. The Dean should have a full-time permanent Administrative Assistant. This would also be the person who would provide administrative support to the governance organization. *Scheduled for August 2005.*

*When the financial picture becomes more clear and certain there will be a review of administrative support structures both to determine what would be the responsibilities of such a position and to what degree it is possible to integrate the support staff of St. Andrew's Hall and Elders' Institute. This review will take place in the summer or autumn. (During the Pilot Project, the finances and the staff of the Elders' Institute were kept separate from St. Andrew's Hall as a whole.)*

14. All position descriptions should be reviewed and brought up to date if required. The executive staff positions should be reviewed by the Dean and Personnel Committee, and staff positions by the executive staff. *The Dean's administrative assistant is now half time in the Elders' Institute office. This arrangement is due for its six month review shortly. This represents some greater integration of St. Andrew's Hall and Elders' Institute staff. All other position descriptions are in place.*



15. All policy and procedure materials that exist should be brought together in an organized fashion and reviewed for completeness. Over time, a policy and procedures manual should be compiled that covers all significant processes. *Done. June 17, 2005.*
16. St. Andrew's Hall should seek advice from its auditors or a firm specializing in small and mid-sized business accounting systems on the choice of a suitable automated accounting system, set-up, and impact on staff duties and related office systems such as filing of hard-copy records. *See under 17.*
17. Budgeting and accounting for actual revenues and costs should be departmentalized within the governance, operations and programs functions. The annual budgeting process should follow the structure of the departmentalized accounts. *This has been put in place. The impact on staff time needs to be monitored. See the Dean's report.*
18. If rates have not been reviewed in the last three years, the Dean should initiate a survey of the ranges of pay for comparable positions, and the Personnel Committee should ensure that fair rates are being paid at St. Andrew's Hall. *The time for a further review is approaching. This should be done in preparation for the 2007 budget.*
19. The Executive Committee should consider a formal system of staff performance reviews, as suggested in this report. *A review of the Director of the Elders' Institute will be held shortly in preparation for the question of renewal of her contract. A statement of goals for the coming year together with an evaluation of the state of the previous year's goals has been submitted to the Personnel convener. The Board may wish to ask the Personnel Committee to consider the timing and mechanism of a more thorough review.*

## **Programs**

20. The Executive Committee should review St. Andrew's Hall representation on the VST Board of Governors. St. Andrew's Hall is entitled to appoint two members of its Board as full voting members of the VST Board. At the present time, the only full voting member connected with St. Andrew's Hall is the Rev. Dr. Siverns, who is on the VST payroll to provide services to VST, which appears to be contrary to the Amending Agreement. *VST has altered their regulations in this respect. Dr. Fred Speckeen and Stephen Farris are representatives on the VST Board of Governors.*
21. The Annual Report to the General Assembly does not fulfill a promotional role. If St. Andrew's Hall strategy in this regard is to be followed, either the Annual Report should be enhanced for promotional purposes, or a separate companion document should be produced aimed at supporters and partners. *For a second year, a promotional report was prepared, approved by the Board and is being distributed on all public occasions and through the PresbyPak to all PCC congregations.*
22. The Dean should establish suitable performance measures and implement an evaluation form for Presbyterian students and graduates to complete and return directly to St. Andrew's Hall. *This is difficult to do with our present level of personnel.*

23. The system of applying for bursaries should be reviewed at the national level, as it appears to be cumbersome and not timely for students. *An additional clause will be submitted to this Board of Management meeting.*
24. The Executive Committee should direct that a strategic plan for at least the next five years be immediately prepared by the Director of the Elders' Institute, in consultation with the Advisory Council. *A new advisory system "Elders' Institute Mechanism for Advice, Advocacy & Feedback" has been approved in principle by the Board of Management, March 11, 2005. The details of the plan has been approved by the Executive Committee, April 15, 2005. The Director has been engaged in strategic planning and has presented a plan to the Dean.*
25. A full-time Chaplain should be appointed, not later than Dr. Sivern's retirement, supported by a student committee that will be especially useful in building up the Chaplain's role. ***Two excellent part time chaplains are in place. The Dean has made a submission to the Presbytery Mission committee on a proposal to establish a congregation(s) at St. Andrew's Hall partially with a view to more effective campus ministry. A consultation on ministry in the West side of Vancouver, including St. Andrew's Hall will be held.***