ST JOHN’S COLLEGE
ASSEMBLY MINUTES
For the special meeting of April 13, 2010

Present: S. Alward, B. Beare, M. Benbow, B. Cantelo, R. Clifton (chair), K. Fowler, G. Friesen, I. Froese, B. Hailman, J.
Hoskins, R. Howard (guest), E. Jones, P. Lampman, G. Lewis, J. Markstrom, B. Payne, A. Perry, D. Punter, L.


1. Opening Prayer
   P. Lampman opened the meeting with prayer.

2. Approval of the Agenda
   The agenda was approved with the following amendments:
   a) That item 3.b) Faculty of Theology Discussions with Providence College be the first order of New
      Business, with a discussion limited to 15 minutes.
   b) That item 3.a) Future Visioning, Development and Strategic Planning Consultation follow item 3.b) on the
      agenda.

3. New Business
   b) Faculty of Theology Discussions with Providence College
      A 15 minute discussion ensued on the nature of the relationship between St John’s College and Providence
      College.

MOTION: That the discussion be continued after the presentation by Rosalyn Howard on Future Visioning,
Development and Strategic Planning.
R. Hailman/S. Sinclair

a) Future Visioning, Development and Strategic Planning
   R. Howard led a discussion by Assembly representatives on a number of planning consultation questions.
   The discussion focused on such questions as why does St John’s College exist, College values, strengths
   and weaknesses of the College, trends in the College’s environment, and things the College might wish to
   start and stop doing (see attachment). Rosalyn is going to take the thoughts and ideas offered by Assembly
   representatives back to the Steering Committee. The sheet on planning consultation questions and Rosalyn
   Howard’s e-mail address will be mailed to all Assembly representatives, and they are encouraged to
   respond to her directly.

4. Any Other Business
   a) Faculty of Theology Discussions with Providence College

MOTION: That a further 15 minutes be allocated to discussion of the Providence College issue.
B. Hailman/B. Cantelo

Discussions resumed on the issue of the nature of the relationship between St John’s College and Providence
College. At the end of the discussions, it was decided that a small committee of Assembly be established to
investigate the presentation of St John’s College courses on the Providence College website. The committee
would then report their findings back to Assembly, along with any recommendations for changes.

MOTION: That a committee comprised of J. Hoskins, J. Stafford, A. Perry and B. Payne be established to
investigate the presentation of St John’s College courses on the Providence College website, in order to
ensure that St John’s College is properly and fairly represented on the website. The committee will report back
to Assembly with recommendations, if any, for suggested changes the committee would recommend that the
St John’s College Warden ask Providence College to make on their website.
G. Friesen/L. Roberts

CARRIED
5. Adjournment

MOTION: That the meeting be adjourned.
D. Punter/S. Alward

CARRIED

The official copy of the minutes is signed by the Chair and Secretary and kept in the Registrar's Office.

[Signatures]
Chair                        Secretary                        Date

May 26, 2010
March 25, 2010

Dear colleagues

The College Council, which met on Wednesday 24 March, received your letters of concern about the discussions between the Warden of St John’s College, the Dean of Theology, and officials at Providence College. Council asked that I write to you and that these concerns be addressed at the forthcoming special meeting of the College Assembly.

The context of these discussions includes our concern for the future of Anglican theological education in the province. These are trying times for the Theology Faculty in the College and we have been searching for ways to extend our Theology programs.

I understand your concerns and wish to assure you that the conversations with Providence College do not envision a contractual relationship between that institution and St John’s College. Providence officials have explained to us that they value the courses offered in our College’s theology program. We have responded that St John’s welcomes students from all traditions who meet the course/program prerequisites. Given this understanding, I have proposed the following arrangements:

St John’s College will offer courses in Theology and the Anglican tradition within its Theology Faculty (not the Arts Faculty’s Religious Studies department) in the fall of 2010. These are the courses, one with a new title (content unchanged), and two offering perspectives on the Anglican tradition, that came before the Assembly meeting on 16 March;

Students at Providence College, like other students, may apply for admission to these courses. They will register for them at the College, pay the College for them as individual students on the same basis as other students, follow the standard format of lectures and examinations and receive official transcripts upon successful completion.

The College has always taken as its mandate to educate students, Anglicans and others, in the Anglican tradition. Our goal of excellence in teaching and research is unaltered in the current proposal.

Yours truly,

Janet Hoskins, Ph.D.
Warden and Vice-Chancellor

Dr. Janet A. Hoskins, Warden and Vice-Chancellor
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St. John's College
Planning Consultation Questions – Assembly
April 13, 2010

1. Ideally, why does St. John's College exist, i.e. what is the desired impact on the world, what groups of people will receive what benefits?

2. Ideally, what values guide the college's actions?

3. What St. John's accomplishments / strengths stand out for you?

4. What, if any, weaknesses might be significant, from fellows' perspectives?

5. What trends in the college's environment are important to note as opportunities and / or threats?

6. What might the college start doing?

7. What might the college stop doing?

8. How will the college know if it is successful?

9. How can we, as fellows, best support college success?

10. What are the most important qualifications for the Warden?

11. Other?
St. John’s Planning 2009/2010

Process Outcome

Identification by Council
- What is the current purpose of the college?
- How can we best enable/support that purpose?
- What broad direction and values will we share with the new warden?

Planning Process (draft)

1. Initial planning – Bernie, Jan, Ros
2. Council introductory discussion, September 28, 2009
3. Assembly intro and discussion of role re planning and re warden search
   - Decision on October 19, 2009 by Assembly that their participation in a Planning Steering Committee would be through their representatives on Council

Note - 4 could be on November 25/09.
4. Council re planning process (including #5) and governance discussion (see draft outline at the end of this document)
5. Establish planning steering committee terms of reference and membership: suggested TOR - to work with Ros to determine visioning process and timeline, and consultation goals and plan (data, sources, methods), etc.
6. Consultations
7. Steering committee - Themes from consultations, draft conclusions, draft plans (options/implications)
8. Steering committee report to Council
9. Council determine strategic framework – e.g. vision, values, mission, strategic goals
10. Council determine warden job description/qualifications, i.e. what it is delegating
11. Assembly create search committee to determine and manage search process
12. Assembly make recommendations to Chancellor

Consultation questions -not all questions for all respondents (draft – to be refined with Steering Committee)

1. Ideally, why does St. John’s College exist – what benefits for what people?
2. Ideally, what values does the college stand for?
3. What St. John’s accomplishments/strengths stand out for you?
4. What, if any, weaknesses have you noticed?
5. What trends in the college’s environment are important to note as opportunities and/or threats?
6. What could the college start doing?
7. What could the college stop doing?
8. How will we know if we are successful?
9. How do we, as (role) best support college successes?
10. What are the most important qualifications for the Warden?
11. Other?

St. John’s Council Executive, November 17, 2009
Rosalyn Howard, Director LDS
Stakeholder Consultation Groups / Individuals (draft – to be refined with Steering Committee)

1. Students
2. Alumni
3. Assembly / Fellows
4. Diocese
5. Staff
6. Donors
7. U of M leaders / other colleges?
8. Other?

Council Meeting: November 25/09
Part re Planning Process (draft)

1. Planning process draft review
2. St. John’s College purpose (discussion, not decision)
3. Governance best practices
   a. Self assessment (using anonymous clicker technology?)
   b. Desired role (discussion, not decision)
4. Steering committee – terms of reference, membership
Governance and Planning: Starting a Plan for Planning

St. John's College Council
September 29, 2009
Roselyn Howard, Director LDS, U of M

Purpose/Session Plan
- Review governance responsibilities re planning
- Identify planning elements of St John's planning framework
- Plan next steps

Current Context
- Overall, things are good
- New warden in 2 years
- Start advertising in 1 year
- Confirm college—wide clarity re
  - What is the purpose of the college?
  - How can we best enable/support that purpose?
  - Broad direction and values for new warden
- Not a shake-up, or interest in micromanaging

Job of the Board
- Govern within the framework of legislation and standards, on behalf of the "ownership"
- See to it that:
  - Certain results are attained
  - Certain activities are avoided
- Defines, delegates, monitors
  Governance is a downward extension of ownership, not an upward extension of management.

"Owner" Needs/Interests
- Vision/Mission
- Values
- Goals/Performance Indicators
- Objectives/Performance Indicators

Inputs → Operations/Activities → Outputs → Outcomes

OAG – Manitoba / Brown

Four Pillars
- Leadership
- Stewardship
- Responsibility
- Accountability
Leadership

- Reflect values and priorities of "owners"
- Build bridges to the future
- Set strategic direction and empower management

Stewardship

- Act for others, be their voice
- Act for organization, not certain individuals or groups
- Trustees for owners of mandate and resources

Responsibility

- Competence and diligence - collectively and individually
- Fiduciary responsibility - loyalty, honesty, and good faith
- Manage resources effectively and efficiently
- Meet codes - safety, human rights, employment law, environmental
- Honour contracts
- Fulfill obligations of organization (tax, pension contributions, wages)
- Monitor organizational performance

Accountability

- Legally - "back stops" - responsibility for everything and everyone accumulates
- Particularly important in situations involving public trust
- Accountable for carrying out a determined mandate in light of agreed upon expectations
- What needs to be accomplished?
- Who is responsible for what?
- How is good decision-making assured?
- What controls are in place?

Direction

Plan
Leadership

Stewardship

Control

Monitor & evaluate
Owners
Accountability (Reporting)

Board

Responsibility (Monitoring)

Hire good people (President/CEO/ED)

Typical Pitfalls / Positive Strategies

1. Rubber stamping / micromanaging swing
2. Activity focus - on doing
3. Looking back - catching up
4. Detail-loaded meetings
5. Spoon-fed information

1. Clear roles - governance and operational
2. Result focus - accomplishments
3. Looking forward, visionary
4. Focused, policy related meetings
5. Creates own agenda / defines information needs
**Typical Pitfalls / Positive Strategies**

6. Committees problematic
7. Board fragmentation - confusion re authority
8. Focus on staff reports
9. Composition - vested interests, operational experts
10. Confusion over information needs

6. Committees useful - do pre-board work or volunteer staff work
7. Board has one voice - individual members no authority
8. Focus on owners - needs & outcomes
9. Composition - sees profile
10. Clear information guidelines

**Ideal Board Member Profile**

- Thinks conceptually - big picture
- Is connected with community
- Has integrity - is respectful / fair / conscientious / responsible
- Can distinguish owner issues from customer issues
- Has the ability to take action

**Effective Planning**

- Focus
- Commitment
- Impact
- Accountability

**Strategic Planning Top 10 Questions**

(Council decides which ones to be active in)

1. What are the needs / interests of your "owners"?
2. What impact will your organization have in the world?
3. Who are you & what will you do to make that impact?
4. What values / principles will inform your work?
5. What is the current context for your organization?
6. What goals will you have?
7. What objectives (smaller, shorter-term goals) will you have?
8. How will you know if you are achieving them?
9. What activities will you do to accomplish those objectives?
10. What resources will you need?
Planning & Review
- Vision / Mission / Values / Environmental Scan (EC)

Long-Term Planning
- Alignment, Accountability
  - Environmental Scan (Current Strategic Influences)
  - Strategic Priorities
  - International Target / Resources
  - Short-term Building for the Goals

Strategic Thinking
- Focus, Commitment, Change, Creativity
  - Vision / Mission / Values / Environmental Scan (EC)
  - Long-Term Planning
  - Alignment, Accountability

Operational Planning
- Implementation
  - Activities / Programs
  - Actions to achieve objectives
  - Resource Impact
  - People, technology, facilities
  - Financial Impact
  - Financial sources

How do we need to work together to be effective?

Agreements

Overall
- What do we most value about St. John's?
- What do we think most important to keep doing?
- What do we think most important to start doing?
- What do we think most important to stop doing?
Variables in Planning

- Who provides input in what ways?
- What information will be gathered?
- Who makes what decisions?
- What steps are included in the process, by whom, with what timeline?
- What template is used for the plan documentation?
- How will the plan be used on an ongoing basis?

Next Steps

- ?
- ?
- ?