

QUEST UNIVERSITY CANADA BOARD MEETING

FRIDAY, MARCH 2, 2018

MINUTES

Present: Mary Jo Larson, Peter Webster, David Fujimagari, Michael Hutchison, Stuart Louie, and Claude Rinfret.

Others: George Iwama, President and Vice-Chancellor of Quest University; Ellen Flournoy, Faculty Liaison; and Flora Ferraro, VP of Finance and Operations.

Apologies: Chief Dale Harry

Chair: Mary Jo Larson

Recording Secretary: Sue O'Connell

9 am - Meeting began, Stuart Louie and Michael Hutchison were not then present.

1. Guest Introduction and Approval of Agenda

Mary Jo asked that the Agenda be revised to shift time from Destination Quest to the Executive Session.

Claude moved to adjust the Agenda by limiting Destination Quest to half an hour and move that time to Executive Session. Seconded by Peter and carried unanimously.

9:07 am - Stuart Louie entered the meeting.

2. Approval of Minutes

Mary Jo advised that the November and January minutes have been approved by consent.

Peter moved to approve the April minutes. Seconded by Claude and carried unanimously.

3. President's Overview/Dashboard

Admissions

George explained that the admissions deadline is February 1, and the Admissions Department is currently processing applications and doing interviews. The Board members discussed the previous and current International, USA, and Canadian inquiries regarding Quest recruitment. George advised that there was an advertising blitz last spring and fall in Toronto. Quest Alumni are being recognized as being very successful and the Toronto schools want their students to be associated with this success. George advised the Board that Quest is pursuing two new areas – The Caribbean and Middle East, with the help of Abby Majendie (Manager of Advancement and Admissions Recruitment) who has experience in these areas.

9:21 am - Ellen left the room.

9:22 am - Ellen returned with Trevor Mannion; Director of Admissions and Financial Aid.

Trevor discussed the Admissions Funnel Report with the Board and ways to increase application numbers. The deadline for applications is May 1, but Admissions will continue to process applications during the summer. Trevor suggested that Quest hold a week of summer experiences on campus for prospective students from the US, the year before they need to decide on universities, as in the US the deadline for university applications is January. Trevor advised that part of the strategic plan for the admissions team is to connect with Waldorf schools (roughly 400 worldwide) to promote Quest and include their LEAP, elite athletic, and gap program students.

9:25 am - Michael Hutchison entered the meeting.

Quest has offered merit-based scholarships to 304 students (to date), but 41 have indicated that they do not need scholarship or bursary support from Quest. Trevor advised that usually a third of the prospective students apply for scholarships, and the cap is generally \$25,000, although a few full scholarships are awarded each year. More scholarship money will be freed up as well as a result of the end of Varsity. The Board discussed whether Quest could afford to forego the planned tuition increase for the 2019-2020 year. Trevor noted the parents decide which universities make the list for their children and Quest needs to promote to them its uniqueness – the Block Program, commitment to effective undergraduate teaching, and small classes. The focus this year is on the US and International students, while maintaining a long-range goal of getting the Canadian numbers back. The Admissions Department will be meeting soon with 60-70 counsellors, all from Canadian Institutions.

9:56 am – Trevor exited the meeting.

Administrative Positions: Update

George explained that the Interim Athletic Director position will not need to be filled, because of the end of Varsity. The current person in that role is moving back to his original position of Director of Recreation. George is currently working with HR to confirm whether they have a person to fill the Interim of Student Affairs position or if an open competition will need to be held. The contract of the current Interim CAO, James Bryne, ends on March 8. A committee of continuing tutors has been formed to help nominate the next CAO, which will take several months. Since there will be a gap between the current Interim and the next appointed CAO, a new Interim CAO will bridge this gap.

Budget and Finance

Flora is focusing on strengthening internal controls, budgets, and solidifying a package for going forward. She advised the Board that she is meeting with all the budget holders (12) and each budget will be standardized and made clear for all involved. The Accounting Department will be proactive with billing and the AR (Accounts Receivable) balance is now a focus for someone in her department. She will centralize all budgets for salary and wages, and she advised that budgets will be set monthly instead of yearly.

4. Fundraising and Ancillary Revenue

The Fundraising Report is a month late. The report is done and will be presented to George, Peter, and Mary Jo (via phone) next Friday, March 9 by Sarah Howard. The database is up-to-date; it has been changed to allow five users instead of one and has a cloud-based program.

The parents of a Quest student that live in Portland, Oregon, have offered the use of their home for fundraising events and all things related to promoting Quest. It was advised that everyone who donates should be acknowledged.

Action: Mary Jo advised the Board that they should prepare and send hand-written letters to everyone that has donated \$1,000 or more. George will ask Abby to provide this list.

Mary Jo gave an overview about the recent increase in the standard deduction in the US, which may provide less incentive for some US supporters to donate. George advised that Kathy Bennett, who will soon be moving into an Ancillary Revenue position, is away from campus for two weeks. A conference promoting and discussing The Block Plan has been initiated and will be held by Quest. There are no numbers to share at this point, but exact room capacity/bed space and our forecast will be available soon. The Board discussed ways that Quest's accommodation can be used to create revenue outside of providing it to students and staff.

5. Strategic and Capital Planning

Athletics Working Group

The plan is to move forward with physical wellness and athletics for all students at Quest. The Board would like the Athletics Working Group established before the end of the term and some campus-wide programming and some new hires in place by the time students come back in the fall. It is expected that the programming will expand over time, but some changes need to be evident by fall.

Action: George will move forward with the proposed Athletics Working Group, outlining the programming and have the members appointed by the next Board Meeting.

10:35 am – Michael Hutchison left the room.

10:37 am – A five-minute break was agreed upon.

10:44am – The meeting resumed with the absence of Michael Hutchison and the addition of Darren Newton; Interim Dean of Student Life and Athletics.

Student Housing

Darren discussed the Student Housing Report, which is based on actuals and some assumptions. He advised the Board that housing leases (Swift Creek and Riverside) are coming up for renewal this year and discussed the current modeling challenge of housing students after graduation in May. Maximum (current) accommodation capacity is 728, 55 of which are used for staff and other purposes.

10:49 am – Michael Hutchison rejoined the meeting.

The Board discussed room options for students. There is a discussion on whether students would pay more for fancier rooms and why Quest does not offer premium rooms. Darren explained what the students are seeking and how the current model does not permit this. He advised that there is currently a waiting line for single rooms, and their aim is to be able to provide more private rooms with shared bathrooms. Michael advised that the new accommodations do not have set plans and that the floor plans can be changed in any way necessary. Michael advised that the new accommodations will not be ready for fall 2019. The second page of the Housing Report is a projection based on an incoming class of 250 with an 8% attrition in year one. Students are required to live on campus if they have fewer than 30 credits or meet some other special criteria. The lease renewals and accommodation options for

housing students, staff, and faculty was discussed. Darren distributed and the Board discussed a document outlining his proposed options for Swiftcreek.

11:26am – Darren Newton left the meeting.

Coast Mountain Academy

Coast Mountain Academy (CMA) has asked for a 60-90-year lease. Their original lease was for five years. Although the connection with CMA is beneficial to Quest, it is agreed that a 60-90-year lease is not viable even in a different location, because Quest has not yet worked out its own long-term plans for its property. A new short-term lease at the current location while the Board works out a long-term plan is not an option, because their current location may need to be developed by the Limited Partnership during that time. If CMA wants to propose a market lease, they should approach the Limited Partnership. CMA has also been looking off-campus for a new area for lease.

6. Academics

President Emeritus Policy

Mary Jo explained that there is not a President Emeritus Policy in place right now. If the Board wants to grant an Emeritus status, which could be beneficial to the university, a policy is needed.

Claude moved to approve the Policy including a way to remove the position on the decision of the Board. Seconded by Michael and carried unanimously.

7. Board Development

11:41 am – Nicole Zanesco, President of the Student Representation Council (SRC) and Elijah Cetas entered the meeting.

Board Participation by Specific Constituencies: Students, Faculty, Staff, and Alumni

Nicole explained that she and Elijah were there to represent the students, as the students would like a student representative on the Board. She explained that Faculty, Staff, and Alumni feel the same but were not ready to present today. They both responded to concerns that the Board may have regarding confidentiality, as well as concerns the students have about communication and trust in the Board. The Board explained that it is not the integrity of the students that the Board is concerned about, but it is the pressure that the other students can put on the Student Representative. Nicole assured the Board that the student representative's first responsibility would be to the Board. They proposed that the SRC would pick the student through an application process that would involve the Board. The Board discussed with Nicole and Elijah how to handle possible conflicts of interest when HR issues or tutor reviews come before the Board. Ellen advised that the SRC work with a mentor to create a proposal for Terms of Reference. The effect to the current five-year Board term was also discussed. the Board members advised the students that having a student and alumni on the election committee for the new president of Quest was an excellent experience; however, being on the Board is very different. Personal liability is a consideration, as is the time and stress, as well as outside negativity Board members have to handle.

12:31pm – Nicole and Elijah left the meeting.

The members discussed the participation of a student at board level. The decision was deferred to the Executive Session. The consensus is that communications with the students needs to improve, and that a Q&A after each Board meeting should be arranged.

Board Member Recruitment

Peter distributed a document for review from the Governance and Nominating Committee Meeting on March 1. It showed a revised matrix of skills and what is to be considered for the development of the members of the Quest Board. The matrix of skills was discussed. The Board currently has seven members and would like it increased to nine. The By-laws allow up to eleven. A list of potential Board members will be developed.

Action: e-mail all CV's that the Quest Board members receive to Sue O'Connell; Executive Assistant to the President, to keep confidential.

Proposed Board Committee: Student Experience

Peter, on behalf of the Governance and Nominating Committee proposed new Board Committee's on which students, faculty, and staff would be invited to serve. In addition to the current Finance and Budget Committee and the Governance and Nominating Committee, the new Committees proposed were the Sustainability Committee and the Student Experience Committee. The Board discussed the purposes the new Board Committees would serve.

David moved to approve the establishment of the Student Experience Committee, but not the Sustainability/Environmental Committee, and draft a mandate. Seconded by Peter and carried unanimously.

Action: Peter will draft a Student Experience Committee mandate.

Communications Protocol

Mary Jo advised the Board that they need to implement a more disciplined method of communication. Board members should not be individually responding to emails or other inquiries from students, staff, faculty, parents, or the public. All methods of such communication should go through the Board of Governors e-mail account. Those inquiring should be steered to the Board of Governors e-mail account.

Meeting Times and Locations; Retreat

There are four regular Quest Board Meetings a year. The Board discussed if the meeting that takes place around Labour Day should be changed. The consensus was to keep it the same.

Action: Sue O'Connell to set up meetings and send out invitations to all members.

8. Destination Quest

Because additional time was needed for the Executive Session, Mary Jo and George will follow up with Marjorie Wonham; Special Advisor to the President, regarding Destination Quest. George gave a brief update. He advised that Destination Quest is not as far as previously planned. DQ should be back on the initial timeline in April/May. What needs to be answered is when and how the Board will participate.

1:01pm – The meeting was adjourned for lunch, and Ellen, Flora, and Sue left.

The Executive Session followed lunch.