

ENDS Policies

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5.3	Board Transition Values and Success Criteria (removed Feb 27, 2015)	Board Meeting Oct 2006	-0-
5.4	Board Key Tasks and Skill Needs 2007 (Removed March 2014)	Board Meeting Nov 2006	-0-
5.5	Signposts of our Life Together	VST Student Handbook 2006	Aug 2017
5.6	Board Self-Evaluation Tool	DG Evans Dec 2006	Apr 2022
5.7	Policy Governance Approach at VST	DG Evans May 2007	-0-
5.8	Joint Working Group (VST/SAH)	Board Training Nov 2006	-0-
5.9	Friends of VST Constitution (Removed Sept 2013)		
5.10	President Evaluation Tools	President Appraisal Committee Sept 2008	Feb 2022



Vision – Mission – Values

Adopted: 2015
Modified: 2021
Reviewed: 2022

Vision (what we strive for)

- The Vancouver School of Theology is called to educate and form thoughtful, engaged and generous Christian leaders.

Mission (what we offer)

An education at VST invites:

- Faithful discernment of the demands of Christian service.
- Rigorous engagement with Christian tradition and contemporary learning.
- Hospitable and respectful collaboration with Indigenous spiritualities and other cultures and faith traditions for the good of all creation.

Values (our commitments)

As a community of faith, we commit to:

- Theological education (theological, biblical, pastoral, ethical, historical, Indigenous and inter-religious studies) for the formation of God's people and the flourishing of all creation
- Inspiring lives of discerning Christian discipleship within and outside this community
- Respect for the dignity of every person
- Learning and scholarship undertaken with diligence and openness
- Encouraging prophetic speech and just action for the love and welfare of creation



Goals – Strategic Plan

Adopted: 2015

Modified: 2021

Reviewed: 2022

Ends Policy 1.2A Formation for Leadership

Increase our commitment to educating and forming students for transformative and adaptive leadership in traditional and non-traditional ministry, while continuing to support existing research-oriented programmes

Ends Policy 1.2B Excellence in Teaching

Inspire excellence in teaching and learning for God's people, and share that learning in multiple venues

Ends Policy 1.2C Strengthened Church Relationships

Cultivate our relationships with denominations that currently support us and continue ecumenical expansion, locally with progressive evangelicals, in Cascadia, the Pacific Rim and Africa

Ends Policy 1.2D Promoting Cutting Edge Education in Teaching/Learning

Technologies

Increase our capacity to use information technologies for teaching, and research and programmatic outreach with diverse external publics

Ends Policy 1.2E Strengthened Community Relationships

Build the VST reputation and nurture a greater community of relationships, e.g., with Indigenous peoples as a priority, other religious traditions, UBC, neighbourhood theological colleges, Health Authorities and theological colleges in the Pacific Northwest and Hawaii

Ends Policy 1.2F Priority Choice for Students

Strengthen our recruitment of 'first-choice' applicants from Canada, the Pacific Northwest and draw students from diverse and minority backgrounds featuring our affordability and student support

Ends Policy 1.2G Strengthened Advancement

Create long-term financial strength, stability and confidence in the school with responsible stewardship

Ends Policy 1.2H ‘First Choice’ for Faculty

Enhance full-time faculty through deliberate recruitment and retention, to complement our current faculty

Ends Policy 1.2I A Unifying Vision

Sustain and develop a staff, faculty and board who enthusiastically support the vision and mission of the school

Index of Terminology:

ASG	Administrative Staff Group
ASQ	Alumni Student Questionnaire
ATS	Association of Theological Schools
CNRS	Classical Near Eastern & Religious Studies
CRS	Center for Religious Studies, University of Victoria
DCC	Degree Curriculum Committee
DDF's	Director of Denominational Formation
Director HA & IM	Director of Human Resources and Information Management
Director IRS	Director of Inter-religious Studies
ESQ	Entering Student Questionnaire
FC	Faculty Council
Frog File	Environmentally friendly stationery products
Global Cities	Program committee of Faculty Council
GTU	Graduate Theological Union, Berkeley
HR	Human Resources
ISP	VST's Inter-Religious Program
NMC	Indigenous Studies Program
NMPC	Native Ministries Council
TEW	Theological Education Weeks
UCC	United Church of Canada
UHall	University Hill Congregation
WWN	Wílpx'oskwíl Nisga'a University in the Nass
Wabash	Center for teaching, learning, strengthening education in N. America (Established by the Lily Endowment)



Participating and Associated Denominations

Adopted: January 2007
Modified: November 2022
Reviewed: November 2022

1. Definition

The “Denominations” means the Participating Denominations of the Vancouver School of Theology, currently the Anglican Church of Canada and the United Church of Canada, as well as the Associated Denomination The Presbyterian Church in Canada through an agreement between Vancouver School of Theology and St. Andrews' Hall.

2. Accountability

The Board will be accountable to the Denominations by:

- a. Ensuring the School meets and fulfills all requirements of Accreditation as a theological education institution;
- b. Ensuring the School meets and fulfills all requirements of its status as a Legal Society and a Registered Charitable Organization;
- c. Providing the respective Denominations with regular reports, as agreed, including an annual audited financial statement.

3. Listening to the Denominations

The Board will be proactive in seeking or creating means and opportunities to listen to the needs, concerns and perspectives of the Denominations with respect to faith formation, leadership development and theological education; and to consider their implications for the life and work of the School.

To that end the Board will

- a) seek to meet with representatives of the Denominations periodically, both formally and informally
- b) seek input from the Denominations on specific issues, as appropriate, and especially in relation to its periodic review of Ends policies
- c) receive for advice or information, as appropriate, reports on the President’s meetings or other relations with the Denominations
- d) develop an annual plan for listening to the Denominations
- e) receive routine reports from the Joint Working Group of SAH (St. Andrew’s Hall) and VST through the President (Documents 5.8)



Engagement with Constituency

Adopted: January 2007

Modified: May 2011

Reviewed: March 2012

The Board will be proactive in seeking or creating means and opportunities, on a regular basis, to listen to the needs, concerns and perspectives of the constituency groups and to consider their implications for the life and work of the School.

1. The Board recognizes that the School, as a community, is comprised of a number of significant stake-holders and other constituencies, including students, faculty, staff, and alumni, among others.
2. The Board will seek to meet with members of these constituency groups periodically, both formally and informally.
3. The Board will seek input from these constituency groups on specific issues, as appropriate, and especially in relation to its periodic review of Ends policies.
4. The Board will receive for advice or information, as appropriate, reports on the President's meetings with the Faculty Council and other relevant groups.
5. The Board will continually identify and engage with other important segments of the School's Constituency, such as potential students, persons with disabilities, or ethnic communities.
6. The Board will engage with the Constituency as per the Perpetual Calendar (4.16).

MISSION AND VISION FOR THE VANCOUVER SCHOOL OF THEOLOGY OVERVIEW

COMMITMENTS

THEOLOGICAL EDUCATION
FOR FORMATION AND
FLOURISHING

INSPIRING CHRISTIAN
DISCIPLESHIP

RESPECT FOR DIGNITY
OF EVERY PERSON

DILIGENCE AND OPENNESS
IN SCHOLARSHIP

ENCOURAGING PROPHETIC
SPEECH FOR THE WELFARE
OF THE WORLD

MISSION

FAITHFUL DISCERNMENT
OF DEMANDS OF CHRISTIAN
DISCIPLESHIP

RIGOROUS ENGAGEMENT WITH
TRADITION AND CONTEMPORARY
LEARNING

COLLABORATION WITH
INDIGENOUS CHURCH AND
OTHER FAITH TRADITIONS

STRATEGIC OBJECTIVES

FORMATION FOR LEADERSHIP

EXCELLENCE IN TEACHING

STRONG CHURCH RELATIONSHIPS

CUTTING EDGE IT RESOURCES

STRONG COMMUNITY
COLLABORATIONS

PRIORITY SCHOOL FOR STUDENTS

PRUDENT STEWARDSHIP
OF RESOURCES

OUTSTANDING AND
COMPLEMENTARY FACULTY

A TEAM COMMITTED TO
THE MISSION/VISION

VISION

**VANCOUVER SCHOOL OF
THEOLOGY IS CALLED TO
EDUCATE AND FORM
THOUGHTFUL, ENGAGED
AND GENEROUS CHRISTIAN
LEADERS**

GUIDING DOCUMENTS

- VST ACT 1971
- VST Board Policy Governance Manual
- ATS Accreditation Standards
- BC Accreditation Requirements
- Faculty Handbook

THEOLOGICAL AFFIRMATIONS

1. God calls a people from and for the world to be a blessing for all creation.
2. The God revealed in the history of Israel and in Jesus Christ calls us to think together with tradition for the sake of the present and the future.
3. We meet God's image in our neighbour and in all creation.



General Restraint

Adopted: January 2007
Modified: February 2007
Reviewed: May 2011

The President shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted church, business and professional ethics.

1. No decisions shall be taken which properly belong to the School's Board of Governors. Information and advice to the Board will have no significant gaps in timeliness, completeness or accuracy.
2. Dealings with students, staff, faculty, volunteers and beneficiaries shall not be inhumane, unsafe, unfair or disrespectful.
3. Budgeting shall not deviate significantly from the Board's "Ends" Goals and Priorities, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.
4. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise the Board's "Ends" Goals and Priorities.
5. Assets may not be unprotected, inadequately maintained or unnecessarily risked.
6. There shall be no conflict of interest in awarding purchases, contracts or in making other decisions bearing material benefit.



Communication & Support to Board

Adopted: January 2007

Modified: March 2024

Reviewed: March 2024

The President shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the President shall not:

1. Permit information and advice to the Board to have significant gaps in timeliness, completeness or accuracy.
 - a. Let the Board be unaware of relevant trends, anticipated adverse media coverage, or significant changes among the ownership or beneficiaries, particularly changes in the assumptions upon which any Board policy has previously been established.
 - b. Fail to marshal for the Board as many Staff, Faculty, Student and external points of view, issues and options as needed for fully informed Board decisions.
 - c. Neglect to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
 - d. Present information in unnecessarily complex or lengthy form.
2. Fail to advise the Board if, in the opinion of the President, the Board is not in compliance with its own policies.
3. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
4. Fail to supply for the Board's agenda any item required by law to be approved by the Board.
5. Fail to report all received correspondence directly addressed to the Board or its officers; or fail to present for consideration any correspondence on matters falling within the job description of the Board.
6. Fail to include the Board in the distribution prior to any public media release.
7. Fail to provide adequate financial and personnel resources for the work of the Board, its officers and committees.
8. Fail to advise the Board of the current succession plan.



Personnel

Adopted: January 2007
Modified: November 2008
Reviewed: November 2008

Dealings with faculty, staff, students and volunteers shall not be inhumane, unsafe, unfair or disrespectful.

Accordingly, the President shall not:

1. Allow any employment practice which is unethical, imprudent or unlawful.
 - a. contravene the Labour Relations code of the Province of BC.
 - b. allow nepotism or unreasonable preferential treatment for other personal reasons influence hiring or the awarding of contracts.
 - c. enter into an employment agreement without a written, signed contract describing the conditions of employment.
 - d. fail to establish written job descriptions for each faculty or staff member.
 - e. fail to establish and make known to faculty and staff written personnel policies and procedures that are equitable, humane, and collegial.
 - f. fail to establish and make known a grievance procedure for faculty or staff which addresses their concerns regarding working conditions or treatment, policies, procedures or disciplinary actions in a fair and timely fashion.
 - g. fail to have in place, and make known to all staff, volunteers and others involved in the life and work of the School, an effective policy to prevent and address issues of harassment, including sexual harassment.
2. Fail to ensure that regular written and verbal performance reviews are completed in relation to each member of the faculty and staff.
3. Promise or imply permanent or guaranteed employment without limit.
4. Allow compensation and benefits for faculty and staff to deviate from the established salary and benefits framework of the School.
5. Allow compensation and benefits for faculty and staff to deviate significantly from the geographic and/or professional market for the skills employed.
6. Create compensation obligations over a longer term than revenues can be safely projected.



Treatment of Volunteers & Beneficiaries

Adopted: January 2007
Reviewed: November 2008

With respect to the School's donors, volunteers and beneficiaries, the President shall not allow any conditions, procedures, or decisions that are unsafe, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the President shall not:

1. Fail to comply with privacy and personal information protection laws of the federal and provincial governments.
2. Gather personal information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing personal information that fails to protect against improper access to the material elicited.
4. Disclose personal information without the consent of those persons to organizations or persons outside of the School except when mandated or allowed to do so by law.
5. Fail to establish a clear understanding of what may reasonably be expected from the School by volunteers and beneficiaries in terms of support, services, and benefits.



Budgeting

Adopted: January 2007
Modified: November 2009
Reviewed: November 2009

Budgeting shall not deviate significantly from Board “Ends” Goals and Priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight. The President shall not fail:

1. To present a preliminary operating budget for the next fiscal year to the Board each year by the March meeting of Board, and a viable operating budget for the next fiscal year to the Board each year by the May meeting of Board for approval.
2. To present the budget in a format that conforms to generally accepted accounting principles and practices.
3. To present a budget that reflects a commitment to the long-range sustainability of the work of the School.
4. To ensure that budgets will neither jeopardize nor be inconsistent with the School’s mission, long-term goals and strategies.
5. To ensure that revenues and expenditures are not budgeted without reference to past experience and to realistic projections.
6. To ensure that no budget is presented in which expenditures are greater than a combination of revenue and other funds available for use by the School’s operating budget.
7. To ensure that restricted funds are not used for purposes other than those specified by the funds’ terms of reference.
8. To ensure that budgets will not transfer revenues or expenditures from other funds if the terms of the funds disallow such transfers.
9. To ensure that information to the Board provides sufficient detail to enable the Board to assess the viability of the budget, and includes an articulated list of planning assumptions.
10. To ensure that no budget shall remain unamended after it is recognized that it no longer represents the President’s best estimates of revenues and expenditures for the fiscal year.



Financial Condition

Adopted: January 2007
Modified: January 2014
Reviewed: January 2014

Actual financial conditions at any time shall not incur fiscal jeopardy or compromise the organizational Goals or Priorities established by the Board.

Accordingly the President will not, without the expressed permission of the Board:

1. Deviate from the approved annual operating budget.
2. Allow funds to unduly accumulate without being used for the purposes for which they were established.
3. Borrow or lend funds or other capital resources of the School.
4. Fail to pay all liabilities for payroll, suppliers' goods and services, and taxes as due.
5. Allow expenditures to deviate significantly from Priorities as established by the Board.
6. The President shall not fail to report to the Board any proposal with respect to a gift of \$100,000.00 or greater. Where such a proposed gift affects directly the academic programme of the school, the President shall not fail to consult the Faculty Association or equivalent body of the school. The President shall not fail to make a recommendation to the Board of Governors concerning the disposition of any such proposed gift.



Protection of Assets

Adopted: January 2007
Reviewed: November 2008

Assets may not be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the President shall not:

1. Fail to insure assets against loss by fire and theft at less than 100% of replacement cost.
2. Place any bank account with an institution which is not insured by the Canadian Deposit Insurance Corporation or Credit Union Stabilization Fund.
3. Invest or hold capital in insecure instruments.
4. Exclude any asset from a register of assets.
5. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
6. Jeopardize the intellectual property, information and files through loss, theft, significant damage or unauthorized duplication.
7. Jeopardize the charitable tax receipt status of the School.
8. Acquire, encumber or dispose of real property.
9. Unnecessarily expose the School, its Board or Staff to claims of liability.
10. Endanger the School's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.



Conflict of Interest

Adopted: January 2007
Reviewed: November 2008

The President shall not cause or permit any practice, activity, decision or organizational circumstance in which an actual or perceived conflict of interest is allowed to persist or prevail.

Accordingly, the President shall not fail to ensure:

1. That the awarding of major contracts is subject to a fair and competitive tendering procedure.
2. That no Staff or Faculty member has direct supervisory responsibility for a person with whom they are in a primary order relationship, or takes part in decisions regarding the employment, discipline or termination of such a person.
3. That there is no conflict of interest in awarding purchases, contracts or in making other decisions bearing material benefit.



Vendor & Supplier Relations

Adopted: January 2007
Modified: November 2009
Reviewed: November 2008

The values of the School are reflected in its relations with those who supply it with the goods and services required to carry out the School's life and work. The School also seeks to operate efficiently and responsibly, ensuring good value for money in its purchases. Accordingly,

1. The President shall not deal with any vendor who clearly contradicts the values and ends of the School.
2. In relations with vendors and suppliers who are not excluded by the above, the President shall not:
 - a. make any purchase from a vendor or enter into any contract for services which does not represent best value, taking into account reasonable factors such as cost, quality, etc.;
 - b. treat any vendor or supplier in an unfair or inequitable manner, nor give any preference based on any criterion other than the delivery of best value;
 - c. violate the terms of the purchase or contract agreement.



Emergency Succession

Adopted: January 2007
Modified: September 2024
Reviewed: September 2024

In order to ensure consistent service in the event of the sudden loss or extended unavailability of the President, the President shall not fail to have a written emergency succession plan in place.

This plan must ensure that no fewer than two other staff or faculty members are generally familiar with the role and work of the President.

The plan must make provision for immediate communication with the Board in the event that it is put into effect (Refer to Page 3.7 of the Relations Policy in the Board Policy Manual).



Correspondence

Adopted: January 2007
Reviewed: November 2008

The distinction between governance and management depends on transparency and open, proactive communications. In support of this, the President will not fail to ensure that:

1. All correspondence addressed to the Board will come to the attention of the Board.
 - a. “Correspondence” will include any communication in writing.
 - b. Correspondence directly received by the President will be listed in a report to each meeting of the Board that indicates: the sender, the date, the issue, how the correspondence was dealt with.
 - c. Correspondence received by other members of the Board will be forwarded immediately to the President for report.
 - d. The Board, upon carried motion, can ask that a piece of correspondence in the report be brought before it as business.
 - e. Individual Board members may view any piece of correspondence.
2. All correspondence will be dealt with in a timely and appropriate manner.
 - a. The President will determine whether the correspondence properly belongs to the business of the Board.
 - b. If so, it will be forwarded to the Chair with a recommendation or options for appropriate action.
 - c. If not, it will be forwarded to the appropriate person or group in the School for action, or otherwise dealt with in a suitable manner.
 - d. There will be no unnecessary delay in forwarding or assigning the correspondence to the appropriate person or group who can take action on it.



President's Report

Adopted: January 2007
Modified: September 2014
Reviewed: September 2014

The President shall not permit information and advice to the Board to have significant gaps in timeliness, completeness or accuracy. Accordingly, the President shall not fail:

1. To present a President's Report to each Board meeting.
2. To include in the Report, which should not normally exceed twenty pages, the following matters:
 - a. An analytical report on the achievement of scheduled Ends policies;
 - b. An analytical report on implementation of or proposed adjustments to the major goals of the approved Strategic Plan;
 - c. Narrative and summary quarterly financial statements, as appropriate;
 - d. A report on any deviations from scheduled Limitations policies;
 - e. Information and advice on significant matters arising pertaining to the well-being and good order of the School, Statutory matters requiring formal Board assent, and identification of areas in which new policy may be required.
3. To append to the Report the proceedings of the Faculty Council and other relevant advisory bodies.
4. To circulate the Report to the Board at least one week in advance of its scheduled meeting.



Board Member Expenses

Adopted: July 2007

Modified: September 2023

Modified: September 2023

This policy lays out VST policy on expenses incurred by Board members while engaged on VST business. Where attendance at Board meetings by members is combined with attendance at the meetings of other, independent organizations, and expenses are also available from that source, then members should charge expenses equally to VST and the other organization, or on a pro rata basis if attendance at the VST meeting is limited. This policy, without exception, refers to expenses incurred by Board members only. If travelling with a companion, expenses will only be reimbursed for the Board member only.

This policy also applies to members on committees of the Board of Governors. To reduce incurred costs, it is recommended that meetings of committees be scheduled around the meeting time of the Board. Alternatively, members may meet via conference call or online video conference.

Receipts

Original, itemized, dated receipts (including reference to PST/GST) filed with the attached expense form are required to support claims.

The following are reasonable expenses incurred by Board members that VST will reimburse:

Travel

Public Transit:

- Whenever feasible use of public transit is encouraged
- Costs reimbursed with receipts
- www.translink.bc.ca

Motor Vehicle:

- Reimbursed at a rate of \$0.45 per kilometre
- All tolls (bridge, tunnel, highway) will be reimbursed with receipts
- Car rental must be pre-approved by the President
- Taxi fare to a limit of \$50.00 per trip with receipts. Vouchers for Yellow Cabs are available from the President's office, for journeys booked in advance through the office, e.g. to or from Vancouver International Airport.

Ferries:

- Costs reimbursed with receipts

Air:

- Bookings should be made by individuals based on the lowest available economy fare at the time the dates of the Board and/or committee meetings are confirmed
- Arrangements for longer stays must not incur additional costs to VST
- Airport Parking will be reimbursed on submission of receipts

Accommodation

- Accommodation will normally be arranged for Board members who give timely notice at other suitable locations on campus
- Accommodation off site must be pre-approved by the President
- VST will only reimburse the allowable cost of off-site accommodation up to the amount that VST would have been able to acquire at a suitable location on campus

Meals

- Meals are provided throughout the course of the meetings
- Additional meal expenses will be reimbursed to a maximum of \$50.00 per day with receipts (inclusive of taxes and gratuities)
- Alcohol expenses will not be reimbursed

Gifts/Hospitality

All gifts or hospitality in lieu of normal expenses related to accommodation and meals must be pre-approved by the Chair or the President. Normally, such costs would not exceed \$100.00 per meeting.



Board Member Educational Benefit

Adopted: May 2010

Members of VST Board of Governors are entitled to one free Continuing Education event at VST each academic year (May to April).

Board Member to request use of this privilege when registering for event and each member should keep track of their own use of the policy each year on an honour system.



Board – President Relationship

Adopted: January 2007
Modified: September 2010
Reviewed: March 2012

The President directs the School in compliance with Board policies.

1. The President is the sole official connection between the Board and the operational organization of the School. The President shall be directed by the Board only through written policies which describe the Ends to be achieved and the Limitations to actions.
2. The President is authorized to establish management policies, take actions and develop activities which are faithful to the Board's Ends and Limitations policies as reasonably interpreted by the President.
3. The President shall be responsible for:
 - a. carrying out the policies of the Board;
 - b. reporting on compliance with Board policies;
 - c. providing resources and information for Board decision-making;
 - d. ensuring that all legal and accreditation requirements are fulfilled.
4. The President is responsible to the Board for the sound and proper management of the School. This includes the tasks explicitly assigned by the Vancouver School of Theology Act, 1992, sections 25, 26, 27 and 28.
5. The President has authority over and is accountable to the Board for Faculty, Staff, and Contract Employees. The Board will take personnel decisions with respect to Faculty only on the recommendation of the President.
6. The Board and President relate in an open and respectful manner, providing frank and honest feedback, engaging in proactive communication, and avoiding triangulation. The Board recognizes that the President has the right and duty to offer advice on any matter before the Board, and to seek understanding of the basis of the Board's decisions.



Appointment of President

Adopted: May 2008
Modified: November 2023
Reviewed: November 2023

The Appointment of a President shall be conducted according to the following:

1. The President shall be a person of stature and maturity, recognized and respected within the community for scholarship and leadership, depth or experience, spiritual authenticity and personal integrity.
2. Suitable candidates for the office of President shall be identified by the Board's Search Committee in consultation with the Alumni, Faculty, Staff, and Students of the School, the Owners and others as appropriate (such as the Indigenous Studies Program Advisory Committee).
3. The President shall be appointed by the Board for a six-year term. Subject to appropriate review the appointment may be renewed for a second term of up to six years.



Role & Duties of the President

Adopted: January 2007
Modified: November 2023
Reviewed: November 2023

Subject to the direction of the Board and the Vancouver School of Theology Act, 1992, the President's duties shall include, among other responsibilities:

1. Recommending to the Board appointments, promotions and termination of full-time Faculty.
 - a. It is essential to have a variety of Christian denominations on the faculty in the interests of promoting an ecumenical outlook in the school; there should always be, as circumstances allow, a balance in the numbers of tenure-track or tenured faculty from each of the participating denominations.
2. Recommending to the Board persons deserving to be awarded or entitled to be granted degrees, diplomas, certificates and other recognitions and honours;
3. Hiring, promoting, removing and setting the terms of employment of all other employees of the School;
4. Arranging and directing the studies, assignments and examination of students;
5. Generally supervising and directing the academic and other work, and the teaching and administrative staffs of the School;
6. Chairing, or appointing a Chair, for the Faculty Council, the President's Council and similar bodies involved in the operation of the School, recommend to the Board the membership of the Council as per Section 21 of the Statute.
7. Promoting the spiritual welfare of the students and generally overseeing the worship and devotional life of the School;
8. Representing the School in its dealings with its Participating and Associated Denominations, Constituencies and with the community at large;
9. Exercising such further powers and performing such other duties as may be assigned by the Board.



President Monitoring & Evaluation

Adopted: January 2007
Modified: November 2023
Reviewed: November 2023

The Board will regularly monitor and evaluate the performance of the President. The Board's governance policies constitute the foundation for the Board's monitoring and evaluation of the President. This includes: School's achievement of Ends policies, adherence to Limitations policies, enactment of the roles and duties of the President prescribed by the Vancouver School of Theology Act and compliance with the terms and conditions of the President's contract.

- 1) **Monitoring** is the regular, ongoing and frequent watching or checking of the President's performance and processes in carrying out the President's roles and responsibilities and adhering to the Boards Limitations Policies. Data that do not address this will not be considered to be monitoring data. In every case, the standard for compliance will be any reasonable, articulated interpretation by the President of the Board policy being monitored.
- 2) The Board may acquire monitoring data by one or more of three methods:
 - a) by internal report at each regular Board meeting, by which the President will present a report detailing fulfillment of, or adherence to, scheduled Ends and Limitations policies;
 - b) by external report by which an external third party selected by the Board assesses compliance with the Board policies;
 - c) by direct Board inspection, by which a designated member(s) of the Board assesses compliance with the Board policies with written documentation.
- 3) Monitoring of policies relevant to the President's roles and responsibilities shall take place over a two-year cycle.
 - a) Each such policy shall be monitored by the Board at least once in each two-year cycle.
 - b) Policies that specifically instruct the President will be monitored at a frequency and by a method chosen by the Board.
- 4) **Evaluation** is the annual performance appraisal to determine the extent to which the President has achieved the Ends Policies and complied with the Limitations Policies. Normally, the following pattern of evaluation will occur:

- a) Every second year, the Board will conduct a full formal performance appraisal of the President.
 - i) This performance appraisal may be based on the President's regular reports and Board minutes from the past year and/or more anecdotal reporting by the constituencies of the School regarding achievements, challenges, helps and hindrances, positives and negatives regarding role expectations together with suggestions for goals for the coming year. (President's Evaluation Tools – Documents 5.10)
 - ii) Input will be sought from all Board members, Staff and Faculty.
 - iii) The President will complete a self-evaluation.
 - iv) The performance appraisal will also include a personal and professional development plan for the coming year, based on proposals made by the President and any concerns or issues arising from the evaluation.
- b) An informal evaluation by the President's Appraisal Committee shall take place in the years in which no full formal performance review takes place.
 - i) Input will be sought from Chairs of the Board and its committees, and selected members of the President's Council (Director of Finance, Academic Dean, Director of Advancement).
 - ii) The President will complete a self-evaluation.
 - iii) If significant problems are noted, a full review shall take place immediately.
 - iv) The performance appraisal will also include a personal and professional development plan for the coming year, based on proposals made by the President and any concerns or issues arising from the evaluation.
- c) The year prior to the end of the President's contract, if there is a possibility of a further term appointment of the President, a more extensive external review will occur according to the terms of reference. (to be added May 2011)

In Summary, the performance evaluation cycle for a President with a 6 year contract will be: Year 1 – full performance evaluation; Year 2 – informal assessment; Year 3 – full performance evaluation; Year 4 – informal assessment; Year 5 – External Review; Year 6 the President is on Sabbatical Leave.

Each performance evaluation will have a signed acknowledgement of both the President and the chair of the President's Appraisal Committee and will be placed in the President's personnel file.



President's Terms & Conditions

Adopted: January 2007
Modified: September 2010
Modified: September 2010

The President's Terms and Conditions shall be set by the Board.

1. The President's Terms and Conditions shall be negotiated by the President's Appraisal Committee and approved by the Board.
2. The President's terms and conditions shall be set out in a contract or letter of employment signed by the President and the Board Chair.
3. The President's terms and conditions shall be reviewed annually, in conjunction with the performance appraisal and any changes approved by the Board.



Recruitment & Termination of the President

Adopted: January 2007

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Contingency Plan for President

Adopted: March 2019
Modified: September 2023
Reviewed: September 2023

In the event of the President becoming unavailable, the following is the **Vancouver School of Theology Contingency Plan**:

For due diligence, risk management and oversight accountability purposes, the VST Board has established the following policy and contingency plan, in the event of the President becoming unable or unavailable to perform the duties of the position with a view to the following provisions, some of which are a continuation of circumstances already in place and others that shall be created for situational management and administrative oversight purposes.

Step 1. The Vice-President would continue to oversee operations and staff and would, together with the Board Chair, immediately inform the whole Board and operationalize the following next steps.

Step 2. The Dean would continue to give oversight to the academic programs, students and faculty of the school. Currently the position of Dean is responsible for these areas. The President receives annual reports from the faculty and chairs all faculty search and evaluation committees. These two functions would be entrusted to the Dean by the Vice-President and Chair of the Board.

Step 3. The Job Description of the President should be immediately made available by the Vice-President to an Acting President. The following priority functions should be assumed immediately by an Acting President.

- maintain good communication and relationships with our denominational partners, alumni, institutional partners and faculty, staff and students (they will need to know someone is in charge)
- give leadership in development and fund-raising (with the Director of Advancement) for the school
- report to the scheduled Board meetings
- maintain and support strategic direction, as approved by the Board
- attend faculty council and faculty association meetings
- give oversight and timely support to the Recruitment Officer
- give oversight to the Director of Advancement and the Dean with the Vice-President and convene periodic meetings of the President's Council (same group)
- protect and promote the profile of the school in all its communications

The person selected to be Acting President should have standing in the community of churches in the Lower Mainland and be enthusiastic in their support for the strategic plan of the school.



Board Governance Style

Adopted: January 2007
Reviewed: March 2011

The Board of Governors will govern with an emphasis on:

1. outward vision rather than internal preoccupation;
2. encouragement of diversity in viewpoints;
3. strategic leadership more than administrative detail;
4. clear distinction of Board and Management roles;
5. future rather than past or present;
6. proactivity rather than reactivity.

Accordingly,

1. The Board as a group will assume responsibility for excellence in governance, and will not allow Management, Staff, other Church bodies, societal trends, or any other external causes to be an excuse for poor governance.
2. The Board will maintain its major focus on the intended long-term effects among the beneficiaries of the School's work, not on the administrative or programmatic means of attaining those effects.
3. The Board will direct, oversee and inspire the work of the School by establishing written policies expressing the ends to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to those to whom Board holds itself accountable.
4. The Board will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Board as a body to govern with excellence.
5. The Board will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation, self-monitoring of the governance process, and regular evaluation of Board effectiveness.



Board Constitution & Terms

Adopted: January 2007
Modified: November 2022
Reviewed: November 2022

As set out in the Vancouver School Theology Act (BILL Pr 402 – 1992) the School is established as a corporation with specified rights, duties and powers (Documents 5.1). Authority and responsibility for the governance, management and operation of the affairs and property of the School are vested in the Board of Governors.

1. The Board shall seek to reflect as fully as possible the diversity of the School's Ownership and Constituency.
2. The Board shall consist of the Chancellor, the President and not fewer than 12 appointed members.
3. Except for the President, Board members are appointed for a term of three years, renewable twice. After nine consecutive years of service, a Board member must stand down for at least one year before re-appointment.
4. The terms of Board members should be staggered in order to provide for regular renewal and a sufficient level of continuity. Vacancies arising may be filled at any time according to the type of member indicated.
5. Each Participating Denomination may appoint up to four members to the Board; each Associated Denomination may appoint up to two members to the Board; the Board may appoint additional members to the Board to ensure sufficient numbers and requisite skills and diversity.
6. The Board shall appoint or elect a Chancellor, a Chair, a President, and other officers as deemed appropriate, according to policies and procedures established for the respective positions.
7. The Board shall encourage greater renewal and participation in the governance of the School by:
 - i. Confirming by resolution the appointment of members of the Board of Governors, committee members, and officers annually at the September meeting of the Board of Governors of the School, and,
 - ii. The resolution will be accompanied by a report of the Nominations and Governance Committee which addresses the stated desirability of renewal

at the same time as acknowledging the importance of stability and consistency.

- iii. The Board of Governors in considering the resolution will reflect on the guideline that, although the governing legislation of the School limits membership to nine years, terms of service of Officers (except the President) and committee chairs, should in practice, absent extenuating circumstances, be limited to three years.
- iv. The Board of Governors in both considering the resolution and recommending new members will also seek the widest diversity of opinions and experience in the light of the current skill sets needed by the Board.



Board Job Description

Adopted: Jan 2007
Modified: April 2024
Reviewed: April 2024

The job of the Board is to represent the ownership in determining, monitoring and ensuring appropriate organizational performance of the School. Accordingly,

1. The Board will actively be the link between the organization and the ownership.
2. The Board will create, review, and monitor the implementation of written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. Ends: names the organizational products, effects, benefits, and outcomes; names the beneficiaries; establishes the relative worth of these products (“what good for whom at what cost”).
 - b. Limitations: places constraints on the authority of the President, establishing the boundaries within which all activities and decisions must take place.
 - c. Governance Process: specification of how the Board conceives carries out and monitors its own task.
 - d. Relations: how power is delegated to the President and its proper use monitored; the President’s role, authority, and accountability.
3. The Board will produce assurance of Principal performance against Ends and Limitations policies through regular, rigorous monitoring according to an established schedule.
4. All Board policies shall be reviewed on a regular basis. The goal of a review is not to ensure the policy is being carried out (monitoring) but to ensure that the policy adequately addresses the area of concern and clearly represents the current mind of the Board. A policy can be reviewed at any time by vote of the Board but will usually follow an agreed schedule. All policies shall be reviewed according to the Perpetual Calendar (4.16).
5. Once modifications to Board Policy have been approved by the Board, the committee proposing the change will forward the revised policy to the President who will in turn ensure that the appropriate staff at the School address the changes and that updates to the Policy Manual are distributed to Board members and changed on the website in a timely manner.
6. The Board shall appoint a qualified financial auditor and ensure that an independent audit of the School’s accounts and financial affairs is carried out at least on an annual basis.
7. The Board shall approve an annual report on the affairs of the School that will be available to the public and will include a financial report consistent with the audit.



Board Member's Code of Conduct

Adopted: January 2007

Reviewed: March 2011

The Board commits itself and its members to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,

1. Members will represent uncompromised loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to other church bodies, advocacy or interest groups, or membership on other boards or staffs. It also supersedes the personal interest of any member acting as a beneficiary of the School's services.
2. Members must avoid conflict of interest.
 - a. There must be no self-dealing or any conduct of private or personal services between any Board member and the School except as procedurally controlled to assure openness, competitive opportunity, and equal access to information.
 - b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from both the deliberation and the vote.
 - c. Members shall not use their positions to obtain employment with the School for themselves, family members, or close associates.
 - d. Members of the Staff of the School covered by a Collective Agreement authorized by the Board are not eligible to become or remain members of the Board.
3. Members will respect the confidentiality appropriate to issues of a sensitive nature.



Board Disciplines & Practices

Adopted: January 2007

Modified: April 2024

Reviewed: April 2024

The Board will practice the disciplines necessary to govern with excellence. Accordingly:

1. Board members will educate themselves about the ownership, appropriate ends, adopted Board policies, and good governance practice.
2. Board members will prepare for each meeting and will follow through on work commitments made at each meeting.
3. Board meetings are for the primary purpose of getting the Board's work done in an efficient, effective and faithful manner.
 - a. Notices of regular meetings will be made to all members at least one month in advance.
 - b. Meeting agendas, appropriate correspondence, and supporting documentation will be distributed for receipt and consideration by all members at least one week in advance of the meeting.
4. All members will be shown respect at all meetings. Board members take note of the "Signposts of our Life Together" (5.5), and seek to carry out their work in the spirit of that document.
5. Members will together monitor their adherence to the Board's policies and practices.
6. Members will undertake to attend all Board meetings.
 - a. If a board member is absent from two consecutive in person Board meetings, the Chair will communicate with the member to determine whether they can realistically fulfill their responsibilities on the Board, or whether their continued membership is in the best interest of the School.
 - b. The Chair will report to the Board the results of this consultation. If the Board concludes that the member is not able to fulfill their duties, the Board will ask that member to resign and a new member will be appointed.
 - c. If a member declines to resign in such circumstances the Board may, by a two-thirds vote, remove the member from the Board or ask the appointing body to remove and replace them member.

7. All significant decisions made by the Board will be by motion duly made and seconded, carried by a simple majority vote or 2/3 majority in the case of Ends policies, and recorded.
 - a. Members will voice their opinions on issues to ensure the diversity of the ownership is heard. Consensus seeking may be used but will not be allowed to quiet divergent voices.
 - b. The Chair will determine the appropriate time in a discussion that a motion will be made.
8. The Board will meet as often as necessary to fulfill its responsibilities, and not less than twice per calendar year.
 - a. The Board will normally meet four times per year, all of which are hybrid (online and in-person), although in person is encouraged for the September and March meetings of the Board of Governors.
9. The Board shall exercise responsibility for establishing and monitoring its expenditure line in the Budget, and shall assign responsibilities for authorizing expenses to all of its members.
10. Board Members will be expected to annually support the school through their financial contributions.
11. The Board of Governors shall approve any terms and conditions attached to any gift of \$100,000.00 or greater.
12. The Board of Governors shall have the authority to establish professorial chairs and to approve and, if necessary, alter the terms and conditions attached to such chairs. The Board shall further have the authority to name the holder of the chair.



Diversity & Decision-Making

Adopted: January 2007

Reviewed: April 2024

Modified: April 2024

The Board will seek to reflect, in its membership and its deliberations, the diversity of its Ownership and Constituencies. The Board will govern with a proactive regard for diversity of views and opinions, while recognizing that its authority is corporate, represented by “speaking with one voice.”

1. Board discussion will encourage diverse and dissenting points of view to be expressed.
2. The Board will speak with “one voice,” taking care not to present conflicting messages regarding its decisions to its Ownership, Constituencies, or Staff.
 - a. Board decisions will be stated as clearly as possible in written form.
 - b. Only written Board policies will direct the work of the President.
 - c. Board committees will be used to assist the Board in its work of decision-making, not to exercise authority over the President or substitute for the authority of the Board.
 - d. Board members as individuals will exercise discipline by not directing Staff.
 - e. Board members will exercise discipline by not misrepresenting the decisions of the Board to the ownership and public.
3. A quorum for the conduct of business shall be half of the members of the Board.
4. The Board will strive to come to decisions by consensus. When consensus is not available, decisions may be taken and policies may be adopted, repealed or amended by a majority vote – except in the case of Ends policies, which require a two-thirds vote.
5. The Board may take decisions at its regular meetings, or by online technology.
6. An emergency meeting of the Board to address a specific, stated concern shall be convened at the call of the Board Chair, or at the written request of at least five members.



Role & Duties of the Chancellor

Adopted: January 2007
Modified: November 2009
Reviewed: May 2011

The School shall have a Chancellor, elected by the Board.

1. The Chancellor shall be a person of stature and maturity, recognized and respected within the community for her/his wisdom, depth of experience, spiritual authenticity and personal integrity.
2. Suitable candidates for the office of Chancellor shall be identified by the Board's Nominations Committee, in consultation with the Alumni Association, the Faculty, Staff, and Students of the School, the Owners and others as appropriate.
3. Upon election, the Chancellor shall become a member of the Board, and serve according to the Board's Constitution and Terms and other policies.
4. Subject to the direction of the Board, the Chancellor shall:
 - a. Preside at Convocation and Graduation ceremonies;
 - b. Represent the School at appropriate Church, Academic and other events;
 - c. Participate in the Faculty Council;
 - d. Perform other such duties and responsibilities assigned by the Board.
5. In the event of a vacancy arising during a term, the Board may appoint an Acting Chancellor and seek to elect a successor within six months.



Role of the Chair

Adopted: Jan 2007
Modified: April 2024
Reviewed: April 2024

There shall be a Board Chair, normally elected by the Board from amongst its members, normally serving for a three-year term, renewable once. The Chair ensures the integrity of the Board's process, makes reasonable interpretations of Board policy in the areas of Governance Process and Board-Executive Relationship, and ensures that the Board acts consistently with its own values and policies and those external requirements legitimately imposed upon the Board.

- 1) The Board Chair has the authority to make decisions within the Governance Process and Principal Relationship policies, except where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a) The Board Chair does not make decisions within the Ends and Executive Limitations policy areas.
 - b) The Board Chair does not supervise or direct the President, or vice versa.
- 2) The Board Chair represents the Board, in announcing Board positions and in interpreting the work of the Board.
- 3) The Board Chair may delegate authority but remains accountable for its use.
- 4) The Board Chair:
 - a) Prepares the Board meeting agendas, in consultation with the President and other Board members;
 - b) Chairs the meetings of the Board, ensuring that it functions consistently within the relevant policies and rules;
 - c) Enables the Board to effectively and efficiently accomplish its work, keeping deliberations fair, open and thorough but also orderly and timely. The Chair encourages the expression of diverse perspectives, provides a safe and respectful space for dissenting viewpoints, and supports the development of collective decisions and shared vision.
 - d) The Chair will involve the Vice-Chair with the various duties and roles of the Chair to ensure adequate coverage and support.

- 5) The Chair, in consultation with the President, may bring in resource persons to facilitate or assist with various aspects of the agenda.



Role of the Vice-Chair

Adopted: June 2013
Modified: September 2013

There shall be a Board Vice-Chair, normally elected by the Board from amongst its members, normally serving for a three-year term, renewable once. The Vice-Chair supports the Board Chair in their role.

1. Work to support the chair
2. Work with the Chair to stay up to date with issues or items so that they can act in the absence of the chair.
3. Coordinate with the chair and board to facilitate board education
4. Act as chair of President Appraisal Committee



Appeals to the Board

Adopted: January 2007
Modified: November 2009
Reviewed: May 2011

The Statute (sections 27 and 28) requires that the Board, in certain limited circumstances, serve as the court of final appeal within the School.

1. Any member of the teaching or administrative staffs or other employee of the School, suspended, expelled, or otherwise disciplined by the President may appeal a suspension, expulsion or other disciplinary action to the Board by providing written notice to the Board within 30 days of the action.
2. Any student suspended, expelled, or otherwise disciplined by the President may appeal a suspension, expulsion or other disciplinary action to the Board by providing written notice to the Board within 30 days of the action.
3. The purpose and scope of such appeals shall be solely to determine whether fair and due process has been followed and reasonable judgment has been exercised by the President.
4. The Board may confirm or overturn the action of the President, or return the matter for reconsideration.
5. The Board will deal with such appeals promptly, and no later than the next scheduled meeting of the Board.



Board Committees

Adopted: Jan 2007
Modified: April 2024
Reviewed: April 2024

Operating on a Policy Governance basis, the VST Board of Governors emphasizes the corporate nature of its work and the collective nature of its decisions. Accordingly,

1. The Board seeks to minimize the number of its committees, and the amount of work allocated to them. Board Committees will be assigned so as to reinforce the wholeness of the Board's work and not to interfere with the delegated authority of the President.
2. No Board Committee can exercise authority over the President or exist to assist, advise or oversee Staff.
3. The Board establishes four Standing Committees:
 - a. AUDIT & FINANCE
 - b. NOMINATIONS & GOVERNANCE
 - c. VISION & STRATEGY (Process Policy 4.13)
 - d. PRESIDENT APPRAISAL
4. The Board will distribute Committee tasks among its members. Committees shall be responsible for organizing and administering their work according to Process policies 4.11 – 4.14 and these guidelines:
 - a) committee membership will be for one year renewable terms (Documents 5.6)
 - b) committee membership will be reviewed annually according to the Perpetual Calendar (4.16)
 - c) new Board members will be appointed to a committee *at the next meeting of the Board following their appointment to the Board*, on the recommendation of the Nominations and Governance committee
 - d) committees will appoint their own chairs
 - e) every committee will meet prior to the November Board meeting to review its mandate and report to the November meeting of the board
5. The Board may establish committees, task groups, and the like from time to time. Their purpose and function is to assist the Board in advancing its work, not to be a means of delegating responsibility to a separate body. Such committees will

normally be created with terms of reference approved by the Board, and will normally be for specific, time-limited purposes.

6. While there is no expectation that the President, Board Chair and Chancellor attend all committee meetings, they will always be given timely notice of meetings and agendas to be discussed. The President, Board Chair and Chancellor thus will be enabled to add agenda items of concern to them as well as to participate in the deliberations of the committees.



Audit & Finance Committee

Adopted: January 2007
Modified: November 2014
Reviewed: November 2014

The Board establishes the Audit & Finance Committee as a Standing Committee to assist the Board in its work. The Committee will:

1. Provide the Board members with the information, training and assistance to enable them to understand financial reports and budgets, and propose adjustments to information formats that may improve understanding.
2. Assist Board members in understanding and fulfilling their legal responsibilities in relation to the School's finances.
3. Fulfill statutory requirements related to annual audits and relations with auditors, as per the BC Business Corporations Act (Part 7 – Audit) and Vancouver School of Theology Act 1992 (Part 20 - Audit), including meeting with the auditors prior to the annual audit and upon receipt of the annual audit report. (Documents, Tab 5)
4. Organize and administer its work with adherence to the Board's perpetual calendar, including reviews of financial statements and reports and the annual budget prior to Board meetings.
5. Review VST's financial position on a quarterly basis and identify risk management issues and report to the Board of Governors.
6. Review and evaluate the annual audit report and audited financial statements and make recommendations to the Board regarding their adoption.
7. Review the performance of the external auditors and recommend the appointment of auditors to the Board.
8. Conduct itself in accordance with the attached Terms of Reference, which may be amended by the Board from time to time.

**Vancouver School of Theology
Audit and Finance Committee
Terms of Reference**

1. Purpose

The Finance and Audit Committee (the Committee) is responsible to the Board of Governors (the Board) to provide strategic oversight to the management of the Vancouver School of Theology's (VST) operation budget and finances.

The Committee is responsible for ensuring that appropriate financial management and accountabilities exist within VST, that VST's internal controls are sound, that risk management functions are performed competently, and that VST complies with legal, statutory and regulatory requirements.

2. Membership

Committee membership will include at least three members of the Board nominated by the Nominations and Governance Committee and appointed by the Board. The Chair is chosen by the Committee as per Policy 4.10 – 4d.

The majority of members shall be financially literate. Financial literacy is defined as having the ability to read and understand financial statements of a breadth and complexity comparable to those of the VST. At least one member of the committee shall have accounting or related financial management expertise.

The Chair may invite other individuals to attend a committee meeting as appropriate.

3. Operating Procedures

The Committee will meet sufficiently within a year to support its responsibilities.

The Committee will report its deliberations to the Board through minutes of its meetings and oral reports given by the Chair.

The Committee will conduct an annual self-assessment of its effectiveness vis-à-vis its mandate, and report the results of this evaluation to the Board. The Board may, from time to time, make an evaluation of the work of the Committee and make changes to these terms of Reference or the membership of the Committee.

Quorum is 50% of members present.

4. Responsibilities

Business Planning and Performance Measurement

- Consistent with the VST strategic direction, review and recommend to the Board the annual operating budget based on VST's strategic plan.
- Review the VST performance to plan and forecast on a quarterly basis, ensuring that emerging issues and opportunities are being appropriately addressed by management.

Risk Management

- Maintain oversight for effective implementation of risk management functions on an enterprise-wide basis. Through review of written reports (e.g. President's, Compliance etc) and discussion with management, ensure that major risk exposures, both financial and non-financial, are within the Board's acceptable risk tolerance and that steps have been taken to monitor and control identified risks.

External Audit

- Review the external audit plan and scope of examination.
- Review with the external auditor the annual audited financial statements as well as any related letters, reports or recommendations submitted by the external auditor. Recommend the annual audited financial statements to the Board for approval.
- In consultation with management and the external auditor, review the integrity and adequacy of VST's internal control environment, to ensure that appropriate financial controls and accountabilities exist and are operating effectively.
- Discuss annually with the external auditor all significant relationships that could impair the auditor's independence.
- Review annually the external auditor's performance and recommend appointment of the external auditor together with remuneration and other terms of engagement to the Board.
- The Committee will meet at any time with the auditor at their request to consider any matters that the auditor believes should be brought to the attention of the Board.
- Request for proposals to provide external audit services from external auditors, including the incumbent auditor, every 5 years to ensure that VST gets quality service at reasonable cost.

Financial, Legal, and Regulatory Reporting

- Monitor the accounting principles and critical accounting policies adopted by management, including alternative treatments available for consideration.
- Monitor accounting provisions and estimates included in the financial statements to ensure the integrity of the financial statements.
- Ensure that VST is compliant with current accounting and financial reporting practices, and with legal and regulatory requirements as they apply to VST.
- Review, and where appropriate approve, relevant reports or financial information submitted to any government body or the public, prior to their release.

5. Independent professional Services

- The Committee may recommend to the Board that external advice through independent professional services be obtained from time to time.

6. Authority

The committee may obtain outside legal or independent professional advice as deemed necessary to fulfill its responsibilities within the approved terms of reference.



Nominations & Governance Committee

Adopted: January 2007
Modified: November 2013
Reviewed: May 2011

The Board establishes the Nominations & Governance Committee as a Standing Committee to assist the Board in its work. The Committee will be responsible for:

1. Assisting the Board in identifying the skills and qualities it requires to carry out its work effectively.
2. Identifying and recruiting suitable persons to serve as Chancellor, Board Chair, members of the Board and its Committees.
3. Ensuring that Board members are provided with the information, training, orientation and assistance to enable them to participate effectively in the Policy Governance system.
4. Implementing the Board's annual self-evaluation and participating in the periodic external performance appraisal of the School with the ATS (Association of Theological Schools).
5. Organizing and administering its work with adherence to the Board's Perpetual Calendar.
6. Ensure Board reviews policies as required by the perpetual calendar and once any changes are approved by the board that updates are made as required.



Vision & Strategy Committee

Adopted: January 2007
Modified: May 2011
Reviewed: May 2011

The Board establishes the Vision & Strategy Committee as a Standing Committee to assist the Board in its work. The Committee will be responsible for:

1. Assisting the Board in addressing long-range planning, and the development of Ends policies, in particular those related to Goals and Priorities.
2. Coordinating with other committees, proposing and arranging the Education sessions of Board meetings, as appropriate.
3. Facilitating the Board's mid-term review of the School's Strategic Plan, and the Board's participation in the development of new Strategic Plans.
4. Proposing and facilitating means for listening to the Ownership, engaging with the Constituency, and drawing learnings from these exercises.
5. Organizing and administering its work with adherence to the Board's Perpetual Calendar.



President Appraisal Committee

Adopted: January 2007
Modified: May 2011
Reviewed: May 2011

The Board establishes the President Appraisal Committee as a Standing Committee to assist the Board in its work. The Committee will be responsible for:

1. Facilitating the annual performance appraisal of the President, and ensuring the proposed appraisal procedure and appraisal report is brought to the Board for approval.
2. Facilitating any mid-term reviews or other appraisal processes related to the President.
3. Acting as negotiator in contractual matters related to the President, and ensuring that an employment contract is in place.
4. In conjunction with the annual performance appraisal, reviewing the President's terms, conditions and contract and recommending confirmation or adjustments to the Board.
5. Facilitating the search and recruitment process for a President, as necessary.
6. Organizing and administering its work with adherence to the Board's Perpetual Calendar.



Agenda Planning

Adopted: January 2007

Modified: April 2024

Reviewed: April 2024

To accomplish its work with a governance style consistent with its policies, the Board will follow an agenda that:

- A. ensures that all Ends policies are monitored and reviewed annually;
- B. ensures that all Limitations policies are monitored and reviewed at least every 3 years;
- C. provides for continual improvement of Board performance through education and enriched input and deliberation;
- D. ensures that worship is an integral part of Board meetings.

Accordingly,

- 1. A multi-year agenda cycle will be developed and followed on a regular basis through the use of a Perpetual Calendar.
- 2. Throughout the cycle the Board will attend to agenda items as expeditiously as possible.
- 3. The Board will have and keep current a printed procedure on the handling of received correspondence that ensures all correspondents are heard in a timely and appropriate manner and that the Board has adequate time to consider the matters raised.
- 4. A draft Agenda with relevant documents will be circulated to members at least one week in advance of a Board meeting. In the case of decisions to be taken by online technology, notice of motion will be circulated at least one week in advance.



Perpetual Calendar

Adopted: June 2013

Modified: April 2024

Reviewed: April 2024

The Board of Governors will operate on the basis of the following schedule of work:

Meeting	Governance	Review	Monitoring	Business
March 1, 2024	• President's evaluation report • Intro to Board Self - Evaluation • Board Education	• Documents 5.1 – 5.10	• Limitations Policy 2.6 • Limitations Policies 2.1 - 2.3	• Approve Operating Budget
May 3, 2024	• Convocation • Report on Board Evaluation • Committee Terms Review	• Process Policies 4.1 - 4.18	• Limitations Policies 2.4 - 2.7 • Ends Policies 1.1 - 1.4	• Grads and Prizes • Joint Working Group Update • Perpetual Calendar update
Sept 19, 2024	• Faculty/Staff/Visitors • Board Orientation • Denominational Priorities	• Limitations Policies 2.1 - 2.14	• Limitations Policies 2.8 - 2.11	• Approve Appointment of Financial Auditor • Approve Audited Financial Statements
Nov 22, 2024	• Student visitors • Board Education including distribution of revised policy manual	• Ends Policies 1.1 - 1.4 • Relations Policies 3.1 - 3.7	• Limitations Policies 2.12 - 2.14	• Honorary Degree Nomination • Strategic Plan • Contingency Plan • Committee Terms of Reference
March 7, 2025	• President's evaluation • Intro to Board Evaluation	• Documents 5.1- 5.10	• Limitations Policies 2.1-2.3	• Approve Operating Budget

	• Board Education			
May 2, 2025	• Board Evaluation Report • Committee Terms Review • Convocation	• Process Policies 4.1 - 4.18	• Limitations Policies 2.4 - 2.7 • Ends Policies 1.1-1.4	• Grads and Prizes • Perpetual Calendar • Joint Working Group
Sept 25, 2025	• Faculty-Staff Consultation • Board Orientation • Denominational Priorities	• Limitations Policies 2.1 - 2.14	• Limitations Policies 2.8-2.11	• Approve Appointment of Financial Auditor • Approve Audited Financial Statements
Nov 21, 2025	• Board Education including updates to Manual • Student visitors	• Ends Policies 1.1 - 1.4 • Relations Policies 3.1 -3.6	• Limitations Policies 2.12-2.14	• Honorary Degree Nominations • Strategic Plan



Resources for Governance

Adopted: January 2007
Modified: January 2010
Reviewed: May 2011

The Board will invest in its governance capacity in order to ensure that it has members with the skills to govern with excellence. Accordingly,

1. Financial constraints shall not be determinative in selecting Board members.
2. Governance skills, methods and supports will be sufficient to assure governance with excellence.
 - a. Financial resources will be budgeted to ensure adequate meeting time is available to govern with excellence.
 - b. Training will be used liberally to orient new Board members, as well as to maintain and increase existing member skills and understandings.
 - c. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - d. Resources will be used as needed to ensure the Board's ability to listen to Owner and Constituency viewpoints and values.
3. Costs will be incurred prudently but not at the expense of endangering the development and maintenance of superior governance.
4. Adequate director's liability insurance shall be in place covering all members.



Board Evaluation

Adopted: January 2007
Modified: May 2011
Reviewed: May 2011

The Board will seek to continually to improve its effectiveness in governance.
Accordingly:

1. The Board will conduct an annual evaluation of its performance and functioning.

Certified correct as passed Third Reading on the 4th day of June,
1992 Ian D. Izard, Law Clerk.

MR. FARNWORTH.

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VANCOUVER SCHOOL OF THEOLOGY ACT

HER MAJESTY, by and with the advice and consent of the Legislative Assembly of the Province of British Columbia, enacts as follows:

Interpretation

1. In this Act, unless the context otherwise requires,

"associated denomination" means a Christian denomination that is accepted by the board of governors as an associated denomination of the school of theology;

"board of governors" means the Board of Governors of the school of theology;

"chancellor" means the Chancellor of the school of theology appointed by the board of governors;

"faculty council" means the faculty council of the school of theology;

"participating denomination" means the Anglican Church of Canada and the United Church of Canada, and their successors, and such other Christian denominations that may be accepted as a participating denomination by the board of governors;

"principal" means the Principal of the school of theology appointed by the board of governors;

"school of theology" means the Vancouver School of Theology as continued under this Act.

Continuation of school of theology

2. The school of theology is continued as a corporation with the rights, powers and duties set out in this Act.

Christian education centre

3. The school of theology shall be an ecumenical Christian centre of theological education for the purpose of providing

- (a) instruction and training that will prepare men and women to exercise the professional ministries of the Christian churches,
- (b) facilities for the advanced study of theology and for theological research,
- (c) instruction and training in theology for lay persons that will further the general ministry and mission of the Christian churches,
- (d) for the recognition of the polity, and the support of the worship and spiritual disciplines, of the participating denominations,
- (e) an ecumenical forum for theological dialogue among persons of different disciplines and different theological viewpoints, and
- (f) for such other Christian educational services and facilities as the board of governors may from time to time authorize.

Powers of school of theology

4. (1) The school of theology

- (a) may acquire and dispose of property, including land,
- (b) may borrow money and grant mortgages and other charges on its property as security for such borrowings,
- (c) may apply to secure letters probate or of administration with will annexed where named a beneficiary in a will,
- (d) may grant in its own name and right academic degrees and honours in the study of theology and related disciplines, and
- (e) may associate, affiliate or participate with any Christian denomination and with any university, college or other educational institution.

(2) All deeds, transfers, mortgages and other instruments to which the school of theology is a party shall be deemed to have been properly authorized and executed by the school of theology if the corporate name and seal of the school of theology are affixed thereto by authority of the board of governors.

Rules against perpetuities and accumulations not to apply

5. The rules of law and statutory enactments relating to perpetuities and to accumulations do not apply and shall be deemed never to have applied to the trusts of any property donated to the school of theology.

Property to be exempt from taxation

6. The property of the school of theology and any property leased to and occupied by the school of theology are exempt from taxation under the *Municipal Act*, the *School Act*, the *Taxation (Rural Area) Act*, the *Vancouver Charter* and other similar taxation Acts so long as they are used and occupied for the purposes of the school of theology, and any real property so vested which is disposed of by a lease to a college affiliated with the school of theology, so long as it is used and occupied for the purposes of that college, continues to be exempt from taxation.

Chancellor

7. There shall be a chancellor of the school of theology who shall be elected in accordance with the bylaws of the school of theology.

Duties of chancellor

8. Subject to the direction of the board of governors, the chancellor shall
 - (a) preside at convocation and graduation ceremonies of the school of theology,
 - (b) represent the school of theology at ecclesiastical, academic and other gatherings, and
 - (c) perform such other duties and responsibilities as may be assigned by the board of governors.

Board of governors

9. The management and administration of the property and affairs of the school of theology shall, subject to this Act, be vested in the board of governors.

Members of board of governors

10. The board of governors shall consist of the chancellor, the principal and not less than 12 appointed governors.

Term of office of governors

- 11.** Except for the principal, governors shall be
- (a) appointed for a term not exceeding 3 years, and
 - (b) eligible for reappointment at the expiry of their term, but may not serve for more than 9 consecutive years as a member of the board of governors.

Appointments to board of governors

- 12.** (1) Appointments to the board of governors shall be made on the following basis:
- (a) the Anglican Church of Canada and the United Church of Canada and their successors shall, so long as they remain a participating denomination, each appoint an equal number of persons to the board of governors;
 - (b) the participating denominations may in aggregate appoint at least 1/2 of the board of governors;
 - (c) each associated denomination may appoint at least one governor;
 - (d) the remaining governors, if any, shall be appointed in accordance with the bylaws of the school of theology.
- (2) For the purposes of subsection (1) (b), the board of governors may by bylaw specify the number of appointments to the board of governors which are to be made by each participating denomination.
- (3) A casual vacancy in the board of governors shall be filled by a person appointed in the same manner of appointment as the member whose absence created the casual vacancy.
- (4) The terms of office of the members of the board of governors may be staggered.

Qualifications for board of governors

- 13.** (1) No person is qualified to become or to continue to act as a governor who is not qualified to become a director of a company pursuant to section 138 of the *Company Act* of British Columbia.
- (2) A majority of the members of the board of governors shall be normally resident in the Province of British Columbia.

Powers of board of governors

14. Subject to this Act, the board of governors shall have full power and authority to determine

- (a) the manner of governance and operation of the school of theology and of its property and affairs,
- (b) subject to sections 10 to 13 of this Act, the number, the term of office and the manner of appointment of members of the board of governors,
- (c) the number and term of office of members of the faculty council,
- (d) the manner and terms of appointment of persons to the office of the chancellor, the principal, the vice principal, the faculty council and to all other offices of the school of theology,
- (e) the terms and conditions of employment of the teaching staff and other employees, agents and servants of the school of theology,
- (f) the academic policy and, subject to section 15 of this Act, the curriculum and educational programs of the school of theology,
- (g) the conditions and requirements for the granting of degrees, diplomas and certificates in theology, including those of an honorary nature,
- (h) the terms and conditions on which the school of theology may affiliate with any university or college,
- (i) the terms and conditions on which the school of theology may associate with, or accept as a participating denomination, any Christian denomination, provided however that no denomination shall be accepted as a participating denomination without the prior consent of the then existing participating denominations,
- (j) the conditions and requirements for the granting and awarding of fellowships, scholarships, bursaries, prizes and student loans,
- (k) the annual budgets for operating and capital revenues and expenditures for the school of theology,
- (l) the fees and tuition for instruction in credit and non-credit courses, library fees, charges for meals and for accommodation in the residences owned or operated by the

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school of theology and such other fees as may be deemed necessary by the board of governors,

- (m) the number of students that may be accommodated in the programs of the school of theology,
- (n) the adoption of a common seal and arms of the school of theology and the terms and conditions of their use,
- (o) the bylaws, rules and regulations for the good governance and management of the school of theology, and
- (p) all other matters and things which may be necessary for the well ordering and advancement of the school of theology.

Recommendations of principal and faculty council

- 15.** The board of governors shall, except in case of emergency, obtain for its review and consideration the advice and recommendations of the principal and of the faculty council on any matter concerning the academic curriculum or teaching staff of the school of theology.

Meetings of board of governors

- 16.** (1) The board of governors shall meet as often as is necessary to manage the affairs and property of the school of theology and, in any event, not less than twice each year.
- (2) A quorum for the conduct of business at any meeting of the board of governors shall be 1/2 of the members of the board of governors.

Chairperson shall convene meeting

- 17.** (1) On the written request of 5 or more governors, the person who chairs the meetings of the board of governors shall, or if such person shall be unable or unwilling for any reason to so act, then the chancellor or the principal shall immediately give notice of and shall convene a meeting of the board of governors on a date within 60 days of such written request.
- (2) The request shall state the purpose of the meeting and the business to be conducted at the meeting and shall be delivered to all governors.
- (3) Delivery of such notice may be made by registered mail addressed to the last address of each member of the board of governors as recorded in the records of the school of theology.

- (4) The accidental failure to give any member of the board of governors notice in accordance with this section shall not invalidate any meeting of the board of governors.

Proceedings of the board of governors

18. The board of governors shall

- (a) elect from amongst their number, but excluding the principal and any students or members of the faculty or staff of the school of theology, a person who shall chair all meetings of the board of governors,
- (b) cause minutes of all of its proceedings to be kept,
- (c) maintain a register of the members of the board of governors and of the current bylaws, rules and regulations of the school of theology, and
- (d) provide copies of the minutes of its proceedings and of its bylaws, rules and regulations to any member of the board of governors on request.

Annual report

- 19.** The board of governors shall prepare and adopt an annual report on the affairs of the school of theology, including a financial report and a report from the principal, and shall distribute a copy to each member of the board of governors and to such other persons as the board of governors may authorize.

Audit of financial reports

- 20.** The financial reports of the school of theology shall be audited at least annually by a public accountant appointed by the board of governors.

Faculty council

- 21.** There shall be a faculty council of the school of theology which shall consist of
- (a) the chancellor, the principal, the vice principal, the directors of academic programs, the registrar, the librarian or other equivalent officers,
 - (b) all full time faculty members, and
 - (c) such other persons as the board of governors may appoint.

Powers of faculty council

22. The faculty council may

- (a) regulate the conduct of its meetings and proceedings, including the appointment of committees and other bodies necessary for its work,
- (b) make recommendations to the board of governors concerning the membership of the faculty council,
- (c) make recommendations to the board of governors concerning the curriculum of the school of theology,
- (d) make recommendations to the board of governors and to the principal on any academic matter affecting the interests of the school of theology,
- (e) make recommendations to the principal on any matter of discipline of students or of members of the teaching staff and faculty of the school of theology,
- (f) make recommendation to the principal and to the board of governors on the design and implementation of the academic programs of the school of theology, and
- (g) generally deal with all matters of academic concern as may be assigned to it by the board of governors or by the principal.

Proceedings of faculty council

23. (1) Proceedings of the faculty council shall be conducted in the same manner as proceedings of the board of governors.

- (2) The board of governors shall appoint a member of the faculty council to chair the meetings of the faculty council, who shall hold such office until a successor is appointed by the board of governors.
- (3) The faculty council shall
 - (a) cause minutes of all of its proceedings to be kept and shall deliver copies to the board of governors,
 - (b) maintain a register of the members of the faculty council and of the current rules and regulations of the proceedings of the faculty council, and
 - (c) provide copies of the minutes of its proceedings and of its rules and regulations to any member of the board of governors on request.

Chairperson shall convene meetings of faculty council

- 24.** (1) The person who chairs the meetings of the faculty council shall, or if such person shall be unable or unwilling for any reason to so act, then the chancellor or the principal shall, on the written request of not less than 1/3 of the members of the faculty council, immediately give notice of and shall convene a meeting of the faculty council on a date within 60 days of such written request.
- (2) The request shall state the purpose of the meeting and the business to be conducted at the meeting and shall be delivered to all governors.
- (3) Delivery of such notice may be made by registered mail addressed to the last address of each member of the faculty council as recorded in the records of the school of theology.
- (4) The accidental failure to give any member of the faculty council notice in accordance with this Act shall not invalidate a meeting of the faculty council.

Principal

- 25.** There shall be a principal of the school of theology who shall be appointed by the board of governors.

Duties of principal

- 26.** The principal shall
- (a) recommend to the board of governors appointments, promotions and removals of members of the teaching and administrative staffs and may hire, promote, remove and set the terms of employment of all other employees of the school of theology,
- (b) arrange and direct the studies, assignments and examinations of students,
- (c) promote the spiritual welfare of the students and generally oversee the worship and devotional life of the school of theology,
- (d) generally supervise and direct the academic work, and the teaching and administrative staffs, of the school of theology,

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- (e) represent the school of theology in its dealings with its constituencies and with the community at large, and
- (f) exercise such further powers and perform such other duties as may be assigned by the board of governors.

Principal may suspend or expel officers, employees

27. (1) The principal may, subject to the terms of any collective agreement or other contract concerning the terms of employment of any officers, employees or staff of the school of theology, suspend or terminate the employment or appointment of any member of the teaching and administrative staffs and any officer or employee of the school of theology, excepting only the chancellor and the members of the board of governors.
- (2) On any suspension or expulsion, the principal shall forthwith report such action to the board of governors with a statement of the reasons for such action.
- (3) A person, other than a student, suspended, expelled or otherwise disciplined by the principal may, by notice in writing delivered to the board of governors within 15 days, appeal their expulsion, suspension or other discipline to the board of governors.

Principal may suspend or expel students

28. (1) The principal may suspend or expel any student and may deal summarily with any matter of student discipline.
- (2) On any suspension, expulsion or other disciplinary action being taken against any student by the principal, the principal shall forthwith report such actions to the faculty council and to the board of governors with a statement of the reasons for that action.
- (3) A student suspended, expelled or otherwise disciplined by the principal may, by notice in writing delivered to the board of governors within 15 days, or such further period of time as the board of governors may permit, appeal their expulsion, suspension or other discipline to the board of governors.

Vice principal

29. The board of governors may appoint a vice principal who shall exercise all of the duties and powers of the principal when the

principal is unable to do so for any reason, or if the position of the principal shall be vacant for any reason.

Other officers

30. The board of governors may appoint such other officers and assign to them such powers and duties as the board of governors may consider appropriate.

Presbyterian church to continue as associated denomination

31. The Presbyterian Church in Canada shall continue after the date this Act comes into force as an associated denomination of the school of theology in the same manner as previously. The Presbyterian Church in Canada shall then be eligible for acceptance as a participating denomination, or may then otherwise change or determine its association with the Vancouver School of Theology, in accordance with the provisions of this Act and of the bylaws of the Vancouver School of Theology.

Winding up of school of theology

32. (1) In the event that the school of theology ceases to exist, or if the board of governors shall resolve to wind up the affairs of the school of theology, the board of governors shall distribute all real and personal property, vested either at law or in equity in the school of theology, among the appropriate authorities of each participating denomination, associated denomination, affiliated college or university and of other bodies in a fair and equitable manner having regard to the proportion and value of property which was contributed by each to the school of theology.
- (2) The board of governors may perform the duty of distribution under this section either
- (a) by distributing all or part of the property in specie,
 - (b) by selling all or part of the property and distributing the proceeds of the sale, or
 - (c) by designating, in the case of a beneficial interest, a new beneficiary from among the participating denominations, associated denominations, affiliated colleges or universities.
- (3) In the event of a dispute concerning the distribution of the property of the school of theology under this section, the matter shall be decided by 3 arbitrators appointed by the Chief Justice

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of the Supreme Court of British Columbia on the application of any participating denomination, associated denomination, affiliated college or university or other interested person.

Repeal

- 33.** *An Act to Incorporate the Vancouver School of Theology, S.B.C. 1971, c. 72*, is repealed.

Commencement

- 34.** This Act comes into force on June 15, 1992.



Duties & Functions of a Policy Governance Board

Origin: DG Evans Board Training Session, May 2006

Duties of A Board

PURPOSE

establish and understand the organization's purpose or mission

CONTINUITY

provide continuity for the management and the implementation of the organization's affairs

PROGRESS

set the rate of progress that the organization takes in reaching its mission

IDENTITY

secure community support for the organization's objects, beliefs, vision, mission, and long-term direction

INTEGRITY

ensure the organization fulfills its legal and ethical obligations

Functions of a Policy Governance Board

LISTEN

identify the legal and moral "ownership" of the organization and exercise accountability toward them in a proactive manner

HIRE

recruit and supervise an "Executive Director" to ensure optimal achievement of the purpose and goals of the organization

GOVERN

create and review policies, monitor their implementation, and promote its own diversity and ability to learn

Signposts of our Life Together

Origin: VST Student Handbook , 2006

Modified: August 2017

Signposts of our Life Together

"We will mark our way to God with signposts—and not be lost." – 5th Century Anonymous

As a community nurtured, illumined, and set free by God's Spirit, we respond in gratitude and commit ourselves to our Signposts as a means of expressing the abundance of God's love. The signposts which follow hold our intention to live together as well as we can, knowing that we struggle as fragile creatures held in our brokenness by grace which is beyond all understanding.

Signposts for a Teaching/Learning Community

God is central to our life together. Our passionate commitment to the living Christ sustains us in all that we do.

We will entrust ourselves to God who calls us to shared mission for the world.

Worship will lie at the heart of our community; we honour and respect diversity in our prayer and ritual.

We will pray with and for each other.

VST affirms that God is revealed in the diversity of religious traditions recognized in and by the global human community. We honour the wisdom and companionship of those of other traditions.

Signposts for Communal Engagement

We will live with integrity.

We will model and embrace direct and intentional communication.

We will speak to an issue without personalizing; we will not demonize the other.

We will embody realism and be charitable in discussions and decision-making.

We will assume the best of each other's motives and actions.

We will be accountable to one another and give respectful feedback.

We will recognize the contribution of each and be intentional in our expression of gratitude and appreciation.

We will address conflict directly as an opportunity for creative transformation.

We will practice self-awareness and own our own feelings.

We will set boundaries and respect those of others; we will avoid the quicksand of over-involvement.

We will bring a sense of humour and a spirit of playfulness to our life together.

We will engage the world and nurture faith communities.

We will be honest about what has to be let go.

We will practice communal and personal discernment in our speaking, listening & keeping silent.

When it is time for closure we will call it and move on to the next important work.



Board Self-Evaluation Tool

Origin: DG Evans, VST Consultancy, December 2006

Modified: April 2022

Individual Survey Evaluation of Board Performance

Reminder ...

Key Duties of a Board of Directors	Key Functions of a Policy Governance Board
<u>Purpose</u> To establish and understand the organization's purpose or mission <u>Continuity</u> To provide continuity for the management and the implementation of the organization's affairs <u>Progress</u> To set the rate of progress that the organization takes in reaching its mission <u>Identity</u> To secure community support and appreciation for the organization's goals, vision, mission, and long-term direction <u>Integrity</u> To ensure the organization fulfills its legal and ethical obligations	<u>Listen</u> To identify the legal and moral "ownership" of the organization and exercise proactive accountability toward them <u>Hire</u> To recruit and supervise a President to ensure optimal achievement of the purpose and goals of the organization <u>Govern</u> To create and review policies, monitor their implementation, and promote its own diversity and ability to learn <u>Focus</u> To attend to the mission and the long-term strategic direction of the organization

Reminder ...

The Board of Governors will govern with an emphasis on:

1. outward vision rather than internal preoccupation;
2. encouragement of diversity in viewpoints;
3. strategic leadership more than administrative detail;
4. clear distinction of Board and Management roles;
5. future rather than past or present;
6. proactivity rather than reactivity.

The questionnaire will be completed annually, and the results tabulated and compared year on year to assist in identifying areas of strength and weakness in Board functioning and effectiveness.

<u>Rating scale</u>		
1 is in full disagreement	3 is neutral	5 is in full agreement

A. Assessing the success of the system of allocating Board work.

1. The allocation system of the boards' work has functioned very well over the past year.

1 2 3 4 5

2. I understood which tasks were allocated to me.

1 2 3 4 5

3. I understood what I had to do on the tasks assigned to me (right away or after I started working on them).

1 2 3 4 5

4. I have made satisfactory progress on my assigned tasks.

1 2 3 4 5

5. On the assigned tasks that have involved more than one Board member, we were able to work effectively together.

1 2 3 4 5

Open question:

6. What would improve the individual allocation of work for next year?

Rating scale 1 is in full disagreement 3 is neutral 5 is in full agreement		
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B. Assessing the functioning of the Board as a whole.

7. The Board meetings have been very effective.

1 2 3 4 5

8. Were the support materials have been helpful?

1 2 3 4 5

9. I am able to participate fully in the decision-making processes of the Board?

1 2 3 4 5

10. I come to the meeting well prepared.

1 2 3 4 5

11. Board members are able to disagree with each other in respectful way.

1 2 3 4 5

12. I understand the roles and responsibilities of the Board?

1 2 3 4 5

13. The size of the board is adequate and functional?

1 2 3 4 5

14. My expectations of my role and contribution as a Board member have been met.

1 2 3 4 5

15. I enjoy serving on the Board.

1 2 3 4 5

16. The Board has functioned very well in its responsibility to the Owners (participating denominations: Anglican Church of Canada, Presbyterian Church in Canada, United Church of Canada) over the past year.

1 2 3 4 5

17. The Board has functioned very well in its responsibility to the School community.

1 2 3 4 5

Open Questions:

18. What aspect/experience as a Board member has been the biggest highlight for you during this past year?

19. What has been your biggest frustration/disappointment?

20. Please make suggestions for the improvement of Board functioning, both in the short term and in the long run.

<u>Rating scale</u>		
1 is in full disagreement	3 is neutral	5 is in full agreement

C. Assessing the performance of the Board against its key functions.

21. The Board has kept on track with the tasks set out in the Perpetual Calendar.

1 2 3 4 5

22. The Board has been effective in monitoring the implementation of policy.

1 2 3 4 5

23. The Board has been effective in creating policy.

1 2 3 4 5

24. The Board has been effective in reviewing policy.

1 2 3 4 5

25. The Board has established and maintained an effective partnership with the President.

1 2 3 4 5

26. The Board has been effective in listening to the Ownership.

1 2 3 4 5

27. The Board has made an appropriate contribution to the School's progress.

1 2 3 4 5

28. The Board has been able to support the President, faculty, and staff in their response to the CoVid-19 pandemic.

1 2 3 4 5

29. The School is on track to achieve the Strategic Plan.

1 2 3 4 5

30. The Board is on track to complete its mandate over the past year.

1 2 3 4 5

Open Question:

31. What were the major accomplishments of the Board during this past year in terms of fulfilling the Mission of the School?

32. What were the major shortcomings of the Board during this past year in terms of fulfilling the Mission of the School?

1 is in full disagreement	<u>Rating scale</u> 3 is neutral	5 is in full agreement
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D. Assessing the functioning of Board Committees.

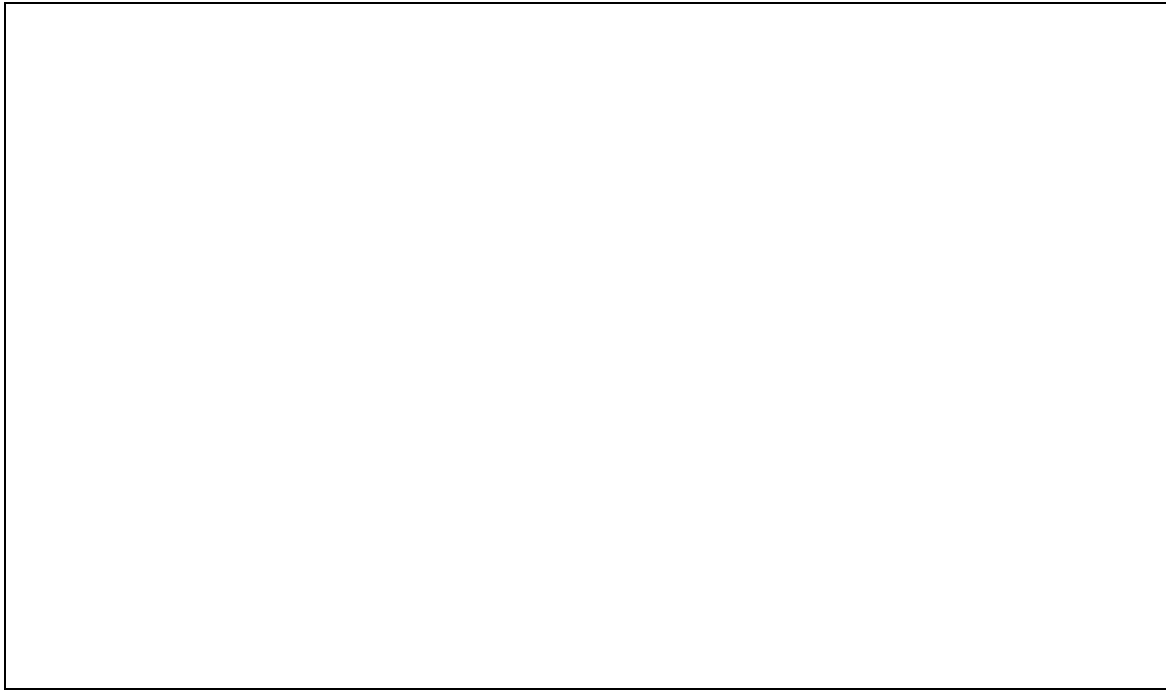
33. Committee meetings have been very effective.

1 2 3 4 5

34. I wish to remain on the committee with which I am currently serving

1 2 3 4 5

35. Do you have any other comments, questions, or concerns?



Committee Membership 2022:

Audit & Finance

Michael Francis
Catherine Evans
Doug Goodwin
Judy Hager
Shari Coltart – CFO

Nominations & Governance

Michelle Slater
Catherine Evans
Frances Picherack
David Lehmann

Vision & Strategy

Richard Topping
Michael Francis

President's Appraisal

David Lehmann
Jean Morris
Michael Francis
Michelle Slater

VST/St. Andrew's Hall Joint Working Group

Michael Francis
Ross Lockhart
Jean Morris
Richard Topping
Catherine Evans



The Policy Governance Approach at the Vancouver School of Theology

Origin: DG Evans, VST Consultancy, May 2007

The Context

The role and responsibilities of the VST Board of Governors is defined by the VST Act (see 5.1 “Statute”). The Act states (clause 14a) that: “the Board shall have full power and authority to determine the manner of governance and operation of the School.” The VST Board decided in 2006 to carry out its work on the basis of the “Policy Governance” approach, sometimes referred to as the “Carver” model.

John Carver developed his system on the basis of an analysis of Board performance in a wide variety of organizations. He found that many Boards suffered from a number of difficulties and dysfunctions that appeared to result from their structure and practice. These included:

- spending too much time on trivial details,
- reacting to problems rather than proactively moving forward,
- problem solving for the moment rather than looking to the long-term,
- getting bogged down in reports about past actions rather than planning future ones,
- having difficulty holding any individual accountable for getting things done, and
- having overlapping areas of authority and accountability.

Carver designed the Policy Governance model as an integrated system with a view to ensuring that those responsibilities that only Board can do (that is, if Board doesn’t do it no one else will) are fulfilled: exercising legal due diligence, providing a focus for accountability, and attending to the long term needs and vision of the organization.

“Policy Governance” means, essentially, that the VST Board focuses on these critical responsibilities and does its work primarily through or in relation to policies:

- By REVIEWING existing policies to ensure they are current, relevant, and sufficiently precise;
- By MONITORING the performance of those responsible for implementing existing policies;
- By CREATING new policies in relation to areas it deems necessary;

The Board constantly works with policy. The policies are live documents, always subject to revision. The Board Policy Manual is the one document Board members always make sure to bring to a meeting.

Policy Governance Approach

In the publication of his book *Boards That Make A Difference* (1990), John Carver presented an alternate, systematic approach for the Boards of non-profit organizations. His ideas include the following:

Division of Power

Central to the Policy Governance approach is the clear division of labour between the Board and the CEO/Executive Director, or in the case of VST, the President. The Board focuses upon the “Ends” of the organization; the Executive Director focuses upon the “Means.” These are two distinct areas of work. Each needs to be powerful and effective. Each relates to the other but also needs independence. This simple division of power is the single most powerful tool an organization can use to improve its organizational life, according to Carver.

Carver recognizes that an organization’s power legally rests with its Board. The Board, therefore, delegates much of this power to its Executive Director. The Board remains responsible for the appropriate use of this delegated power, however. It exercises this responsibility in two ways: by clearly defining the limits to the Executive Director’s power through “Executive Limitation” policies (see Board Policy Manual, section 2) and by constantly monitoring the Executive Director’s use of this power against the policies.

Executive Limitation policies define the limits to the power of the Executive Director. They start with broad statements and slowly move toward more detailed ones. They are written in the negative, outlining what is “out of bounds” for Executive Director decision and action. Action is not *prescribed* by the Board; instead, certain actions and behaviours are *proscribed*.

This discipline of naming what the Executive Director *shall not* do rather than what the Executive Director *will* do proves to be freeing and empowering for the Executive Director while protecting the Board’s authority. The goals and limits are clear; everything else is open for innovation, imagination and the whole skill set an Executive Director or President brings to the work.

While the Policy Governance system distinguishes between governance and management, it is with the purpose of establishing a clear and accountable relationship between the two functions and authorities rather than creating a separation of powers. A healthy relationship is one in which Board and President support each other in being as effective as possible in their respective

roles, rather than competing with each other over which is more powerful. The goal of the Policy Governance model is for each to be as powerful as possible in properly accomplishing their roles.

*Focus Upon
Ends*

By giving its power to “get things done” to the Executive Director, the Board frees up time and energy to focus upon the “ends” it wishes to achieve. In the Policy Governance approach the chief job of the Board is to articulate the vision, to say clearly what the organization will accomplish.

The Board does this in a second type of policies, “Ends” policies (see Board Policy Manual, section 1). Ends policies define “what good, for whom, at what cost.” “What good” will the organization achieve? How will the world be different because of the things that will be done? “For whom” will the achievement be for? Who will benefit? “At what cost” will the results be achieved? How many and what kind of resources will the organization spend to achieve what it wants to achieve?

The development of Ends policies constitutes the long-range, strategic planning of the Board. By clearly naming what the organization will achieve for whom and, on a secondary level, prioritizing both the “goods” it will achieve and the “beneficiaries” of those goods, the Board provides the future orientation the organization needs.

*Connection
With
Ownership*

The “owners” are those on whose behalf the Board acts in trusteeship. The owners are those the Board cannot afford not to listen to, someone who cannot be fired. Defining and then connecting with the ownership constitute a major part of the work of the Board. The Board is proactive in seeking out the views, opinions, needs and concerns of its owners in order to faithfully represent them in Board decisions. Representatives on the Board from among the ownership are one way of connecting but Carver warns that it is not adequate. Through a variety of means such as polls, face to face meetings, consultations, fact gathering missions and more, the Board actively seeks to know the mind of the owners.

*Monitoring
and
Reviewing
Policy*

The Board “monitors” the President in relation to the Ends and Limitations policies. That is, the Board monitors the President’s:

- Achievement of the Ends policies – the degree to which the goals and priorities of the School are being accomplished and fulfilled;
- Compliance with the Limitations policies – the degree to which the legal and other constraints on the President are respected.

Monitoring allows the Board to systematically exercise due diligence in relation to all areas of its responsibility. The attitude of the Board in monitoring the President is to seek assurance through proof, rather than relying on assumptions or trust. The attitude of the President in providing monitoring reports is to consider: what information will demonstrate that the policy is being achieved or

respected?

The Board also “reviews” policy. This means that over a two-year cycle the Board considers every policy in terms of whether it remains relevant, necessary, and whether it holds sufficient clarity and precision. Policies should be clear enough to avoid the necessity to assume an interpretation.

Other Types Of Policies

In addition to Ends and Executive Limitations policies, there are two other kinds of policies in the Policy Governance system.

Board-Executive Relationship policies (see Board Policy Manual, section 3) are those policies that outline the way power is delegated to the Executive Director and how it is monitored. They may also clarify other aspects of the Board’s relationship to the President.

Board Process policies (see Board Policy Manual, section 4) are those which deal with its own life, how it is organized and what commitments it makes to the owners and to the Board itself.

Other Principles

The heart of the Policy Governance is outlined above. Other principles in the Policy Governance approach, however, are helpful to recognize.

Values

The Board is primarily driven by the determination of values. Most policies are an articulation of the values and perspectives that shape the organization. “Values,” in fact, can be a helpful way of identifying the legitimate work of the Board. If an issue is a determination of values, then it properly belongs to the Board. If the issue is the establishment of a procedure it most likely belongs to the President.

Diversity and “One Voice”

The Policy Governance approach encourages a diversity of voices at the governing table. It is incumbent upon the Board to hear the widest range of views possible before making decisions, even if it means bringing in views from outside of the Board. Once the Board makes a decision, however, it is that decision which shapes the organization. The President is directed by the decision, not by the views of individual members of the Board. Decisions of the Board are always Board decisions, not the decisions of individuals or sub-committees. Individual members are always free to voice their opinions at any time, but the organization takes its direction only from actual Board decisions.

Few Board Committees

The work of the Board is always the work of the whole Board. Except in rare cases Boards do not delegate their power to committees, not even to an

Executive committee. Committees are only legitimate to help prepare work for the decision making of the whole Board. This discipline honours the principle of “one voice.”

Define and Delegate, Rather than React and Ratify

The Board is proactive. It follows its own agenda rather than primarily reacting to problems that arise in the organization. In this approach there should be no governance emergencies! Organizational issues may provoke a review of established policies but the Board does not focus on problem solving. If problems arise it defines who the problem belongs to and delegates authority (if necessary) to deal with it.

Information

Carver identifies three types of information:

1. Information needed to make a decision;
2. Information needed to monitor;
3. Incidental information.

The first two types of information are central to the work of the Board. The third type of information is not. Incidental information (which is all information that does not fall into the first two categories), while not unimportant to the life of a Board, should be recognized as such and kept to a minimum.

President Performance Is Organizational Performance

The Executive Director or President is the sole official connection the Board has to the organization's operation. The Executive Director is accountable to the Board for the entire organization. A performance evaluation of the Executive Director is an evaluation of the organization, and *vice versa*. The Executive Director does not have *to do* everything but is *accountable* for how everything is done.

Monitor Rigorously, But Only Against Policy Criteria

The Board monitors the Executive Director regularly and rigorously but only against established policies: are the Ends being met? are the Executive Limitations not being transgressed? Any other criteria for judging the Executive Director are not permitted. To be fair, judgments must be made against commonly held and communicated policies.

Duties of A Board

PURPOSE

establish and understand the organization's purpose or mission

CONTINUITY

provide continuity for the management and the implementation of the organization's affairs

PROGRESS

set the rate of progress that the organization takes in reaching its mission

IDENTITY

secure community support for the organization's objects, beliefs, vision, mission, and long-term direction

INTEGRITY

ensure the organization fulfills its legal and ethical obligations

Carver: "What Goes Wrong" with Governing Bodies

- TIME ON THE TRIVIAL
 - SHORT-TERM BIAS
 - REACTIVE STANCE
 - REVIEWING, REHASHING, REDOING
 - LEAKY ACCOUNTABILITY
 - DIFFUSE AUTHORITY
-

Carver's Basic Principles of Policy Governance

1. The Trust in Trusteeship
 2. The Board Speaks With One Voice Or Not At All
 3. Board Decisions Should Predominately Be Policy Decisions
 4. Boards Should Formulate Policy By Determining The Broadest Values Before Progressing To Narrow Ones
 5. A Board Should Define and Delegate, Rather Than React and Ratify
 6. Determining Ends Is The Pivotal Duty Of Governance
 7. The Board's Best Control Over Staff Means Is To Limit, Not To Prescribe
 8. A Board Must Explicitly Design Its Own Products And Process
 9. A Board Must Forge A Linkage With Management That Is Both Empowering And Safe
 10. Performance of the CEO Must be Monitored Rigorously, But Only Against Policy Criteria
-

Functions of a Policy Governance Board

LISTEN

identify the legal and moral "ownership" of the organization and exercise accountability toward them in a proactive manner

HIRE

recruit and supervise an "Executive Director" to ensure optimal achievement of the purpose and goals of the organization

GOVERN

create and review policies, monitor their implementation, and promote its own diversity and ability to learn

Carver's Four Categories of Board Policies

ENDS

What needs are to be met, for whom,
and at what cost?

EXECUTIVE LIMITS

What are the legal, ethical and operational
boundaries of staff discretion?

BOARD – EXECUTIVE RELATIONS

How will the Board monitor and evaluate
the work of the Director?

BOARD PROCESS

What are the values and standards,
and practices that will govern the Board's
own work and internal relations?

Policy Governance: Key Elements

- Policies are active and dynamic tools for guiding and measuring the work of the organization
 - The work of the Board is Policy: creating it, monitoring its implementation, reviewing it
 - The focus of the Board is on long-term goals and strategic direction
 - Authority on operational matters is delegated to Management
 - Control on Management is exercised through defining Limits rather than prescribing Means
-

Policy Governance: Costs and Benefits

- | | |
|---|---|
| - Requires front-end training and development of Board, and a commitment to on-going learning | + Increases leadership capacity of the organization: strong Board, Management |
| - Reduces satisfaction of some members due to limited direct contact between Board and Beneficiaries / Operations | + Strengthens clarity of responsibility and timeliness of decision-making |
| - Requires high collective discipline and a degree of counter-intuitiveness | + Establishes a systematic framework for accountability and due diligence |
| - Awkward terminology and difficult language | + Enhances Board role in long-term strategic direction |
| | + Efficient |
-



Joint Working Group

Origin: Board Governance Training Session, Nov 2006

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 President 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 President 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.



President's Evaluation Tools

Origin: President Appraisal Committee, September 2008
Modified: February 2022

VST PRESIDENT'S PERFORMANCE REVIEW

PRESIDENT'S SELF-EVALUATION

The annual performance review process offers an opportunity to share perspectives about the previous 12 months' goals and challenges and to discuss goals and plans for the coming year. Both self-appraisal and feedback from other significant people will be sought in the review process. The President's Appraisal Committee (PAC) and the Board of Governors are committed to facilitating constructive and growth-promoting annual performance reviews.

A self-appraisal is a critical component of this review process. It will be used, along with other documents, to guide performance discussions between the members of PAC and the President. The other documents to be considered include: collated evaluations from (a) Board members, (b) faculty and (c) staff; and student course evaluations. All information provided or accessed will be discussed and filed in a confidential manner.

Please answer the following questions using POINT FORM wherever possible.

Please send completed document electronically to the chair of PAC <<insert name and e-mail address>> by <<insert date>>

1. During the past year, what do you regard as your most significant accomplishments? How were these related to the Board's Strategic Plan?
2. Since the last President's review, the World has experienced the Covid 19 pandemic. Institutions responded in a variety of ways. Do you think the response of VST was appropriate? Were the communications between the VST and stakeholders as effective as they might have been? Do you feel that students felt supported during these uniquely difficult times?
3. What helped or hindered these accomplishments, as noted in question 1?
4. What areas of your operational work as **President** are going well in relation to the Strategic Plan? What are not going well?
5. What areas of your **Academic** responsibilities are going well? What are not going well? (For example: courses taught, articles published and/or research undertaken; grants received). What aspects of your academic responsibilities do you enjoy? What percentage of your time is devoted to them? How do you ensure that you have adequate time for teaching and research?
6. What areas of communal life at VST are going well? What are not going well? What reflections do you have on this? Are there steps you would like the Board, Faculty, staff to take in this area?

7. What activities and relationships external to VST have you been engaged with over the last 12 months? How have these relationships advanced the Strategic Plan?
8. Describe your relationship with the Board. Are there any areas of concern? Are there ways the Board could be more supportive of you, the Faculty, the Staff, and the work related to the Strategic Plan?
9. What gives you joy in carrying out your responsibilities? How can this be continued?
10. What challenges do you see in the next year for VST? How will you approach them?
11. How will your goals help achieve VST's vision and goals for the next year?
12. What are your goals for this next year? How do you sustain yourself as a Thoughtful, Engaged, and Generous leader? Are there ways the Board can assist you?
13. What are your personal learning and development goals for the next year? What strategies will enable you to attain these goals?
14. Are there any other opportunities, challenges, issues or suggestions that you wish to bring forward at this time?

Signed _____ President Date _____

Signed _____ PAC Chair Date _____

**VST PRESIDENT PERFORMANCE REVIEW
BOARD OF GOVERNORS' FEEDBACK FORM**

The Vancouver School of Theology (VST) President's annual performance review process offers an opportunity to share perspectives about the previous 12 months' goals and challenges and to discuss goals and plans for the coming year. Both self-appraisal and feedback from other significant people will be sought in the review process. The President's Appraisal Committee (PAC) and the Board of Governors are committed to facilitating constructive and growth-promoting annual performance reviews.

As a member of the VST Board of Governors, your input is a critical component of this review process. Your input will be collated with that of other Governors. Other documents that will be considered in guiding the performance review include: the President's self-evaluation, collated evaluations from relevant (a) faculty members and (b) staff; and student course evaluations. All information provided or accessed will be discussed and filed in a confidential manner.

Please comment on the following questions/areas of the President's responsibilities using POINT FORM wherever possible.

Send completed document electronically to the chair of PAC <<insert name and e-mail address>> by <<insert date>>

1. During the past year, what do you regard as the President's most significant accomplishments? How were these related to the goals set in the Board's strategic plan?
2. Since the last President's review, the World has experienced the Covid 19 pandemic. Institutions responded in a variety of ways. Do you think the response of VST was appropriate? Were the communications between the VST and stakeholders as effective as they might have been? Do you feel that students felt supported during these uniquely difficult times?
3. What do you believe helped or hindered these accomplishments, as noted in question 1?
4. Describe the areas of work that the President does that are going well and not going well. (In particular, issues around operations, academics, and community life.)
5. Discuss your experience of President's relationship with the Board of Governors. Is there anything that needs to be acknowledged, celebrated, or otherwise addressed?
6. Describe the President's activities and relationships external to VST (e.g. those related the Strategic Plan of VST and the role of President, those that contribute to the wider mission and ministry of VST). Is there anything that needs to be acknowledged, celebrated, or otherwise addressed?
7. What are the operational, academic, and communal challenges that you see for the President in the coming year? How can the Board of Governors assist the President in meeting these challenges?
8. What are your overall impressions of the President's leadership in this past year?
9. If you could give one piece of advice/guidance to the President, what would that be?

Name _____ Date _____

**VST PRESIDENT'S PERFORMANCE REVIEW
FACULTY and STAFF FEEDBACK FORM**

The Vancouver School of Theology (VST) President's annual performance review process offers an opportunity to share perspectives about the previous 12 months' goals and challenges and to discuss goals and plans for the coming year. Both self-appraisal and feedback from other significant people will be sought in the review process. The President's Appraisal Committee (PAC) and the Board of Governors are committed to facilitating constructive and growth-promoting annual performance reviews.

As a member of the VST Faculty or Staff, your input is a critical component of this review process. Your input will be collated with that of other Faculty and Staff. Other documents that will be considered in guiding the performance review include: the President's self-evaluation, collated evaluations from the Board of Governors and student course evaluations. All information provided or accessed will be discussed and filed in a confidential manner.

Please comment on the following questions/areas of the President's responsibilities using POINT FORM wherever possible.

Send completed document electronically to the chair of PAC <<insert name and e-mail address>> by <<insert date>>

1. During the past year, what do you regard as the President's most significant accomplishments? How were these related to VST goals?
2. What do you believe helped or hindered these accomplishments?
3. Areas of work as President that are going well; not going well. (For example, the quantity and quality of the work performed, the creativity applied, the dependability and alertness exhibited)
4. President's relationship with Faculty, Staff and Students that are going well; not going well; anything that needs to be acknowledge, celebrated or otherwise addressed
5. President's activities and relationships external to the school (e.g. those related to VST and the role of President, those that contribute to the wider mission and ministry of the church) – anything that needs to be acknowledged, celebrated or otherwise addressed
6. Challenges that you see for the President in the coming year. How can the Faculty, Staff and/or Students assist the President in meeting these challenges?
7. Your overall impressions of the past year that the President has spent at VST.
8. If you could give one piece of advice/guidance to the President, what would that be?

Name _____ Date _____