

Nomination Papers

SMUS Board of
Governors 2023



St. Michaels
University School

Election of Governors to the SMUS Board
Posting Date: May 2, 2023

Current Board of Governors

ELECTED GOVERNORS (Voting)

Mr. David Longridge '88 (*Chair*)

Mr. Dan Sheehan (*Vice-Chair*)

Mr. Kyman Chan '85 (*Treasurer*)

Ms. Gillian Hayden '05 (*Secretary*)

Ms. Shelly Berlin

Mr. Karl-Eric Brière

Mr. Peter Finamore '73

Mr. Douglas Freeman '88

Ms. Ann Glazier Rothwell '85

Dr. Shannon Hill '85

Ms. Karen Jawl '99

Mr. Chris Talbot '87

EX-OFFICIO GOVERNORS (Voting)

Ms. Elisa Djurickovic (*SMUS Parents' Auxiliary President*)

Mr. Neil Mulholland '88 (*SMUS Alumni Association President*)

EX-OFFICIO BOARD ATTENDEES (Non-Voting)

Mr. Adrian French (*Faculty Representative*)

Mr. Mark Turner (*Head of School*)

ADVISORY GOVERNORS

Mr. David Angus '62

The Hon. Anthony Quinton '46

Dr. Alexandra Richie '81

Mr. Tom Rigos '61

Mr. Anthony Souza '72

Junior School 820 Victoria Avenue, Victoria, BC, Canada V8S 4N3

Phone 250-598-3922

Middle School 3400 Richmond Road, Victoria, BC, Canada V8P 4P5

Phone 250-592-3549

Senior School 3400 Richmond Road, Victoria, BC, Canada V8P 4P5

Phone 250-592-2411

www.smus.ca

Nomination Papers

SMUS Board of Governors 2023

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

CANDIDATE OVERVIEW



ELISA DJURICKOVIC

SMUS Board Service: 3 years as an Ex-Officio Governor as President of the Parents' Auxiliary.

Serves on the following SMUS Committees: Advancement and Finance, and served on the Nominations Committee for two years.

Relationship to SMUS: Parent to Luka '21, Maya '23, and Markus '25.

Primary Occupation: Registered Nurse

Place of Residence: Victoria, BC

Key Contributions, Attributes and Qualities:

- Elisa's professional experience includes clinical nursing practice in large tertiary care settings, hospice work, occupational health nursing and teaching. Having worked extensively within interdisciplinary teams, Elisa strives to understand each stakeholder's perspective and work collaboratively to deliver high-quality outcomes.
- Elisa believes that at the heart of authentic relationships is a genuine effort, transparency, honesty, and integrity in one's actions. She brings this to all that she does, and she strives to ensure that these qualities exist in any work she is a part of.
- Elisa possesses 20 years of extensive volunteer service in leadership roles and coaching to several community sport-based organizations, parent advisory councils, and as a Board member of St. Christopher's Montessori School.



FIONA DONALD '82

SMUS Board Service: Newly proposed candidate for this year's slate.

Serves on the following SMUS Committees: American Friends of SMUS

Relationship to SMUS: Alumna '82

Primary Occupation: Physician Executive/Healthcare Consultant

Place of Residence: San Francisco, CA

Key Contributions, Attributes and Qualities:

- Dr. Fiona Donald is a Physician Executive/Healthcare Consultant with over 30 years' experience in the field of health care delivery, administration and leadership. She has worked tirelessly in a variety of healthcare settings from Montreal to San Francisco, providing service to patients with complex care needs and leading change during difficult times.
- As Chief Medical Officer of San Francisco Health Plan, Fiona was part of the health leadership team in the City of San Francisco during the COVID-19 pandemic. Compared to similar populations, San Francisco Health Plan participants had the highest rates of COVID vaccination in California.
- Fiona brings a unique set of skills and attributes to the SMUS Board including key insights into the changing world of work, the importance of focusing on the holistic self for success in everyday life, and the need for balance and the pursuit of passion. Fiona is also a mother of two recent high school graduates who attended independent schools in San Francisco where she volunteered in various Parents Association roles.



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CANDIDATE OVERVIEW



MATTHEW D. HOWARD

SMUS Board Service: Newly proposed candidate for this year's slate.

Serves on the following SMUS Committees: Governance

Relationship to SMUS: Parent to Benedikt '22, Annabel '24 and Madeleine '28.

Primary Occupation: Retired partner in a global law firm.

Place of Residence: Victoria, BC

Key Contributions, Attributes and Qualities:

- As a former partner in one of the world's leading global law firms, Matt brings impressive legal, analytic and management skills to the Board. He headed one of the leading teams in Europe in commercial real estate securitization, advising clients such as Goldman Sachs, JP Morgan and Deutsche Bank on groundbreaking multi-billion euro transactions and receiving several major awards, including European Securitization Deals of the Year for 2006 and 2013.
- He was also involved in higher education as a lecturer at the Frankfurt University (Germany) Law and Finance Masters program.
- Having spent most of his career based in Europe, in a diverse cross-border environment, Matt brings an international outlook and a high degree of proficiency in managing intercultural perspectives. Since joining the SMUS community in 2017, the Howard family has been constant supporters of the school, both financially and with their time and efforts. As their three children become more independent, Matt has significantly increased capacity to serve the school community.



J. DAVID KIM '05

SMUS Board Service: Newly proposed candidate for this year's slate.

Serves on the following SMUS Committees: Advancement and Governance

Relationship to SMUS: Alumnus '05

Primary Occupation: Senior Counsel, Mergers & Acquisitions to the Danaher Corporation (Qualified to Practice in New York and Ontario)

Place of Residence: Washington, DC, USA

Key Contributions, Attributes and Qualities:

- J. David Kim '05 is an alumnus of SMUS and an attorney focusing on Mergers & Acquisitions and Strategic Transactions. David serves as Senior Counsel to the Danaher Corporation in Washington, DC, where he works within its M&A team to acquire innovative companies in Life Sciences, Diagnostics and Applied Environmental fields.
- Prior to his legal career, David served in the Canadian Army as a Field Artillery Officer, working in both full- and part-time roles.
- David's community service includes assisting underprivileged persons in New York City to form their own businesses and assisting vulnerable persons to obtain protective legal name changes.



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Elisa Djurickovic



Elisa Djurickovic is a registered nurse whose professional experience includes clinical nursing practice in large tertiary care settings, hospice work, occupational health nursing and teaching. Having worked extensively within interdisciplinary teams, Elisa strives to understand each stakeholder's perspective and work collaboratively to deliver high-quality outcomes. As a naturally caring, compassionate and attentive individual, she excels in building relationships. Elisa believes that at the heart of authentic relationships is a genuine effort, transparency, honesty, and integrity in one's actions. Elisa brings this to all that she does, and she strives to ensure that these qualities exist in any work she is a part of and responsible for supporting.

Elisa possesses 20 years of extensive volunteer service in leadership roles and coaching to several community sport-based organizations, parent advisory councils, and as a Board member of St. Christopher's Montessori School. As a dedicated mother to four children, she was grateful to be able to give her time and expertise to these organizations to execute countless sporting and social events while her children were school aged. Elisa was the recipient of the 2020 BC Alpine Coast Zone Volunteer of the Year Award for her extensive efforts with the Mount Washington Ski Club. In recent years, she has been re-certified as a registered nurse, and she enjoys providing direct patient care. She is keen to lead by example with best practices in nursing, as a team player, and to offer a fresh set of eyes in the hospital environment. Past work experience has focussed on matching skill sets to specific work environments to achieve operational efficiencies, and analyzing software applications concerning human resource allocation and she sees numerous opportunities to further this work in the current health care environment.

Elisa holds a Bachelor of Science in Nursing from the University of British Columbia, a Master's in Business Administration from Royal Roads University and a Graduate Diploma in Knowledge Management from Royal Roads University.

What is your connection to SMUS?

I am connected to SMUS as a parent to three children who have attended or are attending the school. My son Luka Djurickovic '21 joined the school in 2013, my daughter Maya Djurickovic '23 and son Markus Djurickovic '25 joined the school in 2014. As a parent who is keen to get involved in SMUS Parents' Auxiliary (PA) volunteer opportunities, I first joined the PA in 2017. Since this time, I have held a variety of roles on the PA executive, most recently as the PA President from 2020 to 2023. As the PA President, I have served as an appointed governor, on the SMUS Board of Governors. I currently sit on the Finance and Advancement Committees, and I have also served on the Nominations Committee.

Why do you want to be on the Board of Governors of SMUS?

My desire to continue on the Board is rooted in my desire to continue to give back to the school, and to continue to be a voice for parents. My children have grown into extremely capable students, who have experienced an excellent well-rounded education. They have been well-supported and have been shown great patience and attention to help them to recognize their potential and achieve their goals. I am grateful to the school for this experience, and I wish to continue to dedicate my time to helping the Board in meeting its objectives. I feel that having served on the Board for the previous three years helps the Board in its work as I am fully informed, and I will continue to contribute to the work that I have been involved with. Further to this, I feel that this same experience places me in a better position to deepen my analysis of current board deliberations and strategic considerations. As a parent who often seeks counsel and opinions of other SMUS parents, I feel that I also voice the sentiments and concerns of parents to the Board. I will continue to ensure that the parent voice is strong at the Board level.



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Elisa Djurickovic continued

What personal and professional experience would you bring to the Board if selected?

I have spent the last 20 years fully engaged in a variety of volunteer roles with several community-based organizations, including as a Board Member of the St. Christopher's Montessori School. I have spent the last three years as an appointed governor on the SMUS Board of Governors and through this I am well informed of the current strategic considerations and work of the Board. I am an excellent team player and I am always seeking to understand individual perspectives and consider how collectively our insights and energy can be channeled to achieve the best outcomes. Through my educational background, with a bachelor of applied science in nursing, a master's in business administration and a graduate diploma in knowledge management, I understand stakeholder relations and I look to engage others who bring required expertise into decision making. I recognize that our school community of past and current society members is rich with expertise, and I would like to increase engagement with the broader community.

I have clinical, and administrative experience in both private and public health care settings. I also have experience as an educator for the Vancouver Island Health Authority and the baccalaureate nursing program at Camosun/UVIC. In each of these environments, understanding how effective interdisciplinary teams are the most effective to generate and operationalize best practices ensures that great efforts are made to engage the right people to do the work. I recognize that as a Board member, my influence will be upon strategic decision making, and not the day-to-day operations of the school, however I hope that through my efforts the school will see increased levels of engagement from its society members.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

I absolutely understand and agree to the principles of good governance as outlined on the SMUS Society webpage. I act with integrity, and I am always mindful of potential conflicts of interest in my current role. I thoughtfully prepare for my work as Governor and I execute my fiduciary responsibility to act with honesty, loyalty and care when participating in all Board activities. As the president of the PA, I have worked diligently over the past three years to bring the voice of parents to Board discussions, and I have held in the greatest confidence the discussions at these meetings.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes, I feel that Floreat 2030 is the roadmap, that, as Governors, is our responsibility to support in its execution. Floreat 2030 was generated from an extensive consultative process that outlines four priorities: Foundation, Preparation for Life, Sustainability and Community. At the heart of all of these is the student experience, and by achieving excellence in this experience the school will experience increased success at the local, regional, national, and international levels. I believe that the execution of Floreat, will ensure SMUS continues to remain as, and evolve further as, an outstanding institution, preparing outstanding students for life.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes, as an independent school that delivers an exceptional student experience, I recognize that philanthropy is a key element to achieving its financial goals. As a current parent, I acknowledge, and I am grateful for the degree of philanthropy that has come before my family. I will continue to contribute, and to advocate support for philanthropy to ensure the success and advancement of the school and its priorities for the future.



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Fiona Donald '82



Dr. Fiona Donald is a Physician Executive/Healthcare Consultant with over 30 years' experience in the field of health care delivery, administration and leadership. She has worked tirelessly in a variety of health care settings from Montreal to San Francisco, providing service to patients with complex care needs and leading change during difficult times. While being a physician leader with expertise in managed care and patient-centred care, she specializes in Medicaid and Medicare, strategic planning and implementation of Medi-Cal and Medicare Managed Care initiatives.

As Chief Medical Officer of San Francisco Health Plan, Fiona was part of the health leadership team in the City of San Francisco during the COVID-19 pandemic. Compared to similar populations, San Francisco Health Plan participants had the highest rates of COVID vaccination in California. Additionally, the City and County of San Francisco had some of the lowest rates of COVID-19 infections and highest rates of vaccinations in the U.S.

Previously, Fiona was a physician leader at the Health Plan of San Mateo during the development and implementation of novel models of integrated care for those with complex health and social needs. Fiona brings a unique set of skills and attributes to SMUS's Board including key insights into the changing world of work, the importance of focusing on the holistic self for success in everyday life, and the need for balance and the pursuit of passion.

Fiona is also a mother of two recent high school graduates who attended independent schools in San Francisco, where she volunteered in various Parents Association roles. She appreciates and understands the benefits of community engagement, participation and philanthropy as a vital part of a school's well-being.

What is your connection to SMUS?

I am an alumna of SMUS, Class of 1982. My sisters also attended SMUS (Gillian Donald '85, Betsy Donald '86 and Sarah Donald '90). I have been a member of the American Friends of SMUS for over 10 years.

My sister Gillian worked in the SMUS Advancement office in Alumni Relations from 2009-2017. Gillian's son, Ben Keep, attended SMUS from Grade 5 and graduated in the Class of 2017.

I have also hosted SMUS alumni receptions at our home in San Francisco.

I loved my time at SMUS and have enjoyed many ongoing personal connections with SMUS alumni over the last 40 years.

Why do you want to be on the Board of Governors of SMUS?

SMUS provided me with a strong foundation for my life path and I have been fortunate to have been able to stay connected to the school as a member of the American Friends of SMUS over the last decade. I would like to continue to support the school with my time and energy in an expanded capacity on the Board of Governors.

I believe in the power and value of lifelong learning across many facets of life: intellectual, physical, social and spiritual. I am excited to support SMUS as an institution that develops a foundation for lifelong learning through its mission of courage, compassion, and academic excellence as well as its vision of respect, courage, honesty and service.

I have had the privilege of acting in many different capacities since I graduated from SMUS: student, practicing physician and teacher, physician leader and executive, as well as a wife and mother. In all of these roles, I have acted as a thoughtful advocate on many levels: for patients, for students, for the health



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Fiona Donald '82 continued

of historically underserved populations and family members. My decisions are guided by what I feel is best for an individual, group, or institution. As a member of the Board of Governors, my advocacy would be in the best interest of the school and its future, as guided by Floreat.

In the last few years, the world has experienced profound generational events that have impacted how we live and work as a society, including rapid technological advances, social upheaval, political gridlock, and ongoing effects of climate change. Schools like SMUS have the unique opportunity to prepare students to be in positions to navigate and lead the challenges and opportunities of the 21st century.

I look forward to being able to contribute to the ongoing success and growth of the school, ensuring its future as a leading educational institution.

What personal and professional experience would you bring to the Board if selected?

As a member of the Board of Governors at SMUS, I feel I can bring my experience as a physician executive, as well as a parent of two young adults who recently graduated from independent schools in San Francisco.

I am a physician by training, and I graduated from McGill University Medical School in 1990 and completed an Internal Medicine Residency at the Royal Victoria Hospital in Montreal, acting as Chief Medical Resident in my final year. Subsequently, I completed a Fellowship in Clinical Immunology and Rheumatology at Stanford University. I practiced hospital medicine and rheumatology in San Francisco and was a faculty member at UCSF Medical School from 1997 to 2003.

For the last 15 years, I have spent my career in healthcare administration in the California Medicaid system, known as Medi-Cal. My work

has focused on supporting access, delivery and quality healthcare for low-income Californians. I have participated in the development and execution of novel solutions to address disparities in healthcare delivery and outcomes. I believe in order to achieve better health outcomes for all, but particularly those who are historically underserved, a whole person approach that integrates physical, behavioural, and social determinants of health is required. I have recently started my own healthcare consulting firm to continue this work.

I have served in an executive capacity, as the Chief Medical Officer at two regional health plans: Health Plan of San Mateo (2012-2015) at San Francisco Health Plan (2021-2022). In these roles, I worked as part of executive teams that reported to a Board of Governors.

In both organizations, the Board played an active role in supporting the vision and mission of the organizations, while providing guidance and governance through a diverse group of board members which included community members, physicians, hospital and County administrators, as well as members of the County Board of Supervisors.

Based on my experience, I see the role of the SMUS Board of Governors as one that supports the Head of School and school leadership in carrying out SMUS's strategic goals. At the same time, the Board of Governors at SMUS supports the best interest of all SMUS stakeholders: students, parents, alumni, staff and other community members.

As the mother of two young adult daughters who attended independent schools in San Francisco, I have actively participated in the Parents Association and assisted with fundraising activities at all levels of my daughters' education from preschool to high school.

My daughters are now both in university; one at Bryn Mawr College and one University of California, Los Angeles. The pandemic impacted my daughters' high school

experience at the Grades 10,11 and 12 level and I witnessed the partnership between the Board and the school leadership as the school navigated a challenging academic and social learning environment.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

I appreciate the need for good governance as a structure to support the multiple interests of the Society Members: alumni, current parents, past parents, donors. The Board must act in the best interest of the school and be supportive of the school's strategic plan, Floreat, and the school's mission and vision. The role of Board member requires a high level of integrity and confidentiality. Having worked with governing boards as a physician executive, I appreciate the role of the SMUS Board of Governors is to support the school's head and leadership team as it carries out the day-to-day running of the school. Board members should remain strategic and commit to supporting the current and future health of the school.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes, absolutely. I have read and reviewed the Floreat strategic plan. The strategic priorities are clearly outlined (Foundation, Preparation for Life, Sustainability and Community) and are grounded in the mission and vision of the school. I appreciate that Floreat was developed based on extensive conversations and dialogue with the diverse members of the SMUS community. Each of the Strategic Priorities has actionable items associated with it, and at the same time, there is flexibility under each of these initiatives to respond to changing and unanticipated needs and challenges.



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Fiona Donald '82 continued

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes. Having lived in the San Francisco Bay area for over 25 years, I have had the opportunity to be part of communities in which philanthropy and financial contributions are an expected and understood aspect of participation in school life. Starting from preschool, the schools that my girls attended expected parents to contribute both time as well as financial resources. I am accustomed to schools requesting financial contributions in order to meet stated financial goals and/or participation goals. These expectations were plainly stated as early as the admissions process. As my girls have transitioned to university, philanthropic contributions and support continue to be an expectation.

Ongoing fundraising and endowment-building is important to support not only the growing needs of a school in the form of capital improvements, but also key to support ongoing staff development and to attract a diverse body of qualified students from across North America and beyond.

I appreciate that a widespread culture of philanthropy is in evolution at SMUS and will take time to build. The future of a school depends on philanthropy both through large donations as well as high levels of philanthropic participation by current and past parents, students and alumni.

I also understand that the Board must take a leadership role in this area in terms of contributing on a personal level as well as supporting the philanthropic initiatives of the school.



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Matthew D. Howard



Matt is a former partner in Allen & Overy LLP, one of the world's elite global law firms, where for 20 years he advised on highly complex multi-jurisdictional structured finance transactions. He headed one of the leading teams in Europe in commercial real estate securitization, advising clients such as Goldman Sachs, JP Morgan and Deutsche Bank on groundbreaking multi-billion euro transactions and receiving several major awards including European Securitization Deals of the Year for 2006 and 2013 from the prestigious *International Financial Law Review*. In addition to his practice, he served on the IT Board and the Partnership Selection Committee of the firm, and he designed and presented a course on the law and practice of the international capital markets for Masters students at the Wolfgang von Goethe Universität, Institute of Law and Finance.

Matt began his career in Vancouver in 1993 before joining Allen & Overy's London, UK, office in 1997. In 1999, Matt was assigned to the firm's Frankfurt, Germany office to head the international securitization team based in Frankfurt, where he was promoted to full equity partner. Since securitization in Germany was then still in its infancy, his role was essentially to launch a start-up, which involved the highly challenging technical integration of English common law and German civil law approaches, business development, team-building, mentoring of new partnership candidates and the constant management of difficult cross-cultural issues.

Matt and his family moved to Victoria and joined the SMUS community in 2017. Two of his three children are currently at SMUS, in the Middle and Senior Schools, with the eldest having attended both SMUS and Shawnigan Lake School, before moving on to UBC. The Howard family has been constant supporters of SMUS and Shawnigan, both with significant financial contributions and with their time and efforts. As the three children become more independent, Matt has significantly increased capacity to serve the school community. As

a member of the Board, Matt would bring impressive legal, finance and administrative experience, an international outlook and a high degree of proficiency in managing conflicts and diverse inter-cultural perspectives. He is eager to employ his experience and expertise to help the school build on its success story as it implements the Floreat strategic plan.

What is your connection to SMUS?

SMUS has been an absolutely central part of the life of my family since we moved to Victoria in 2017. I am originally from Vancouver, where I have a large extended family, but at that time we had been living in Germany, where my wife, Gabriele, and our three children were born. For Gabriele and I, it was important to move back to BC when the children were still young enough to easily adapt to school and social life in Canada and feel at home. We picked Victoria as our No. 1 destination, in large part because I was familiar with SMUS and knew it to be an excellent school. Two of our children, Benedikt and Annabel, started in September 2017 at the Middle School, in Grades 8 and 6, respectively, and our youngest, Madeleine, started at Willows, in grade 2. Annabel remains at SMUS, in Grade 11, and Madeleine is now at SMUS, in Grade 7. Both girls are fully engaged in academic, musical, sporting, and social life at the school. Benedikt moved to Shawnigan Lake School for Grade 9 to join the hockey program, graduating in 2022 before moving on to UBC Engineering. During this time, Gabriele and I have been active participants in the life of both SMUS and Shawnigan, attending parent, social and sporting events and volunteering extensively. For example, Gabriele planned, and then chaperoned, the Girls Field Hockey team's 2022 tour of Germany and is a parent class representative for Grade 7. Our family's social life in Victoria has revolved almost entirely around the school. It has been incredible how generously and openly we have been welcomed by the SMUS community and to experience how passionately SMUS parents feel about the school. I have the school and



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Matthew D. Howard continued

the school community to thank for being instrumental in the successful integration of our children into Canadian life and in giving them such a positive impression of our country.

Why do you want to be on the Board of Governors of SMUS?

I am motivated to join the Board of Governors of SMUS by my desire to devote my time and effort in serving the broader community, including SMUS, and by my belief that my professional career has provided me with the skills and experience that will make me an effective member of the Board. More specifically, my time as a SMUS parent has demonstrated to me what an incredibly positive influence a school and its community can have on a child, and I would like to play a part in ensuring that SMUS continues to be such a great school.

I was extremely fortunate with my career. For 20 years, I was an associate and then a partner at Allen & Overy LLP, one of the world's leading global law firms, based first in London, England and then in Frankfurt, Germany. During that time, I was required to prove myself to the most exacting technical, ethical, and interpersonal standards, while practicing in a high-pressure international environment in which I was more or less constantly on call. Since retiring in 2017, I have been focused on settling my family in Canada and making sure that our move to Canada would be a success. As the children become more independent, I have much more time available, which I would like to use to employ the experience and expertise I gained in my career in serving on the SMUS Board.

What personal and professional experience would you bring to the Board if selected?

If selected, I would bring to the Board extensive legal and analytic skills, experience working in a diverse, cross-cultural, international

environment and experience in acting on boards and internal committees, as well as a certain amount of experience in education. Like many Canadians at that time, I was hired in 1997 by Allen & Overy into an extremely technical, high-pressure practice group in the international capital markets department in London, where I worked for 18 months before accepting a posting to Frankfurt, Germany lasting 18-and-a-half years. Allen & Overy is the clear No. 1 law firm globally in that practice area. I obtained extensive experience, eventually leading diverse teams of up to 50 lawyers from across Europe, North America, and Asia on complex cross-border corporate finance transactions. Due to the nature of the practice area, I advised on a broad range of legal disciplines, such as capital markets, secured lending, corporate, tax, derivatives, property, corporate trustee, and regulatory law. Accordingly, I am confident that I can bring a broad, rigorous, high-quality legal perspective to the Board. I was sent to Frankfurt, Germany by Allen & Overy to help open and eventually lead a new practice group. Since our practice area was then still in its infancy in Germany, this involved constantly monitoring and handling the integration of English common law and German civil law concepts, business development and difficult cross-cultural issues. I received cross-cultural training from the firm and learned to speak German fluently. I dealt on a daily basis with lawyers and clients from around the world, usually with a view to determining how our proposed transaction structures would have to be adapted to local legal and business requirements and customs. Accordingly, I am able to bring to the Board an international perspective and a sensitivity to cultural differences that our school should have, given its diverse student body. At Allen & Overy, I was a member of two important internal management groups: the Information Technology (IT) board and a partnership selection committee. As a member of the IT board, I assisted in the strategic governance of the firm's approach to IT. Given IT's central importance to law firms and the vast scale of

our firm, IT was managed by a team of highly skilled specialists and so the job of the board was necessarily limited to oversight, budgeting and high-level strategic direction. As a member of one of the partnership selection committees, I was responsible for reviewing partnership proposals and conducting interviews of partnership candidates. The process was extremely selective, designed to admit only very few candidates each year. I also acted as a mentor for three candidates, two of whom were successful. Accordingly, I have experience in acting in fiduciary and strategic governance roles, in a large, highly professional institution, which I can bring to assist the Board. Finally, I do have some experience in the education space. I designed and taught a course from 2003 to 2017 called "The Law and Practice of the International Capital Markets" for Masters students at the Johann Wolfgang Goethe Universität, Institute of Law and Finance, in Frankfurt, Germany.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

Yes. These principles appear to be straightforward and necessary to the proper functioning of the Board. As I note in the next question, I am committed to supporting the implementation of Floreat. As a retired lawyer, I am used to acting with a duty of confidentiality and, based on my board experience, I understand the strategic role of the Board and the need to follow governance procedures. Finally, as I note earlier, because I am retired I do have significant capacity to devote to the Board and to various committees.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes. I participated in one of the parent focus groups and also attended the roll out



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Matthew D. Howard continued

presentation sessions of Floreat, and I have been pleased to see how the process has led to a comprehensive and ambitious strategic plan. I see the Floreat strategic plan as very much rooted in the traditions of the school and all its accomplishments to date and also reflecting a fundamental satisfaction with school's current direction. The core vision and values that are at the root of the school's current identity inform the forward-looking statements which the plan builds upon in a further quest for excellence based upon our values. At the same time, the emphasis on areas such as sustainability, student care and Indigenous connections allow us to address evolving issues in our society and explore new directions. The plan is effective in reflecting some of the challenges facing students today, which I see as rooted, in large part, in the tension between the constant competitive pressures they face and the vast social changes and challenges affecting their lives both in and out of school. It is no secret that these forces are causing tremendous stress on today's youth. No doubt much of this can be attributed to the pandemic and its effect, but there are other causes as well, and I think that schools need to become part of the solution. The references in the plan to well-rounded education, student care, arts and culture, and community demonstrate an understanding of these forces and the positive role that schools can play.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes. I have been incredibly fortunate in my career, and as such I feel it is our duty as a family to give back to the community. Since arriving in Victoria we have made significant donations not only to SMUS and Shawnigan, but also to a number of other causes we consider important. In my view, a culture of philanthropy goes hand in hand with a

culture of engagement and connection to the school, and can strengthen the bond between the donor and the school. For example, we are always extremely pleased to hear from a member of school leadership about the success of The Howard Café, which reflects our contribution to the building of the Sun Centre and has built another permanent connection between our family and the school. Of course, the amount each family can contribute will vary according to their personal circumstances, but I believe that even modest donations can help build a stronger connection with the school and in the aggregate make a difference. We also need to recognize that, for better or worse, large-scale philanthropy is necessary for the school to retain its position as a first-tier independent school. Having seen close up how major philanthropy has transformed other independent schools on Vancouver Island, it seems clear to me that we are operating in an environment where independent schools will have increasingly sophisticated facilities. I think there are strong arguments against engaging in a never-ending facilities competition with other schools; however, we are going to have to chart an appropriate course through this issue. The Campus Master Plan is highly effective in this regard.



Nomination Papers

SMUS Board of Governors 2023

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

J. David Kim '05



J. David Kim '05 is an alumnus of SMUS and an attorney focusing on Mergers & Acquisitions (M&A) and Strategic Transactions. David serves as Senior Counsel to the Danaher Corporation in Washington, DC, where he works within its M&A team to acquire innovative companies in Life Sciences, Diagnostics and Applied Environmental fields. David's work also includes acting as a legal advisor within Danaher's Venture Capital platform to invest in innovative startups and to form partnerships with leading academic and commercial research institutions, particularly in the genomic medicine field.

Prior to his work at Danaher, David began his career as an attorney at the Toronto law firm of Davies, Ward, Phillips & Vineberg LLP, where he developed a practice in Mergers & Acquisitions and corporate matters. He then relocated to New York City where he served as a senior associate in the M&A group at the law firm of Latham & Watkins LLP, where he served numerous private equity investors and global companies to structure and execute highly complex transactions, including leveraged buyouts, joint ventures and divestitures.

David's community service includes assisting underprivileged persons in New York City to form their own businesses and assisting vulnerable persons to obtain protective legal name changes.

David obtained his law degree from Osgoode Hall Law School in Toronto and is a graduate of the University of Toronto, where he obtained his BSc in Human Biology and Political Science. Prior to his legal career, David served in the Canadian Army as a Field Artillery Officer, working in both full- and part-time roles.

What is your connection to SMUS?

I am an alumnus of SMUS, having graduated in 2005 as a day student after joining the Middle School in Grade 8 in 2000. I've also had the recent opportunity to serve on the Advancement Committee over the past year.

Why do you want to be on the Board of Governors of SMUS?

I benefited greatly from the well-rounded education and preparation for life that SMUS gave me. As a first-generation immigrant from South Korea, my SMUS education helped me adjust to life in Canada while giving me a global perspective from a young age; I was prepared very well to attend university academically and SMUS gave me the ability to forge meaningful friendships and professional relationships with people from a wide range of cultures. Perhaps even more importantly, SMUS prepared me to thrive in my first career in the Canadian Army in building my character through competitive sports like Senior Boys Rugby, values of which I continue to benefit from now as an attorney and a business person.

What continues to strike me as a unique facet of SMUS over similarly situated institutions is that teachers, administrators, and alumni that I have interacted with over the years consistently act in a way that preserves and grows this institution as a place that truly looks after its students and help them develop in a way that helps them best achieve their unique individual goals. Personally, I would not be the person that I am as an adult without the teachers who genuinely cared about me as a person, without the administrators who made sure I had access to financial aid, and I am very much aware of the good governance that must take place to ensure that the school continues on this path. As a business attorney with experiences in Toronto, New York and Washington, DC, I believe I have insights and experiences of a younger, energetic working professional that I can bring to benefit the Board and the school to help it continue on its journey as a special institution.



Nomination Papers

SMUS Board of Governors 2023

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

J. David Kim '05 continued

What personal and professional experience would you bring to the Board if selected?

Personally, my SMUS journey was that of a day student (Middle and Senior Schools) but one whose attendance would not have been possible without significant access to financial aid. From that perspective, I am deeply cognizant of leveling up younger people through education and the importance of financial aid to many deserving SMUS families. However, my experience serving on the Advancement Committee has given me new perspectives on the challenges of running an independent school financially to balance competing needs for resources, and I hope to contribute to the Board for the benefit of the broader school community.

Professionally, I am an attorney specializing in Mergers & Acquisitions and Private Equity. I have experiences practicing law in Toronto at the law firm of Davies, Ward, Phillips & Vineberg LLP as a young associate and in New York City at Latham & Watkins LLP, a global law firm with more than 25 offices around the world, as a senior associate on behalf of global clients to structure and execute on highly complex strategic transactions in a wide range of sectors, including Healthcare, Energy and Technology. As my clients and colleagues were globally diverse, my experience in serving clients from diverse cultures, backgrounds, ways of working and managing a team of colleagues from equally diverse backgrounds and cultures has prepared me well to voice the complex perspectives of our parental stakeholders, locally based teachers and administrators, and other stakeholders.

Today, I serve as Counsel for the Danaher Corporation, an American global Life Science and Technology innovator based in Washington, DC, where I work on our M&A team to acquire innovative companies around the world and serve as sole counsel for our

in-house VC fund investing in early-stage life science and technology start-ups and our Science & Technology groups partnering with leading academic institutions around the world. My experience working in a cutting-edge life science and technology environment as an attorney has given me insights into innovative industries at all stages of development (from academic to initial public offerings) and I am an advocate for STEAM education. From a governance perspective, our business is in a highly regulated healthcare/medical industries (data privacy, permitting and contracting) and as a principal level attorney, I regularly face issues around strategy, regulatory, finance and legal issues while navigating them to achieve business aims. I believe that my background as a young business leader can be of value to the Board for the years ahead as innovation continues to take an increasing role in education.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

The central theme of SMUS to me has been its outstanding teachers and staff and it is no surprise that SMUS has navigated the recent COVID-related challenges so well as compared to other independent schools. I strongly believe that the role of our governors is not to administer the school but to guide the planning and execution of its long term plan. Therefore, principles of good governance, which must include respect for confidentiality, observing proper lines of communication and supporting the collective decision of the Board must be central to a Board member's conduct, which I strongly support and advocate for as an attorney living these principles every day in my professional life.

Overall, I look forward to working with the Head and the Board to advance the school's Mission, Vision, and Values. They are timeless

values, as shown by the impact that the school has had on the lives of its students, and they ought to be shepherded with prudence. I am deeply cognizant of the Board's role as fiduciaries to listen to the voices of our diverse group of stakeholders to realize these values in a way that is relevant and fit for purpose of providing outstanding preparation for life.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes, I recognize the high value of a long-term plan like Floreat which outlines specific guideposts as priorities to guide the execution of the school's long-term plan. As an attorney and a business leader, I see many otherwise well-organized businesses with good leaders heading in unintended directions, make contradictory decisions and lose focus because they have no long-term plan that has been aligned with its key stakeholders. Floreat makes it clear that, among other priorities, SMUS must *prioritize instructional time*, which is supported by *robust financial performance* and realized through *investing in professional development and facilities* which attract and retain a strong student/parent community. I am also supportive of the priority placed on *opportunities for all athletes*. As a former rugby player and having represented the Canadian Army in international military competitions in fencing, athletics have enhanced my life greatly and the recent COVID challenges have only served to highlight the need for athletics at all levels to better young people's mental health challenges.

Overall, if we, as a school community can execute Floreat as intended, we will continue to strengthen our position as one of Canada's leading independent schools and continue to be a school of choice to a global student audience, which in turn will continue to improve accessibility for all students and enhance our priority on Community.



Nomination Papers

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Governors 2023

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J. David Kim '05 continued

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes, my work on the Advancement Committee has helped me recognize the interplay between fees, giving and the school's short- and long-term needs. As a younger donor and a former financial aid recipient, I believe that those of us who have benefited from giving also have a responsibility to come to the aid of today's generation of students. For the school to continue to build a diverse, vibrant student body, which is critical to preparing students for success in today's universities and global workplaces, we will always need giving to enable access and to enable the school to continue having world-class facilities and teaching in order to enhance our outreach to the wider world to build a broader community.

