

Nomination Papers

SMUS Board of
Governors 2021



St. Michaels
University School

Election of Governors to the SMUS Board
Posting Date: July 19, 2021

Current Board of Governors

ELECTED GOVERNORS

* Ms. Shelly Berlin
Mr. Kyman Chan '85 (Treasurer)
Mr. Peter Finamore '73
Ms. Ann Glazier Rothwell '85
Ms. Gillian Hayden '05
* Dr. Shannon Hill '85
Mr. David Longridge '88 (Secretary)
* Mr. Tim McGee (Chair)
Mr. Dan Sheehan (Vice-Chair)
* Mr. Anthony Souza '72
Ms. Katherine Tweedie '84

ADVISORY AND APPOINTED GOVERNORS

Mr. David Angus '62 (Past Chair and Advisory Governor)
Ms. Samantha Stone '87 (Alumni Association President)
Mr. Graeme Crothall
Mr. Mathew Geddes '93 (Faculty Representative)
Ms. Elisa Djurickovic (Parents' Auxiliary President)
The Hon. Anthony Quainton '46
Dr. Alexandra Richie '81
Mr. Tom Rigos '61
Mr. Mark Turner (Head of School)

* Terms expire at the October 2021 AGM

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Nomination Papers

SMUS Board of Governors 2021

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

Ms. Shelly Berlin



Shelly Berlin has been a certified management consultant, executive coach and entrepreneur for the past 25 years. Shelly is the Managing Partner at Berlineaton, a Victoria-based management consulting firm specializing in strategy development and execution, business process redesign, and executive coaching. Prior to cofounding Berlineaton with her husband, Richard Eaton, Shelly worked for Price Waterhouse and Andersen Consulting for eight years.

Shelly grew up in Edmonton, attended the University of Alberta, studied business in a year-long experience at Walt Disney World in Florida, then relocated to Vancouver to complete her MBA at UBC. She and Richard moved to Victoria to raise their family and build their business – consulting to the public and private sectors, and to independent schools across Canada.

Shelly brings a unique independent school expertise to the SMUS Board having worked in a consulting capacity with over 30 independent schools across Canada, primarily in strategy development and execution. Currently on the SMUS Board, Shelly is the Chair of the Strategic Planning Committee, Risk Committee, and recently became the Chair of the Advancement Committee. Shelly spent four years on the Board of Governors of St. Christopher's Montessori School, her last year as Board Chair. Shelly assisted SMUS with its first strategic plan in 1996 and played a key role in developing SMUS's current strategic plan, Floreat.

Shelly and Richard have two children who attend SMUS. Shelly enjoys running, hiking, travelling and, most of all, spending time with family and friends.

What is your connection to SMUS?

My connection to SMUS started in 1999 when our firm was first hired to assist the Board of Governors and new Head of School, Bob

Snowden to develop SMUS's strategic plan, and then for several years following in helping the school execute this strategy. In 2015, I joined the Board of Governors because of my experience in management consulting, strategy, and my ongoing work with other independent schools across Canada.

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

I have been on the Board for two of three possible terms and I would like to take the experience of these past six years and lean into the final three years by focusing on the implementation of Floreat. It is my great belief that the best way to implement a strategy at an independent school is to stay focused on what is most important – our students. The student needs to be at the centre of all decision making. This includes direct and indirect decisions. Combining six years of experience, expertise in the independent school sector, and a great love for SMUS is what I have to offer.

What personal, professional, and board-related experiences would you bring to the Board?

As noted above, I have been part of the Board for the past six years and played a key role in helping to develop the SMUS strategic plan, Floreat. On a personal level, my children are students at the school, having been part of the SMUS community since Kindergarten. Professionally, I have sat on other independent school boards, and have worked with other boards across the country. I bring to SMUS these experiences, which include having a current understanding of trends in the sector, what other schools are doing, and the challenges and opportunities they are facing. I bring this experience to my role as a Governor at SMUS and would like to continue to do so.



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Ms. Shelly Berlin continued

What is your understanding of and support for the principles of good governance as outlined on the Society webpage?

I am very supportive of the principles of good governance. I am familiar with them in my working life having delivered good governance workshops to other organizations. The role of the SMUS Board is a stewardship role, the decisions we make today need to be in light of what is best for the future of the school. Maintaining a future-focus and an objective position (which can be hard as a parent) are paramount to fulfilling these principles.

As I see it, the two most important roles of the Board are to set the strategy of the school that describes how it will fulfill the mission of the school and allow it to thrive, and to hire the Head of School. With these in place, the Board can 'govern' towards that future, staying alert to internal and external shifts that require course correction and recalibration. This allows the professionals at the school to do what they do best – run the school to the best of their ability. The checks and balances we have in place, such as the Head of School evaluation, financial and operational performance results, benchmarking, and feedback from our community and stakeholders alert us to both challenges and opportunities. Without a future focus, the Board leaves the school vulnerable to an unchartered future.

What is your understanding of, and as a Governor how would you demonstrate support for, the strategic plan, Floreat, for SMUS?

Being the Chair of the Strategic Planning Committee and working closely with our external consultants, I have a very high understanding of the intent of the strategic plan, and why the priorities are as they are. I am very confident that the process we used was thorough and the resulting plan is both ambitious and achievable. I fully support the plan and am excited to a post-pandemic world where we can focus more acutely on the strategic priorities. I recently took on the role of the Chair of the Advancement Committee to help connect the strategic priorities to our Advancement priorities. This linkage is crucial and having a deep understanding of the plan enables me to provide good leadership to the Advancement Committee.



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Mr. Doug Freeman '88



Douglas C. Freeman '88 is the President of the Global Reflections and Inclusive Leadership practice at UniWorld Group, Inc. a global, multicultural, communication and advertising firm. UWG at 51 years old is the oldest Multicultural/DEI firm in the United States, and is a WPP Company (the largest global publicly traded marketing company with 200,000 employees). Global Reflections is a sophisticated line of client offerings that provide corporations with a deep portfolio of holistic diversity and inclusion best practices, customized to the client's specific business needs. Mr. Freeman and UWG have completed diversity and inclusion projects for some of the world's leading organizations, from Disney and Major League Baseball to Morgan Stanley and the European Union Commission in Brussels.

Mr. Freeman has served as Vice Chairman of the United Nations Gender Equality Experts Panel, was named a 40Under40 business leader by the NYC Network Journal and is a former board trustee of Georgetown College (US educational partner of Regents Park College, Oxford University). He recently served on the Dean's Alumni Leadership Council at the JFK School of Government, Harvard University.

Mr. Freeman holds a Master's in Public Policy degree from the John F. Kennedy School at Harvard University, and an MBA Essentials credential from the London School of Economics, along with a Bachelor of Arts from the University of California at Berkeley. Mr. Freeman attended Harvard University on a Woodrow Wilson Fellowship, completed his graduate degree focused on International Trade and Finance, and received the top grade ("A") for his master's thesis work.

He is a three-time British Columbia Under-19 Rugby representative and was selected for the Canada Under-21 team as a Rugby All-Star. Mr. Freeman is the son of Emmy Award-winning conductor Maestro Paul Freeman, the first African American to serve as Chief Conductor of major Canadian, US and European Symphony Orchestras.

What is your connection to SMUS?

I am a 1988 graduate of SMUS who entered the school in 1982 as a sixth grader. I had the opportunity to experience life as a day student at the Junior School after spending two years at a public elementary school. Prior to this I was raised in Detroit, Michigan and attended a school from Kindergarten to Grade 3. My parents decided to place me at SMUS at age 12 because I had revealed that I was not challenged academically at my public elementary school. I was certainly incredibly happy that my parents recognized my developmental needs, as I flourished at SMUS ultimately graduating as an 'all-rounder': thriving in the arts, academics, and athletics. In the arts, I was an alto saxophone player and had the opportunity to tour Japan in my Grade 11 year, performing at locations all around the country. In my Grade 12 year, I performed the role of Judas in the musical Jesus Christ Superstar. Athletically, I played on the First XV Rugby team as a starter in both my Grade 11 and 12 years, and was the youngest player to start on the BC provincial Under 19 Rugby

team as a national winner at my first of three national championships. I was a Canadian Under 21 representative prior to a forced retirement due to injury. Academically, I was a solid A level student, and was accepted into all universities that I applied to, both in the US and Canada.

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

Related to the previous question, my connection to the school continued beyond graduation, particularly when I resided in NYC. I was fortunate enough to remain connected to SMUS staff and administration, which afforded me the opportunity to host a number of SMUS alumni events in NYC. I hosted in the range of 40 to 60 people at the Harvard Club of NYC (three occasions) and at the NY Times HQ building, where alumni were able to walk through the NY Times Pulitzer Hall of Fame and meet legendary journalists. In 2013, I was honored to receive the Distinguished Alumni Award, which was extremely special for me, and in particular my mother and father. Building on that ongoing relationship with the school, I was asked to speak in 2016 at the inaugural SMUS disruption conference, which was an amazing experience and wonderful community gathering. Following that, I was invited in 2018 to become a member of the SMUS Strategic Planning Committee, and in 2021 a member of the Equity, Diversity and Inclusion Advisory Committee. I wanted to layout the approximately 40-year pathway that my life and SMUS have maintained since entering the Junior School in 1982. Board participation to me at its core is about service to the school and its stakeholders: students, parents, staff, alumni and the community at large. I want to join the Board to help all SMUS stakeholders thrive, in service to all members of the SMUS community.

What personal, professional, and board-related experiences would you bring to the Board if selected?



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Mr. Doug Freeman continued

I have been afforded the opportunity to work with and for a number of the world's leading organizations as a strategic advisory management consultant. Over the past 25 years, I have worked with leaders in the Mayor of London's Diversity Works for London office, and have served as the Chief Diversity advisor to the European Union's Commissioner for Labour, Social Affairs and Equalities (the EU equivalent to the Minister of Labour in Canada). Currently, I lead a firm which advises three of the world's top five corporations around Equity, Diversity and Inclusion challenges and opportunities. I have built the leading global Equity, Diversity and Inclusion conference (the World Diversity Leadership Summit) which launched in Prague, Czech Republic in 2004. This thought leadership gathering brought together multinational corporations, policy makers and multi-lateral organizations, and was hosted twice at the United Nations, the IMF, and Harvard Medical School. I have served on the Board of two academic institutions: at my alma mater on the Harvard JFK School of Government's Alumni Board, as well as the Georgetown College Board. Currently, I serve on the Chicago Sinfonietta Symphony Orchestra Board, an organization that is the most diverse major symphony orchestra in the United States. In the past year, I have been invited to serve on seven publicly traded companies, ranging from 10,000 to 120,000 employees in size. I am ecstatic to join the SMUS Board because the school was a critical foundation for building my career and life.

I hope to bring the following to the Board:

- Creative Ideas with Rational Implementation: offering different or unique perspectives and ideas, but recognizing that ideas need to be feasible and doable.
- A Local and Global Perspective: a strong feel for the culture of Victoria and Vancouver Island along with insights and knowledge from experiences around the world.

- Tradition and Transformation: a commitment to the strong mores of SMUS, but with an eye toward consistent and continuous organizational improvement.
- Bold and "Bite-Sized" approaches: I strive to push organizations to think boldly and think in terms of greatness, but realize that all organizations are stretched and can only effectively implement one to two priorities yearly in an effective manner.

What is your understanding of and support for the principles of good governance as outlined on the Society webpage?

The aim of the Board is to offer at its core, oversight of the Head of School, Senior Leadership Team, support the school's Mission, and to be overseers of effective fiscal and budgetary management. All boards have a fiduciary responsibility to make solid, well-thought thorough decisions, and to effectively manage risk to the best of the Board's abilities. The role of the Board is not to intervene in the day-to-day activities of the school, but to be strong stewards of the school's traditions, support core stakeholders, guide discussions around the future, and position the school for ongoing success. Board Members are also role-models in the areas of philanthropy, service to non-profits, and service to society as a whole. Board members should represent themselves and the school with grace and dignity and should be role-modelling leadership in all avenues of work on behalf of the school.

What is your understanding of, and as a Governor how would you demonstrate support for, the strategic plan, Floreat, for SMUS?

As mentioned earlier, I had the opportunity to serve on the Strategic Planning Committee, so I have an intimate understanding of the strategic plan. I do want to note that I am

proud of my participation, and especially thankful for the opportunity to build the foundation plan for a bright SMUS future. As a member of the process, it was very important to me and my committee colleagues to get as broad a view and set of voices from as many stakeholders as possible. The Floreat plan was one of the most comprehensive data gathering efforts carried out by any independent school in Canada. It is the diversity of data points, and viewpoints that can serve as a great strength for the development of a strategic plan. The other extremely important consideration is the need to leverage our traditions yet adapt to a rapidly changing world that is dramatically impacting core SMUS stakeholders. What is the SMUS role locally, regionally, nationally and globally in our disruptive and changing world? These and other major considerations were at the heart of the plan's four strategic priorities:

- Foundation
- Preparation for Life
- Sustainability
- Community

There is a strong linkage between Foundation and Preparation for Life because students require not just educational knowledge in preparatory school, but it takes a village, post-SMUS to build a great contributor to society. SMUS is starting to continue linkages via alumni, learning, ongoing engagement to offer further support, as students navigate the complexities of life. Sustainability and Community are intertwined as well, as a focus on sustainability not just at the school but as a philosophy for contributing to society, by building not only a strong community internally, but continuing to participate and contributing to local, regional, national and global communities for life.



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Dr. Shannon Hill '85



Originally from Regina, Saskatchewan, Shannon enjoyed being among the first girls in boarding at SMUS and served as Head Girl. Shannon has a very strong affinity to the school and currently serves on the Facilities and Technology Committee and the Governance Committee.

She and her husband, Greg Southgate '84, moved back to Victoria in 2015 for their three daughters to attend SMUS. Shannon and her husband have 15 family and extended family members who have attended SMUS, most as boarding students.

Shannon earned a Bachelor of Arts in Economics from Georgetown University and a Bachelor of Law from UBC. She articulated with Lang Michener Lawrence & Shaw in Vancouver and practiced corporate and securities law before joining the in-house counsel team at Placer Dome Inc. After seven years of legal practice, Shannon returned to UBC to pursue her passion for medicine and obtained her MD. She now enjoys working as a family physician in Victoria.

What is your connection to SMUS?

I am an alumnus of the school and had the privilege of being in one of the first years of girls in boarding. I have maintained a strong connection to the school over the years. I am now a past parent, with all three of my children graduating from SMUS recently. I have served on the Board of Governors for three years, participating in the Governance Committee and the Facilities and Technology Committee.

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

Being a student in boarding at SMUS was an experience that shaped the rest of my life. I have a deep sense of gratitude and appreciation for what the school gave to me and to my children, and I feel passionate about giving back. Serving on the Board of Governors gives me the opportunity to contribute to the school and maintain the connection that I value.

What personal, professional, and board-related experiences would you bring to the Board if selected?

As a longtime alumnus, boarder, past parent and supporter of the school, I have a personal understanding of the history and culture of the school and how it has evolved over the years. My previous career in law has given me the ability to think critically, problem solve, communicate and work well on a team. My legal background is also an asset in serving on the Governance Committee. As a medical professional, I bring to the Board the qualities of strong interpersonal skills, compassion, humanism, and a desire to serve.

What is your understanding of and support for the principles of good governance as outlined on the Society webpage?

I believe that good governance is at the heart of any successful organization. I support the Board's role of governing at a policy level, with the utmost integrity, and always guided by the school's Mission, Vision and Values. More than just a set of guidelines to follow, these values have been integral in both my personal and professional life, and therefore are a natural expression of what is important to me. In exercising the roles and responsibilities of the Board, I also understand the importance of open and respectful communication with all stakeholders.

What is your understanding of, and as a Governor how would you demonstrate support for, the strategic plan, Floreat, for SMUS?

While serving my first term on the Board, I had the fortunate opportunity of participating in the creation of the strategic plan, Floreat. The plan's well thought out strategic priorities: Foundation, Preparation for Life, Sustainability and Community, will set the course for the future of the school, anchored in the central goal of student success. I am wholeheartedly committed to the promotion and implementation of this excellent plan and I will bring all of the aforementioned skills and strengths to this endeavour.



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Ms. Karen Jawl '99



Karen Jawl '99 was raised in Victoria and attended St. Michaels University School from 1987-1995. She did a Bachelor of Commerce at the University of Victoria and an MBA at the University of British Columbia. Her son Colton is a student at Junior School.

Karen has spent her career working in her family's business, Jawl Properties Ltd, and shares the Managing Director role with her brother Robert Jawl '00. Karen has extensive experience in real estate development, property management and oversees Cordova Bay Golf Course. She has previously sat on the Saanich Police Board and been involved in a volunteer capacity with a number of not-for-profits.

Outside of work Karen enjoys spending time with family and friends, taking in all the wonderful outdoor experiences offered on the west coast, doing yoga and growing veggies in her backyard.

Karen currently sits on the Facilities Committee, the Sustainability Committee and on the Campus Master Plan Steering Group in addition to parent volunteer roles at Junior School.

What is your connection to SMUS?

SMUS has been a constant in my family's life. I attended St. Michaels University School from 1987 to 1995 for Grades 1 to 8 and my younger brothers were both Lifers. My son Colton started at SMUS in Kindergarten and is now in Grade 4, he is the tenth person in our family to attend SMUS and there are likely six more children who will follow him in the coming years. SMUS has played a key role in my growth and development and has done the same for many members of my family. It is an institution I believe in deeply and feel a strong sense of commitment to.

I have been able to support SMUS through serving on the Facilities and Technology Committee for the past five years. I also sit on

the Campus Master Plan Steering Committee and the newly formed Sustainability Committee. I enjoy volunteering at Junior School on the Welcome Committee, pizza days and class field trips.

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

One of the core Values at St. Michaels University School is Service. This is a value I share, particularly when it comes to organizations and communities that I believe in and feel a sense of commitment to.

Communities like SMUS are an ecosystem. We each benefit from the ecosystem and in turn it is incumbent on us to support and contribute to it with our unique abilities and talents. My family has gained so much through SMUS and I would like the opportunity to give back to the extent I am able to. I believe at this stage in the implementation of Floreat, and particularly the Campus Master Plan, I have a skill set that can benefit the Board of Governors. I feel I can have a positive impact and aid in thoughtful, strategic and responsible decision making.

What personal, professional, and board-related experiences would you bring to the Board if selected?

I have spent my career working in and supporting the growth of my family's business Jawl Properties Ltd. I have extensive experience in real estate development and property management and have overseen a successful sustainability program. One of my strengths is leading and building strong, high functioning teams that are constantly looking ahead and striving to improve and build on past successes.

I have served in a volunteer capacity for a number of not-for-profit organizations and have also enjoyed leading some community-



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Ms. Karen Jawl continued

oriented initiatives where I have been able to take a hands-on approach. I previously sat on the Saanich Police Board for five years.

I value integrity, community and hard work. I believe in doing things the right way not the easy way. When making decisions I consider the short-, medium- and long-term impacts. I believe these personal values and beliefs align quite well with a number of key principles noted in Floreat and accordingly would position me well to contribute effectively to the Board of Governors.

What is your understanding of and support for the principles of good governance as outlined on the Society webpage?

My understanding is that the Board of Governors' role is to provide high level oversight and stewardship of the school. This means ensuring it is achieving the lofty goals of its Vision and Mission statements and doing so in a manner that is consistent with the school's core values. The school has codified this in Floreat and Governors now have this document as a roadmap to direct their efforts as we approach 2030.

It is clear that the Board's role is one of oversight not administration. The school has a highly capable leadership team and the bounds of the Board's role should be honoured and respected to ensure our leadership team have the freedom to utilize their own deep expertise and talent to the benefit of the school.

Success and longevity for all institutions and organizations is rooted in financial viability. The Board is ultimately responsible for the fiscal wellbeing of the school and ensuring that all funds, be it tuition fees or donations are used effectively, efficiently and responsibly through the annual budget review and capital allocation processes.

In executing their duties, the Board of Governors needs to evaluate the short-, medium- and long-term implications of their decisions and consider the perspectives of various stakeholders. SMUS has a long and deep history and it is incumbent on the Board to steward the school in such a manner that continues to build upon the efforts of past Board members. Similarly, the Board needs to prepare the school to transition to future generations as a robust and well-prepared institution ready to navigate whatever challenges lay ahead.

What is your understanding of, and as a Governor how would you demonstrate support for, the strategic plan, Floreat, for SMUS?

The Floreat Strategic Plan provides the high-level road map for the Board of Governors and Senior Leadership Team. It speaks clearly to the guiding principles and key objectives of the school and helps to support the alignment of individual efforts toward community goals.

The line that resonates most with me is the notion of giving students an "outstanding preparation for life." Raising children to flourish as adults goes so far beyond an academic education, particularly in an era of such rapid change and disruption. Exposing children to new ways of thinking, helping them build strong character, teaching them to navigate novel and challenging circumstances – it is these skills paired with a strong academic foundation that will prepare students to lead successful and meaningful lives in whatever way they choose to define those terms.

I support the tenants of Floreat and as a Governor would commit to doing my best to see it carried out and honored. I believe I would be able to add expertise in the physical manifestation of the Campus Master Plan given my background in real estate development. I also have extensive experience in built form sustainability initiatives and believe in the synergies that can be achieved in finding outcomes that are sustainable from both an environmental and economic perspective.



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Mr. Anthony Souza '72



Tony retired after a 41 year career in finance and banking mostly spent with Citibank and Standard Chartered Bank both in Hong Kong and in Europe, North Africa, the Middle East and North Asia (Japan and Korea). Since retiring Tony has focused some of his time in serving as a General Committee Member of the Hong Kong Club, the Shek O Country Club and the Club Lusitano. He also serves as a Director of two Charities: the Portuguese Education and Welfare Foundation and Socorros Mutos. Tony was appointed as a Voting Member of the Hong Kong Jockey Club which oversees the running of the Club and is the only licensed gambling operation in Hong Kong. He now also serves in that capacity as an Honorary Judge for designated race meetings in Hong Kong.

Since retirement, Tony has accepted a number of advisory roles including: Advisor to the Chairman/CEO of JP Morgan Asia and their Asia Pacific Management Board. He also advises Barings Private Equity Asia, a multi-billion fund with a large focus on Asia, he advises the Board of Hayco, a leading manufacturer of FMCG products, and he advises Executive Access, a leading Hong Kong-based search firm.

.What is your connection to SMUS?

I am a graduate of SMUS of 1972, as such, I attended both University School and graduated from the first class graduating as SMUS. I've also served both as an Advisory Governor and for the past three years as an elected Governor. My connection in this regard has totalled over 20 years.

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

I have sought to serve the school partly because I enjoyed my time at US/SMUS but also because I feel I can add some value in representing views of the alumni in Asia

and the fact that my background offers some support to both Advancement and investment.

What personal, professional, and board-related experiences would you bring to the Board if selected?

My background in Asia (having lived in three of the countries represented by boarders) and my background in finance, philanthropy and boards have some resonance with the requirements of our SMUS Board.

What is your understanding of and support for the principles of good governance as outlined on the Society webpage?

I support good governance as outlined on our Society webpage but that's easy to say. In fact, boards and directors have a responsibility to each of our constituents, our students, our families, our teachers, our alumni and our regulators to conduct our business with transparency and in their overall interests and to provide guidance and aegis but definitively not management for the school.

What is your understanding of, and as a Governor how would you demonstrate support for, the strategic plan, Floreat, for SMUS?

As an incumbent Board member, I have supported the Floreat Strategic Plan which is also part of our collective responsibility. I have also been a member of the Advancement Committee, the Risk Committee, and the Vivat Foundation. As a matter of record, I have personally contributed for over 20 years to our school's Annual Appeal because I have personally believed in many of our objectives in bringing the school to where we are today.

