



**36th Annual
General Meeting**

September 30, 2016

PRESIDENT'S MESSAGE

Annual Report 2015-16

Dear members and friends of Redeemer University College;

I am pleased to invite you to our Annual General Meeting on Friday, September 30, 2016.

As in the past few years, Redeemer experienced an enrolment decline during the 2015-16 year, which has again required that we make budget reductions and eliminate several positions. These enrolment challenges are similar to many other universities. Based on improved data and forecasting capability, we have reason to expect that our enrolment will "bottom out" in 2017-18 and to anticipate slow growth in subsequent years.

In the face of these challenges, our goal has been to ensure Redeemer's long-term sustainability while also preserving its mission and identity as offering university education from a Christ-centred, Reformational perspective. I am grateful to God that, as you will see in the following report, we have been able to contain our expenses while, with the help of specially-designated donations, we again were able to significantly reduce our debt and support the new initiatives of our "Redeemer 2020" plan.

Finally, as you also may know, I will be leaving Redeemer after October 31. It has been my honour to serve with you, and I am profoundly grateful for the confidence and support that you have shown to me during these past six years. I pray and trust that our members, supporters, governors, faculty, and staff will continue in unity to vigorously pursue Redeemer's mission, and that God will bless these efforts richly for the sake of His transforming kingdom in Canada and around the world.

Thank-you to all! We look forward to seeing you at our AGM.

A handwritten signature in black ink, appearing to read 'H. Krygsman', with a long horizontal line extending to the right.

Dr Hubert R. Krygsman

CHAIR'S MESSAGE

Annual Report 2015-16

Redeemer University College, with its challenges, continues with the blessings of the Lord each year. The institution is singular in its existence and what it offers. Time and familiarity may cause us to lose sight of this from time to time. Challenges and hard decisions may lead to concerns and doubts – so the AGM is the timely and annual opportunity to refocus and remind ourselves of the mission and visions of RUC and what we all must do to have it flourish.

The past year has seen a mix of challenges - and yet there is much to celebrate. Our online 2015-2016 Annual Report provides you with the necessary detail in that regard.

What was most material over the last year was the agreement of the Board and the President, Dr. Hubert Krygsman, to go separate ways. As Board we wish to commend and recognize the dedication, passion and gifts that Hubert has brought to the RUC community. His servant heart and grace are quite evident. At the AGM we will set aside some time to specifically recognize and honour Dr. Krygsman for his service and contributions – and we specifically would invite you to join us for that time.

RUC as an intentional and unabashed Reformational institution should hold a most unique and influential role in our community and in the broader society. As Board we are challenging ourselves to fully understand and embrace the mission and vision of the institution and to demonstrate the right leadership to have that fully land in the classrooms and the communities where the teaching, serving and conversations are happening.

All of this is of course, as the Lord wills. With deep thankfulness to the Lord God who has guided and blessed us to this time we seek your continued support and prayers as we labour together. We look forward to meeting you at the AGM.


Karl J. Veldkamp

GOVERNING BODIES

SENIOR ADMINISTRATORS

Dr. Hubert R. Krygsman, *President*

Dr. Kyle Spyksma, *Acting Vice President, Academic & Dean of Sciences & Co-Dean of Humanities*

Mr. Fred Verwoerd, *Vice President, Administration & Finance*

Dr. David Zietsma, *Vice President, Marketing & Enrolment*

Prof. Susan Van Weelden, *Dean of Social Sciences & Co-Dean of Humanities*

Dr. Karen Cornies, *Dean of Students*

SENATE

EX OFFICIO MEMBERS

Dr. Hubert R. Krygsman*, *Chair*

Dr. Kyle Spyksma*, *Vice Chair, Acting VP, Academic, Dean of Sciences and Co-Dean of Humanities*

Dr. Deborah C. Bowen (2017-2)*, *Secretary and Professor of English*

Prof. Susan Van Weelden, *Dean of Social Sciences and Co-Dean of Humanities*

Ms. Kim Lammers '06, *Registrar & Recording Secretary and Resource*

FACULTY MEMBERS

Dr. Christina Belcher, *Co-Chair, Professor of Education (2016-1)*

Dr. Edward Berkelaar, *Associate Professor of Chemistry/Environmental Science (2016-1)*

Dr. Gene Haas, *Professor of Religion & Theology (2016-2)*

Dr. Robert Joustra, *Assistant Professor of International Studies (2018-1)*

Prof. Brenda Stephenson, *Associate Professor of Psychology (2018-2)*

EXTERNAL FACULTY MEMBERS

Dr. Michael Knowles, *Professor, George Franklin Hurlburt Chair of Preaching, McMaster Divinity College (2016-1)*

Dr. Daniel Machiela, *Associate Professor of Religious Studies, McMaster University (2016-2)*

Dr. Ian Bruce*, *Associate Professor of Electrical & Computer Engineering, McMaster University (2017-2)*

Dr. Roelof (Rudy) Eikelboom, *Professor of Psychology, Faculty of Science, Wilfrid Laurier University (2018-1)*

BOARD OF GOVERNORS MEMBERS

Rev. Phil Apoll*

Mr. Jason Schouten

ALUMNI MEMBER

Mr. Doug Sikkema* (2018-1)

STUDENT MEMBER

Mr. Jonathan Van Santen, '16

*Member of the Senate Executive Committee for 2015/16

BOARD OF GOVERNORS

ALUMNI ASSOCIATION SEAT

Mr. Lloyd Rang '89 (2018-1), Alumni Association

CLASSICAL SEATS

(Christian Reformed and Reformed)

Mr. Shiao Chong (2016-2), Classis Toronto

Rev. Dr. MeineVeldman (2016-1), Classis Ontario of the Reformed Church

Rev. Paul Vanden Brink '97* (2017-2), Classis Hamilton

Rev. Andrew Zomerma '00 (2017#), Classis Hamilton

Mr. John Buma (2017#), Classis Niagara

Rev. Phil Apoll (2015#, 2018-1), Classis Chatham

Rev. Sid Ypma '97 (2018-1), Classis Eastern Canada

Dr. Hazel R. Lynn* (2015#, 2018-1), Classis Huron

Mr. Michael Zwier (2018-1), Classis Quinte

PRINCIPALS' ASSOCIATION SEATS

Mr. Jason Schouten '04* (2016-1), Bluewater, Vice Chair

Vacant (2017#), Toronto District

Mr. Ralph Pot '94* (2017-1), Grand Region

Mrs. Bonnie Desjardins (2017#), Grand Region

Mr. Gary Postma (2018-2), Seaway Valley

MEMBERSHIP SEATS

Mr. Charlie Fluit* (2010#, 2016-2), Past Chair

Mrs. Shirley Vandenberg* (2016-2)

Mrs. Betty Vanden Ende (2013#, 2016-1)

Mr. Stephen Witteveen '95 (2016-1)

Mr. Karl J. Veldkamp* (2017-2), Chair

Mr. Wilmar Bakker* (2017-2)

Mr. John Van Huizen (2014#, 2017-1)

Mrs. Liz Tolkamp (2017-1)

Dr. Alezandre Dauphin (2012#, 2018-2)

Vacant (2018-1#)

+Resigned

#Vacant Seat

*Member of the Executive Committee for 2015/16

36TH ANNUAL GENERAL MEETING

Friday, September 30, 2016 at 6:00 pm

Dear Supporting Members,

The Board of Governors of Redeemer University College invites all members in good standing to attend the thirty-sixth Annual General Meeting of the supporting members. The meeting will be held Friday, September 30, 2016 at 6:00 PM in the Dining Hall at Redeemer University College. The Membership is invited to nominate members to serve on the Board of Governors for future years.

Registration and Reception starts at 5:00 PM in the Commons, followed by the AGM and the President's Appreciation Dinner at 6:00 PM.

Please RSVP to the Office of the President by Friday, September 16, 2016 at 1-877-779-0913 x4208 or <mbeukes@redeemer.ca> if you plan to join us for the AGM and dinner.

Should you be unable to attend the Annual General Meeting, the by-laws make special provision enabling members to vote for Board of Governors and Senate nominees provided that the supplied ballot is signed and delivered to Redeemer University College prior to the time of the meeting. Please note, however, that this privilege does not extend to the other items on the agenda.

We look forward to seeing you on September 30, 2016.

In Christ's Service,


Karl J. Veldkamp
Chair, Board of Governors

SCHEDULE OF EVENTS

Friday, September 30, 2016 at Redeemer University College

5:00 pm **Registration**

6:00 pm **Annual General Meeting & President's Appreciation Dinner**

AGENDA

1. Opening
2. Ratify actions taken at the October 3, 2015 AGM
3. Approval of minutes of October 3, 2015
4. Appointment of Balloting Committee
5. Board of Governors and Senate Elections
6. Annual Report
7. Financial Report
8. Appointment of Auditors
9. Acceptance of 2016-2017 Budget
10. Recognition of retiring Board members
11. Recognition of the President, Dr. Hubert R. Krygsman
12. New Business
13. Adjournment

RESOLUTIONS

1. BE IT RESOLVED THAT the actions taken at the October 3, 2015 AGM be ratified.
2. BE IT RESOLVED THAT the minutes of the meeting of the supporting members held on October 3, 2015, as printed in the agenda, are hereby adopted.
3. BE IT RESOLVED THAT the Balloting Committee as presented be approved.
4. BE IT RESOLVED THAT the Annual Report as presented with the agenda be received for information.
5. BE IT RESOLVED THAT the summary financial statements and auditors' report attached thereto, as presented to the supporting members with the agenda, be received for information.
6. BE IT RESOLVED THAT the membership approve the auditors (KPMG) recommended by the Board for the fiscal year ending April 30, 2017, and remuneration thereof to be determined by the Board.
7. BE IT RESOLVED THAT the budget for the fiscal year ending April 30, 2017, as presented to the supporting members in the agenda, be received for information.
8. BE IT RESOLVED THAT the Balloting Committee be and is hereby authorized to destroy the ballots for election of the Board members and the Senate members.

MINUTES OF THE THIRTY-FIFTH ANNUAL MEMBERSHIP MEETING OF REDEEMER UNIVERSITY COLLEGE

Saturday, October 3, 2015

1. Opening

- 1.1 C Fluit, Chair, called the meeting to order and opened the meeting with scripture reading from Psalm 127 and prayer.
- 1.2 73 supporting members attended the Annual General Meeting.

2. Approval of minutes of October 4, 2014

- 2.1 **Motion: Be it resolved that the minutes of the meeting of the supporting members held on October 4, 2014, as printed in the agenda, are hereby adopted.**
Moved: W Bakker; seconded: S Witteveen; carried.

3. Appointment of the Balloting Committee

- 3.1 Magda Beukes, Tracy Van Dijk and Valerie Louter were appointed on the Balloting Committee.
- 3.2 **Motion: Be it resolved that the Balloting Committee as presented be approved.**
Moved: J Schouten; seconded: S Chong; carried.

4. Board of Governors and Senate election

- 4.1 The nominees for the Board of Governors and Senate were introduced to the membership and the election for Board and Senate members took place.

5. Annual Report

- 5.1 Dr. Krygsman presented several highlights from the 2014/15 Annual Report.
- 5.2 **Motion: Be it resolved that the Annual Report, as presented with the agenda, be received for information.**
Moved: H Proper; seconded: B Elisen; carried.

6. Financial Report

- 6.1 Fred Verwoerd, Vice President, Administration & Finance, reviewed the financial statements and noted that hard copies of the financial statements are available at the meeting and electronic copies are also available upon request.
- 6.2 Questions were addressed.
- 6.3 **Motion: Be it resolved that the summary financial statements and auditors' report attached thereto, as presented to the supporting members with the agenda, be received for information.**
Moved: B Smouter; seconded: H Lynn; carried.

7. Appointment of Auditors

7.1 The Board is pleased with the results of KPMG as Redeemer University College's auditors.

7.2 **Motion: Be it resolved that the membership approve the auditors as recommended by the Board.**

Moved: W Bylsma; seconded: B Elisen; carried.

8. Acceptance of the 2015-16 Budget

8.1 Fred Verwoerd, Vice President, Administration & Finance, presented the 2015-16 Budget.

8.2 Questions were addressed.

8.3 **Motion: Be it resolved that the budget for the fiscal year ending April 30, 2016, as presented to the supporting members in the agenda, be received for information.**

Moved: E Hartemink; seconded: W Bakker; carried.

9. Recognition of retiring Board members

9.1 Wybe Bylsma and Paul Vanden Brink were thanked for their time served on the Board and the Chair and President presented them with a framed certificate and pen & pencil-set as token of appreciation.

9.2 Although not able to attend, Stuart Admiral, Brian Harskamp, Maarten Van Oord, Bonnie Moore and Kate Vahrmeyer were thanked for their time served on the Board.

10. Result of Balloting

10.1 The following members were elected to the Board of Governors: Lloyd Rang (Alumni Association), Dr Hazel Lynn (Classis Huron), Rev. Sid Ypma (Classis Eastern Canada), Rev. Phil Apoll (Classis Chatham), Michael Zwier (Classis Quinte), Gary Postma (Seaway Valley Principals' Association) and Dr. Alezandre Dauphin (Membership).

10.2 The following member was elected to the Senate: Dr. Rudy Eikelboom.

10.3 **Motion: Be it resolved that the Balloting Committee be and is hereby authorized to destroy the ballots for election of the Board members and the Senate member.**

Moved: W Dean; seconded: J Schouten; carried.

11. New Business

11.1 The President, Dr. Hubert Krygsman, presented the "**Redeemer 2020: Progress and Next Steps**".

11.2 Questions regarding the changes to the Core Curriculum were addressed.

12. Adjournment

12.1 C Fluit closed in prayer.

12.2 The Annual General Meeting was adjourned at 4:45 PM.

NOMINEES FOR THE BOARD OF GOVERNORS

Mrs. Bonnie Desjardins* has completed one year of a vacated seat as the Grand Region Principals' Association's nominee. She obtained a B. Ed. from Dordt College and is the Principal at John Knox Christian School in Stoney Creek. She has been actively involved in Christian education for her entire life as student, teacher, principal and parent. Bonnie has been a deacon of church council in the past and presently serves on the Board of Evergreen Terrace and is a member on the Education Committee. Bonnie and her husband Chris have one married daughter and a grandson and attend Mountainview CRC in Grimsby.

Rev. A Zomeran* has completed one year of a vacated seat as Classis Hamilton's nominee. Andrew obtained his B.A. from Redeemer University College in 2000 and his Masters of Divinity from Calvin Seminary in 2009 and serves as the associate pastor at Hope CRC in Brantford. He has served multiple years on church council and is involved with mission outreach, youth group, worship, education, consistory and the building committee. He volunteers as the basketball and volleyball coach at the local Christian school. Andrew and his wife Ingrid have three children.

Mr. John Buma* has completed one year of a vacated seat as Classis Niagara's nominee. He obtained an M.A. from the University of Western Ontario; a Diploma in Clinical Administration; and Certificates in Long Term Care Administration and the Essentials of Governance for Non Profit Corporations. John has recently retired as the CEO of Albright Centre in Beamsville in the Niagara Peninsula. He and his wife, Joan, have three children and six grandchildren and live in Grimsby where they attend Mountainview CRC. John has previously served on the Board of Governors at Redeemer University College and on various committees of local Christian schools, and on the board of the Ontario Association of Non Profit Homes and Services for Seniors.

Rev. Dr. Meine Veldman* has completed his first three-year term on the Board of Governors as the nominee for Classis Ontario of the RCA. He obtained a B.A. in Philosophy and Religious Studies ('97) (University of Waterloo), a Masters of Theological Studies ('00) (Conrad Grebel College University, Waterloo) and a Ph.D. in Theology ('09) (University of Toronto). He has served as Pastor of L'Église Réformée de Laval and North Shore Reformed Church and serves as a member of the School Board of Académie Chrétienne la Rive Nord. This is one of the few Christian schools in Quebec. At present Dr. Veldman occupies the Chair of Systematic Theology in the Reformed tradition at the Faculté Théologie Évangélique, Montreal, (affiliated with University of Acadia). He was officially installed into this position by the Reformed Church of America, Classis Ontario as a specialized ministry. Just recently he has also become the academic dean of the Faculté de Théologie Évangélique. He lectures primarily in French. He and his wife Esther have seven children and are members of the Reformed Church of America, Woodstock in Ontario. They worship in an evangelical church in Laval in Quebec, where they reside.

Mr. Jason Schouten* has completed his first three-year term as the nominee for the Bluewater Principals' Association and has served on the Executive Committee for two years and as Vice Chair for the past year. He has also served on Senate for the past year. He obtained a B.A. (Hon) ('04) from Redeemer University College and B. Ed. from St. Francis Xavier in Nova Scotia. He is a Principal at St. Thomas Community Christian School. Jason is also working towards completing his Master of Arts in Education Studies at Western University. He and his wife Karen have three children and attend the Fellowship Christian Reformed Church in St. Thomas.

Mrs. Liza Davis graduated with a Bachelor Honour of Commerce and is a Chartered Professional Accountant (CPA, CGA). She currently works as a Controller at John Brooks Company Limited in Mississauga. She is married to Chris who graduated from Redeemer University College in 1997. They have two children, Joshua and Gabriel, and are members of the Community CRC of Meadowvale. She has served as a youth leader in her church and as Treasurer since 2009. She has also served as a member of the Halton Hills Christian School Board from 2012-2015 and on the Development Committee from 2007-2014. They love to camp as a family and on weekends you will find Liza in a ball hockey arena cheering on her boys.

Mr. Allen Bron graduated with a Bachelor in Education from Calvin College and is the Principal at Trenton Christian School. He has served as chair for two Christian Reformed churches in Thunder Bay and Charlottetown, PEI, board member for Habitat for Humanity in Sarnia, and Advisory Board member of Highland Shores CAS. Allen served as a part-time Health and Physical Education Instructor, as well as the Redeemer College Hockey Coach for the 1984/85 season. He is married to Brenda and they have four children and five grandchildren. Allen and his wife are members of the Ebenezer Christian Reformed Church in Trenton, Ontario.

NOMINEES FOR SENATE

Dr. Michael Knowles* has completed his first three-year term on Senate. He holds a Th.D. and M.Div. from Wycliffe College at the University of Toronto. Dr. Knowles' research interests include New Testament models for preaching, the gospel of Matthew, and Pauline spirituality. Dr. Knowles is a professor at the McMaster Divinity College and since 1997 he has held the position of George Franklin Hurlburt Chair of Preaching. He teaches courses in ministry and biblical studies in a way that seeks to integrate sound biblical exegesis, Christian spirituality and practical application for the life and ministry of the Christian community. Dr. Knowles has been ordained in the Anglican Church of Canada since 1982 and is currently on staff at St. Paul's (Westdale) Anglican Church in Hamilton.

Dr. Aaron Schat is currently Associate Professor of Organizational Behaviour and Human Resources Management at McMaster University's DeGroote School of Business. He received a B.A. (Honours Psychology, Business Minor) from Redeemer University College and an M.A. and Ph.D. in Industrial-Organizational Psychology from the University of Guelph. At McMaster, Dr. Schat has served as Chair of the Human Resources and Management Area, a member of Senate, and on various committees. He has also served as the alumni representative on Redeemer's Board of Governors and as a member of Redeemer's Senate. Aaron and his wife, Kim, and their four children live near Ancaster and attend First Hamilton Christian Reformed Church, where Aaron has also served as an elder and chair of council.

* incumbent

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT APRIL 30, 2016

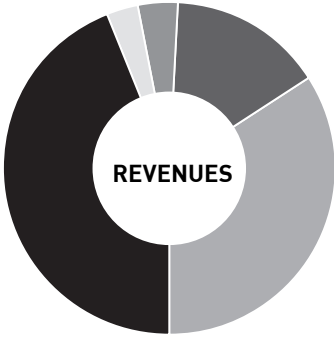
(in thousands of dollars)

	2016 \$	2015 \$
Current assets	8,652	5,555
Restricted investments & assets	5,047	5,101
Capital assets, net	53,812	55,114
Other assets (student loans)	236	289
Total assets	67,747	66,059
Current liabilities & current portion of long-term debt	5,506	6,288
Deferred contributions	873	1,084
Deferred capital contributions	13,220	13,847
Long-term debt (loans & bonds)	18,747	19,347
Total liabilities	38,346	40,566
Unrestricted net assets	-7,493	-6,730
Endowments	4,897	4,951
Internally Restricted	5,090	0
Investment in capital assets	26,907	27,272
Net assets	29,401	25,493
Net balance	67,747	66,059

CONDENSED STATEMENT OF OPERATIONS FOR THE YEAR ENDED APRIL 30, 2016

(in thousands of dollars)

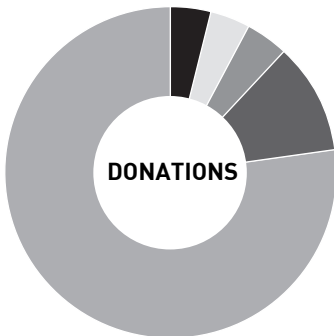
REVENUES	Actual 2014/15 \$	Budget 2015/16 \$	Actual 2015/16 \$	Variance 2015/16 \$	Budget 2016/17 \$
Tuition & fees	11,429	11,258	10,695	-563	10,652
Donations	6,718	6,069	8,316	2,247	5,884
Campus Services & housing fees	3,781	3,490	3,752	262	3,707
Other (grants & fees)	814	651	695	44	651
Restricted revenues	985	690	1,038	348	781
	23,727	22,158	24,496	2,338	21,675
EXPENSES					
Instruction & Research	5,111	5,422	4,985	-437	5,153
Library & Information Technology	1,607	1,540	1,612	72	1,551
Administration & Physical Plant	3,656	3,972	3,912	-60	3,512
Student Development	2,964	2,663	2,579	-84	2,487
Advancement	1,808	2,540	2,212	-328	2,349
Campus Services	2,899	2,810	2,793	-17	2,884
Debt servicing	587	621	548	-73	523
Restricted fund expenses	1,050	727	1,099	372	751
	19,682	20,295	19,740	-555	19,210
Excess of revenues over expenses before the following:	4,045	1,863	4,756	2,893	2,465
Amortization of deferred capital contributions	685	769	648	-121	618
Amortization of capital assets	-1,776	-1,859	-1,791	68	-1,784
Loss on sale of land	0		0	0	
Loss on disposal of assets	-5		-15	-15	
Proceeds from a trust	744		364	364	
Excess of revenues over expenses	3,693	773	3,962	3,189	1,299



TUITION & FEES • **44%**
 OTHER (GRANTS & FEES) • **3%**
 RESTRICTED REVENUES • **4%**
 CAMPUS SERVICES & HOUSING FEES • **15%**
 DONATIONS * **34%**



STUDENT DEVELOPMENT • **13%**
 ADVANCEMENT • **11%**
 CAMPUS SERVICES • **14%**
 DEBT SERVICING • **3%**
 RESTRICTED FUND EXPENSES • **6%**
 INSTRUCTION & RESEARCH • **25%**
 ADMINISTRATION & PHYSICAL PLANT • **20%**
 LIBRARY & INFORMATION TECHNOLOGY • **8%**



BUSINESSES • **4%**
 NOT-FOR-PROFITS • **4%**
 FOUNDATIONS • **4%**
 CHURCHES • **11%**
 INDIVIDUALS • **77%**

BALLOT FOR THE BOARD OF GOVERNORS AND SENATE

For each nominee on the ballot you are requested to make a selection. Please mark the “yes” or “no” box beside the single nomination.

If you are unable to attend the annual meeting on **Friday, September 30, 2016** you may send your completed ballot to Redeemer University College to the attention of the President’s Office. In accordance with the by-laws, all mailed or delivered ballots must be signed to be valid.

NOMINEES FOR THE BOARD OF GOVERNORS		
Classis Niagara		
John Buma*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Classis Hamilton		
Andrew Zommerman*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Classis Ontario of RCA		
Meine Veldman*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Grand Region Principals’ Association		
Bonnie Desjardins*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Seaway Valley Principals’ Association		
Allen Bron	Y <input type="checkbox"/>	N <input type="checkbox"/>
Bluewater Principals’ Association		
Jason Schouten*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Membership		
Liza Davis	Y <input type="checkbox"/>	N <input type="checkbox"/>
NOMINEES FOR SENATE		
Dr. Michael Knowles*	Y <input type="checkbox"/>	N <input type="checkbox"/>
Dr. Aaron Schat.....	Y <input type="checkbox"/>	N <input type="checkbox"/>

*incumbent

I am a member in good standing of Redeemer University College and wish to vote in absentia.

Name
(please print)

Signature

Date

For more information, view the
2015-2016 Annual Report online at
redeemer.ca/annual-report



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