



**Campus Master Planning Committee
Project Charter
2023-2024**

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PROJECT TEAM

Senior Leadership Team Sponsors

Carol Ann MacGregor

Saphron Moule

Chair

Jim Robson, Director, Facilities

Members

Serena Catania, Registrar

John Arnou, Student Affairs

Melissa Carvalhal, Business Operations

Paul Smith, Alumni

Diana Lobb, Faculty

Cristina Vanin, Faculty

Michelle Atkin, Library

Resource Members

Karen Radcliffe, Finance

Hayley Winters, Advancement

Ashish Bhagat, IT

Jaime Philip, Communications

Students' Union

Secretary

Anna Bera

1.0 Background

St. Jerome's University is a public Roman Catholic university federated with the University of Waterloo.

As a Catholic university, we are mission-centered in our deep commitment to learning and academic excellence, and to upholding the principles of academic freedom. As a university, we wish to educate our students to become "informed, courageous citizens who have the humility to work together for the common good and the courage to lead by example to build a more just society."

[\(St. Jerome's University, Mission, Vision, & History\)](#)

Living our mission and achieving our vision requires that St. Jerome's University has the physical space to allow us to do so.

1.1 Campus Master Plan Vision

Building upon the vision of SJU, the committee aspires to develop a master plan which reflects SJU's commitment to providing the broader SJU community with physical spaces to work, learn, and live.

1.2 Campus Master Plan Mission

The St. Jerome's University Campus Master Plan is the collective result of broad consultations with various stakeholders and experts, and of the leveraged experience and expertise of the Campus Master Planning Committee's diverse membership. The outcome of the committee's work is a Campus Master Plan that supports our academic and operational goals and ensures the long-term success of St. Jerome's University.

2. Purpose

The purpose of the Campus Master Planning Committee is to develop a plan which allows to:

- Determine how we will develop and use our spaces over the next 25 years and beyond.
- Make recommendations to the Board of Governors to help inform their oversight of:
 - University buildings,
 - Facilities, and
 - Infrastructure

The purpose of these recommendations is to enable St. Jerome's University to meet the educational, environmental, social, cultural, and economic needs of its various stakeholders.

To complete this task, the Committee will collect information, develop options based on that information, and make recommendations to the Board of Governors which guides them in setting their priorities for facility and infrastructure development, which are in line with the University's mandate, strategic vision, and relevant policies and procedures.

3. Delegated Authority

The Committee will make recommendations with respect to the following:

- Strategic direction for the development of the University's facilities
- Acquisition, construction, and maintenance of buildings, facilities, and infrastructure on the University campus
- Development of future policies affecting facilities and/or property matters.

The Committee Chair or designate will have the authority to engage with consultants and to lead various Committee projects related to Campus Master Planning. Likewise, on the advice of the Committee, the Committee Chair shall seek to obtain external independent legal or professional advice as considered necessary to assist the Committee in carrying out its duties.

4. Membership:

The Campus Master Planning Committee shall be chaired by the Director of Facilities who is a voting member, and consist of the following voting members:

- 2 Members from the Faculty
- 1 Member from Student Affairs
- 1 Member from the Alumni Association
- 1 Member from the St. Jerome's University Library
- 1 Member from the Registrar's Office
- 1 Member from Business Operations

In addition, the Committee will draw upon a number of resource members from Finance, Communications, Advancement, Information Technology, and the Student Union.

5. Term of Office

The term of office for all members of the Committee shall be 15 months commencing Winter 2023.

6. Quorum

The quorum shall consist of a simple majority of voting members.

7. Expected Conduct

Committee members are responsible for:

- Collaborating and contributing to upholding the vision, mission, and purpose of the team.
- Abiding by the team operating agreements in the completion of the projects.
- Identifying project requirements and needs and contributing effectively to support each other for the team's success.
- Openly communicate their needs to the rest of the team and seek support when needed.
- Committing to the utmost quality of work and delivering the best outcome.

The Committee Operating Agreements are:

- Each committee member recognizes they will have access to university documents and information that may be confidential in nature and should be held in confidence.
- Each committee member plays an equal and active role.
- Each committee member brings a unique skillset and area of expertise to the team.
- As a committee, we are committed to shaping a collegial environment that fosters learning through the open sharing of thoughts and opinions.
- Committee members need to be cognizant of their own personal biases / priorities and operate in the best interest of St. Jerome's.
- Committee members will work towards building a culture where trust and transparency act as guiding principles within the committee.
- Committee members will remain respectful in all communications and encourage strategic thinking within the group.
- Each committee member is responsible for meeting agreed upon deadlines; in the event of delays, each member agrees to reach out to the team for assistance to avoid project delays.
- We will do our best to make decisions by consensus. When consensus cannot be reached and items need to be moved forward, the committee will seek a majority vote with attendance based on quorum.
- Committee decision making and voting are to be confidential and held in confidence.

8. Responsibilities

The Campus Master Planning Committee is responsible for advising and making recommendations to the Board of Governors on matters which pertain to campus planning including:

- Recommendations to the Board of Governors major capital projects, including the project plans and associated business plans and budgets for consideration and final approval by the Board of Governors.
- Receive reports and updates from the administration on the status of existing projects and plans for new projects.

- Give strategic direction on overall design concepts and preliminary design concepts for major capital projects.
- Review project cost estimates, revenue sources, and/or funding strategies
- Review and provide direction on the strategic facility and campus planning issues.

9. Deliverables

The Campus Master Planning Committee’s deliverables are as follows:

Winter 2023: Phase 1

Project Initiation and Scoping

Deliverables	Subgroup	Resource
1. Project Charter	Michelle, John, Melissa	Jim
2. Communication Plan		Jaime
3. Base Map		Jim
4. Workplan		

Spring 2023: Phase 2

Current State Analysis

Deliverables	Subgroup	Resource
5. Campus Surveys		
6. Goals & Guiding Principles		
7. Challenges & Opportunities		

Fall 2023: Phase 3

Long-Term Vision, Framework

Deliverables	Subgroup	Resource
8. Development Framework		
9. Vision Planning		

Winter 2024: Phase 4

Draft Recommendation

Deliverables	Subgroup	Resource
10. Master Plan Options		
11. Planning Approvals		
12. Draft Plan		

Spring 2024: Phase 5

Final Plan and Implementation

Deliverables	Subgroup	Resource
13. Final Master Plan		
