

October 27, 2015

To All Members of the USMC Community:

**AN INVITATION TO CONTRIBUTE**

We are currently conducting a review of the office of Principal at the University of St. Michael's College. This is standard procedure when a Principal reaches the final year of his or her 5-year term. Because our current Principal, Domenico Pietropaolo, has indicated that he does not wish to be considered for a 2<sup>nd</sup> term, the results of our review will be particularly useful to us in selecting a new Principal, and will certainly help him or her in charting a way forward.

I have posed 3 over-arching (and inter-related) questions to set the context of the review, and have asked 3 members of the review team (membership attached) to help summarize our thinking around them once we have had a chance to hear from a range of people in our community.

The first question is about our Catholic mission: To what extent are we fully living up to our mission to be a centre for Catholic intellectual life in the University of Toronto? And if we are falling short of that in any respect, how can we remedy that problem? I have asked Professor David Novak, Department of Religion and Philosophy, University of Toronto to facilitate and summarize this discussion.

The second question relates to the distinctiveness of our academic programs: To what extent do they reflect our mission, helping to define the unique academic and collegiate identity that was the original intent of federation? Again, if we are falling short in any way, how do we remedy this? I have asked Professor Elizabeth Smyth, Vice-Dean (Programs), School of Graduate Studies, to facilitate and summarize this discussion.

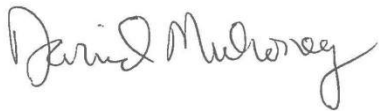
The third question relates to student experience: To what extent does student life at St. Michael's reflect our Catholic mission? Is there distinctiveness to the life we live at St. Michael's, something that defines us as a special place within the University of Toronto? And again, if we aren't living our mission to the extent intended, what can we do about it? I have asked Elizabeth McDermott, a 4<sup>th</sup> year student at St. Michael's to facilitate and summarize this question, with the assistance of Stefan Slovak, our newly appointed Director of Special Initiatives.

.../2

I am going to take on a 4<sup>th</sup> question: How can we best support the Principal in carrying out his/her role as a senior administrator in the University of St. Michael's College? In pursuing that question, I will also want to think about how we ensure that the College is able to carry out its mission as a vital and integral component of our St. Michael's community while also serving as an important point of engagement with the University of Toronto's Faculty of Arts and Science.

I would be very grateful for any observations you might wish to share in relation to these questions. I am casting my net broadly, an invitation that includes students, current and former staff of USMC, and other Fellows. If you do wish to share your thoughts, please send them, marked "Review of the Office of Principal at USMC" to [usmc.presidentsoffice@utoronto.ca](mailto:usmc.presidentsoffice@utoronto.ca). I would be grateful if you could limit your comments to a maximum of 1000 words. We will also try to create opportunities for some of our contributors to share their views directly with the facilitators responsible for each of the questions and, time permitting, with the committee. Please submit your inputs by **Wednesday, November 25**.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Mulroney". The signature is fluid and cursive, with the first name "David" and last name "Mulroney" clearly distinguishable.

David Mulroney  
President & Vice-Chancellor