



President's Annual Report to the Collegium 2019



UNIVERSITY OF
ST. MICHAEL'S COLLEGE
IN THE UNIVERSITY OF TORONTO



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Introduction

I have spent my first year as President coming to know the University of St. Michael's College community. As I recall, in my very first meeting with Collegium members on the day of my interview and appointment back in late February 2018, I was invited to focus my efforts on healing, on fostering a culture of respect on campus and with our historic partners, and on recognizing—with eyes wide open—the stewardship needs (financial and otherwise) of this community.

As I have endeavoured to be mindful of that invitation, I have also sought to understand the personal and organizational needs of this complex community, and to put in place the building blocks needed to allow St. Michael's to face the challenges, and maximize the opportunities, ahead. In this year, I have come to know a community of abundance, one shaped by the remarkable people who work and learn on this campus today and by those who helped to build this university over the last 167 years.

While we are now exploring and planning just how St. Michael's should leverage its historic and current strengths to flourish in the coming years, this report reflects the past year and the President's priorities during that time. Organized to clearly indicate those priorities I set out in consultation with the Chair and Executive Committee of Collegium earlier this year, it includes examples of initiatives and ongoing activities that I hope give a taste of where we have succeeded and where our challenges remain. It is not meant to be a comprehensive report, but one with a few modest goals: to give you insight into how I and my colleagues have been spending our time over the last year; to suggest to you where we think we should be focussing our efforts in the near future, and to prompt and invite your questions and feedback in this important process.

Respectfully submitted,

David Sylvester, PhD



PRIORITY Building Academic & Community Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2018–2019)
Building Academic & Community Integrity	Community Vitality	<ul style="list-style-type: none"> Foster positive relationships & accountability with student, faculty & staff leadership Revitalize Campus Ministry, Student Life & Residential Life Foster stronger ties between the Faculty of Theology, MASI, & SMC Explore and implement as appropriate initiatives in indigenization, social impact, and Equity, Diversity & Inclusion 	<p>Regular meetings established with leadership groups: Regular and productive meetings with SMCSU leadership bearing much fruit; President’s Advisory group (aka the PAG consisting of VP/Principal, Dean, Bursar, Chief Advancement Officer, Dir. of Communications) meets weekly to discuss cooperative strategic efforts; bi-weekly meetings established with all members of Senior Administration; regular meetings with individual direct reports; president attends College Council, Faculty Council and participates in numerous faculty and staff initiatives, both academic and social; a weekly coffee/tea social for all USMC was supported by the Bursar and HR offices.</p> <p>Changes in Office of Student Life: An anticipated 2020 reconsideration of the effectiveness of the existing administrative structure in Student Life & Campus Ministry was prompted by personnel changes in January 2019. Significant proposals now scheduled for the 2020 fiscal year, including a reimagined Campus Ministry. Immediate support for Orientation 2019, SMCSU and student life services were met by the appointment of Emma Graham as Student Services Advisor who showed remarkable leadership in working with student leaders with broad-based support from Offices of the Dean of Students, the Principal, the Registrar, the Loretto Dean of Students, and the entire senior admin team—a great success all around.</p> <p>Sheptytsky Institute (MASI): The Dean, and the Principal, have (with advice of the Chair and Executive Committee) been in discussions with representatives of the Board of MASI with a cooperative path forward that will require changes to the USMC Memorandum with MASI.</p> <p>Diversity, Inclusion & Social Impact: USMC administration has been in dialogue with Universities Canada and the McConnell Family Foundation exploring opportunities for Social Impact initiatives, and will serve as one of five Canadian universities participating in a trial program incorporating social impact language in strategic planning. USMC, and campus leader Effie Slapnicar, have hosted two regional meetings of Ontario PSE institutions developing social impact best practices for university business officers. The president serves on the national UnivCan advisory committee to university presidents on social impact, and will present on a panel to the Canadian University Boards Association (CUBA) in Moncton in May with the presidents of SFU and the University of Regina; USMC is a signatory to UnivCan</p>

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Building Academic & Community Integrity	Community Vitality		<p>principles on EDI and Indigenization, and participated in national surveys on EDI and Social Impact. USMC HR hosted a facilitated seminar on EDI for faculty and staff leaders; The president has been working with faculty leader Dr. Reid Locklin, the Principal and Dean to support and explore appropriate responses to the Truth and Reconciliation Calls to Action. This includes the expansion of course offerings in the area within SMC and the Faculty of Theology. Senate passed the recommendation that College Council, Faculty Council, Senate & major public events incorporate a land acknowledgement, which is now our practice.</p> <p>Kelly Library 50th Anniversary: The Kelly Library has been celebrating its 50th year since opening its doors to the USMC and UofT communities. A number of events and initiatives have taken place to mark this watershed and closing event, featuring a lecture with acclaimed author (and SMC alum) Anthony De Sa will take place October 23.</p>
Building Academic & Community Integrity	Program Vitality	<ul style="list-style-type: none"> • Ensure faculty stability through engagement and renewal • Support re-accreditation of the Faculty of Theology • Support SMC program sustainability and expansion • Expand Continuing Education programming • Improved engagement with Catholic school boards • Expand the existing program in Corporate Sustainability 	<p>Academic Plan: Extensive community consultation of the USMC Academic Plan continues under the leadership of the Academic Planning Committee of Senate. Once approved by Senate, it will be presented to Collegium for information.</p> <p>Faculty & Program developments in Theology:</p> <ul style="list-style-type: none"> • Appointments: Collegium-approved changes to how endowment funds are invested brought clarity to Theology hires on hold. One renewal tenure-stream hire completed in 2018 (Jean-Pierre Fortin in Practical Theology) and two tenure-stream renewal hires are scheduled for 2020 (Eco-Theology & Catholic Education) and a new CLTA position in Greek Patristics to support teaching and research in Sheptytsky; • New Diploma in Interfaith Dialogue: The Faculty began its new Diploma in September 2019 with six courses offered in the program this year. In addition to our own faculty and doctoral students teaching, we have attracted outstanding scholars to be sessional instructors. <p>ATS Accreditation: The Faculty successfully completed an ATS-focused visit in November 2018, satisfying its accrediting body about the stated areas of concern. The visit allowed the Faculty to think carefully about its preparation for the next accreditation visit in 2021 and began to prepare for that visit this summer.</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2018–2019)
Building Academic & Community Integrity	Program Vitality	<ul style="list-style-type: none"> Establish cost-recovery community & professional development Programs, including an Institute for Spirituality, and a Liberal Arts 101 program for non-traditional learners 	<p>Faculty & Program developments in SMC: SMC sponsored programs and first-year seminar programs continue to thrive, enjoying increased enrolments, public attention (as with courses like Trump and the Media & #MeToo and the Media), and affirming the importance of integrating course-based studies with community and culture beyond the classroom. This past year saw the inauguration of two new first-year seminars—The Boyle Seminar in Scripts and Stories, and the McLuhan Seminar in Creativity and Technology—which, in joining the Gilson Seminar in Faith and Ideas, have become the most popular first-year college offerings at the University of Toronto; Securing the future of the six undergraduate positions created in 2017 have been prioritized and an ambitious fundraising effort to seek \$24 million (six \$4 million dollar endowments) to ensure their permanence is underway. A negotiated MOA with UTFA permits continuance of these positions through 2023 until a decision can be made about sustainability; Principal and President continue to work with Faculty of Arts & Sciences (FAS) to secure funding for existing academic programs and faculty positions and chronically-underfunded programs like BMS.</p> <p>SMC Student Wellness: Following events on the UofT campus last year, the SMC College Council held a special session on student wellness and mental health in Spring 2019. Students attending the session told us that one concrete way that faculty members could better support students dealing with pressures and anxieties was by encouraging them to have more meaningful contact with their professors from the beginning of their studies and in this way help break down related barriers and sources of anxiety, alienation, and intimidation. In turn, the Council decided to proceed with a plan for all SMC professors and college fellows to make themselves available to meet with any first-year SMC student who wants to meet, during their first term of studies. This initiative is underway, generating strong responses from SMC students, and also contributing to university-wide efforts in this regard out of the particular capacities and commitments of St. Michael's.</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2018–2019)
Building Academic & Community Integrity	Program Vitality		<p>Continuing Studies: A great opportunity exists to develop USMC CS to extend the USMC mission more broadly, and to achieve potential new revenue streams. The vacancy of the Director’s position in CS has permitted various focused consultations to take place and to plan for the next iteration of the CS division, namely:</p> <ul style="list-style-type: none"> • The regularization and expansion of the highly successful program in Corporate Social Responsibility, including greater identification with, and support from, USMC; • Consultations with the Catholic School boards, educational agencies and OISE, and proposals to introduce Additional Qualifications (AQ) programs, youth/ campus ministry leadership training, laddering with OISE, bolstered Christianity & Culture programming to support future teachers. These consultations were led by Prof. Mark McGowan, who was appointed Senior Advisor to the President, Catholic Education; • Consultations continue with the Director of the Certificate of the Good Shepherd, representatives of the Life-long Learners and many community advisors and potential donors regarding the creation of an USMC Institute of Spirituality (i.e., Nouwen Society, L’Arche Canada, Vanier Society representatives).



PRIORITY Building Reputational Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2018–2019)
Building Reputational Integrity	Revitalize Institutional Communications	<ul style="list-style-type: none"> Establish a strong Communications Department Build on existing Alumni Relations & support rebuild of Advancement team 	<p>USMC Communications: The reorganization of Communications was identified very early in the President’s term as an institutional priority due to the ineffectiveness of the on-line presence of the university and the need for internal divisional support and strategic recruitment. The appointment of Laurie Morris (from Simon Fraser University) as Director of Communications in February 2019 began to address these issues and professionalized our communications undertakings. She is developing a comprehensive service model for her department supporting all internal departments and serves as the principal institutional point of contact with external partners. Laurie is now a member of the UofT VP Comms Advisory Group, and her staff regularly participates in planning meetings at UofT and with other external partners. Fruits of this service model is evident in the cooperative publication of the magazine, new promotional materials for SMC & the Faculty of Theology programs, a complete rework of the USMC web site, support for the President’s office and Collegium on external media requests & issues’ response, which have been numerous this past year. Laurie has brought on board interns from the Humber College program to assist in her department.</p> <p>Web site redesign: Stage One completed, namely repatriation of our site, code and server location, and stabilization of the site. Stage II, front-end redesign in beginning in consultation with internal and external stakeholders.</p> <p>Wayfinding project: The Bursar led a year-long consultation with the USMC community to improve campus signage. Currently finalizing UofT permissions and implementation/installation will be begin late Fall with anticipated completion by Summer 2020.</p> <p>Alumni and Advancement Office reorganization: Under the leadership of Kathryn Elton Alumni & Advancement has experienced significant restructuring and staffing changes resulting in improved alumni outreach, event coordination, and advancement research. Many successful events and alumni meetings held this year in the GTA, Vancouver, Ottawa, and New York City. [For an overview of fundraising results, see below, pages 13–14]</p>

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Building Reputational Integrity	Revitalize Institutional Communications		Cooperation with Communications: Alumni & Advancement working closely with Communications on promotional materials and St. Michael's Alumni magazine now a joint undertaking. Catherine Mulroney, who has decades of experience in professional writing and publishing seconded from Faculty of Theology.
Building Reputational Integrity	Attend to long-standing Community Partnerships	<ul style="list-style-type: none"> • Improve the working relationship and secure mutually-beneficial formal agreement with PIMS • Improve the working relationship and secure mutually-beneficial formal agreement with Regis • Re-establish St. Michael's as a national centre for Catholic educators • Build upon existing relationship the Basilian Fathers, the Sisters of St. Joseph, the Loretto Sisters, the Archdiocese of Toronto, and other strategic partnerships 	<p>PIMS/Toronto/USMC Memoranda: A new tripartite working agreement including UofT was signed in June, 2019. A new spirit of academic and social cooperation between USMC and PIMS is evident, for example, in the co-sponsoring of speakers and conferences, and Mellon Fellows teaching in the SMC undergraduate program.</p> <p>Regis College: Preliminary conversations have begun with parties regarding closer working relationship with Regis. These include congregational, institutional, and faculty leadership. This will be a complicated and sensitive discussion, but they have begun anew with the arrival of the new Regis Dean of Theology in August, 2019.</p> <p>Congregational Partners: Outreach to the Sisters, the Basilians and the Jesuits continues on many fronts, including regular meetings with congregational leaders, visits to O'Connor House and Loretto, and the USMC-sponsored recognition of the Congregation of St. Basil by UofT's Chancellor's Circle.</p> <p>Association of Catholic Faculties of Theology in Canada (proposed): Fruitful ongoing discussions continue with leadership representatives of the congregationally-established Canadian schools of theology, namely: St. Michael's (the Basilians), Collège Dominicain (the Dominicans), Regis (the Jesuits), and St. Paul, Ottawa (the Oblates). The discussions are exploring the formal cooperation of these institutions.</p>
Building Reputational Integrity	Explore new local & international partnerships consonant with the mission and values of St. Michael's		No progress on this front to report. Reflecting on this priority until clarity is achieved regarding Federation & Operating agreements.



PRIORITY Securing Institutional Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2018–2019)
Securing Institutional Integrity	Assess & evaluate senior leadership performance		Regular, ongoing meetings with senior leaders. Formal evaluations ongoing.
Securing Institutional Integrity	Address financial sustainability and growth	<ul style="list-style-type: none"> • Improve financial relationship with the U of T • Expand fundraising to secure existing programs, new student aid, and endowment security • Support the ongoing improvements to financial processes, unit support & accountability 	<p>Improved policies & practices in the Finance Office:</p> <ul style="list-style-type: none"> • Procurement: New policy for procuring goods and services, including detailed manual and a new social impact metric, was approved by Collegium. New position, Procurement and Budget Manager created with appointment of Elena Marceno; Regularization of USMC-wide RFP process instituted; • VOIP transfer: Transfer on phone lines to Voice Over IP nearing completion with projected future operational savings, leveraging UofT's VOIP contract; • Budgeting: Introduction of a new budgeting process and budget committee resulted in improved coordination of the 2019-2010 budget. <p>Federation Agreement: Negotiations with the UofT continue regarding the operating agreement, a cooperative effort with Trinity and Victoria. This is an area requiring significant attention from Collegium and Administration going forward as the current business model regarding student services, instructional grant, library grant, and space rentals to residence UofT departments are, quite frankly, significantly inadequate and raise issues of sustainability and fairness. This area should form an important priority for USMC in the coming year(s).</p> <p>Fundraising: Material increase in fundraising over last year:</p> <ul style="list-style-type: none"> • 42% increase FY 19 compared to FY 18, specifically: (\$5,674,413 at FY end 2019 compared to \$3,265,053 at FY end 2018) • USMC's reached its \$50 million Boundless campaign goal December 31, 2018 <p>USMC continues to raise \$1M each year through the annual fund.</p> <p>Major giving program more than tripled 2018-2019 (\$3,367,345) compared to 2017–2018 (\$705,860).</p>

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Securing Institutional Integrity	Address financial sustainability and growth		<p>Positive trend is continuing so far this fiscal year:</p> <ul style="list-style-type: none"> • Remainder of \$3M pledge toward Latin Patristics chair in theology (Basilian Fathers of USMC); • \$1,139,34 donated by Sutton family in support of the Sutton Family Chair in Science & Christianity and Cultures (to bring to \$4M their endowment); • \$800,000 Scarboro Missions (Interfaith Dialogue Diploma); • \$150,000 pledge and three \$25,000 pledges directed to scholarships. <p>The USMC Foundation: The Foundation was reactivated and repopulated at initial meeting in May, and scheduling of the November 2019 meeting to review audited financial statements.</p>
Securing Institutional Integrity	Ensure facilities renewal and security	<ul style="list-style-type: none"> • Seek improved efficiencies in facilities and continue to address deferred maintenance on campus • Secure existing property and explore new opportunities including: <ul style="list-style-type: none"> • <i>Potential expansion of residences for undergraduate and graduate students</i> • <i>Housing options for institutional leadership</i> • <i>Leasehold maintenance and renewals</i> 	<p>Leadership: Appointment of a new Director of Facilities, Michael Chow, with 20 years industry experience and specialty in building health and sustainability, and LEED certification. Interim Director, Marsha O'Connor served on a seven-month contract after departure of Frank Bertuzzi in January 2019.</p> <p>Brennan Hall Renovations: Completed in January. Though subject to cost overruns and construction delays, this project represents a strategic investment and is already bearing fruit for the community life and provision of services to USMC students.</p> <p>Deferred Maintenance Plan: The new Director of Facilities and Bursar have undertaken a comprehensive update of the USMC deferred maintenance plan, using external engineering consultants.</p> <p>Student Residence Renewal: Emergency remediation to Sorbara Hall basement undertaken in September 2019 and fully completed in August; Staged renovations to Elmsley Hall now underway [Over the past 20 years, most residence buildings significantly renovated, with the exception of Elmsley Hall, which has remained essentially unchanged since the mid-1950s. This past year, the Office of the Dean of Students undertook consultations with residents and a multi- year project emerged for staged replacement of new flooring, drapes, beds, dressers, armoires, desks and chairs and lounge furniture and TV's in the common areas]. Renewal and expansion of student residences should be considered a strategic priority for USMC moving forward as it represents a full third of our annual revenue.</p>

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Securing Institutional Integrity	Ensure facilities renewal and security		<p>95 St. Joseph St. Development: Efforts to minimize negative impact of this major development continue, with assurances from the Basilians that no competing student residences will be included in the project. Efforts to secure maximum institutional development rights for the Kelly Library site continue at City Planning with assistance of professional consultants. Efforts to secure USMC student residences in the new development were not successful.</p> <p>Lease renewals: While USMC owns the majority of its campus, there are significant sectors that are held under lease from UofT, notably the property occupied by Alumni Hall, the parking lot and the TST sub-lease, and the property along Queen's Park. The appropriate renewal of these leases is a matter of concern and a will form a major priority for the administration going forward.</p>
Securing Institutional Integrity	Institutional Planning	<ul style="list-style-type: none"> • Work with Collegium to complete and implement governance review • Collegium Governance & Senate by-law review • Establish with Collegium appropriate review processes for the President • Engage entire St. Michael's community in development and implementation of a new institutional Strategic Plan that identifies new areas for institutional focus and development 	<p>Governance review: The review of legal status and identification of best practices is ongoing, both for Collegium and Senate. Debra Matthews has begun her phased retirement and currently works two days per week in support of Collegium and Senate, and the ongoing Governance review project.</p> <p>Strategic Plan: The new USMC institutional strategic plan is underway, with the hiring of consultant Robin Cory of Colbeck Strategic Advisors. An advisory group was appointed to assist the President's Office in planning and processing community feedback. Initial consultations took place in July and August, and community-wide consultations are scheduled for October and November. Completion date is targeted for Fall 2020.</p> <p>Working Group Members: Kathryn Elton, Chief Advancement Officer Katie Forjoe, Associate Dean of Students Jean-Pierre Fortin, Assistant Professor of Theology Dave Hagelaar, Associate Chief Librarian Sr. Maryanne McCarthy, Collegium Alison More, Assist. Professor of Medieval Studies Laurie Morris, Director of Communications</p> <p>President's 1st-Year Review: Discussions of process have taken place with the Chair and the Executive Committee and a formal review will commence after the AGM.</p>



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