



St. Mike's 180

Rooted in the Future

Collegium Consultation



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



On Saturday, February 22nd, 2020, Colbeck Strategic Advisors facilitated a roundtable discussion with members of the University of St. Michael's College Collegium. The session began with a presentation outlining the strategic planning process to date, followed by some key findings from stakeholder interviews, and a first draft of potential strategic priorities.

Participants were asked to review USMC's governance documents in advance of the session. During the presentation, we asked the retreat attendees to reflect upon the findings from the stakeholder consultations, as well as the draft strategic priorities. The following document includes the presentation, the first draft of the strategic priorities and a summary of the comments from the session.

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Agenda

1. Strategic Planning Process Overview
2. Findings from Stakeholder Consultations
3. Review of Key Texts
4. Where we are now (first draft of strategic priorities)
5. How our Priorities Link to our Key Texts
6. Discussion (*we want to hear from you!*)
7. Where do we go from here?

Strategic Planning Process

July 2019 – Dec 2020



Phase 1

Deepen Engagement &
Understanding

- Advisory Group developed process
- Sought input from our community
- Conducted research

January – March 2020

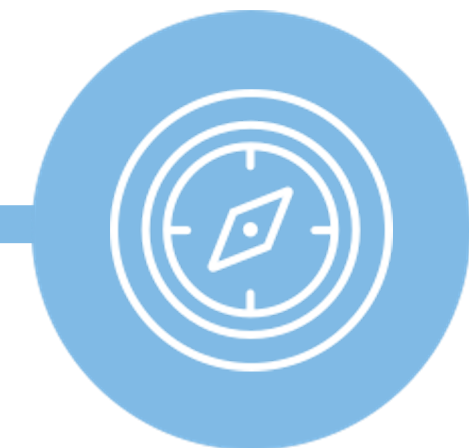


Phase 2

Draft & Validate
Priorities

- Develop strategic framework
- Draft priorities
- Test & validate priorities
- Finalize priorities

April – June 2020



Phase 3

Develop Strategic
Plan

- Draft 5-Year Strategic Plan
- Develop Operational Plan (Yr. 1)

Strategic Planning Process: Plan 1

July 2019 – January 2020



Phase 1

Deepening Engagement
& Understanding

Advisory Group Members

- Kathryn Elton
- Katie Forjoe
- Jean-Pierre Fortin
- Dave Hagelaar
- **Sr. Mary Anne McCarthy**
- Alison More
- Laurie Morris
- Zhanhan (Neo) Yin
- Lisa Rae
- Greg Rupil
- David Sylvester

Community Engagement



95

One-to-one Meetings

- 45 conducted by December 2019
- 50 scheduled for 2020



100+

Attendants at 5 Facilitated Sessions

- advisory group
- senior admin team
- mixed groups: students, faculty, staff, alumni, and community partners



200+

Alumni Reached at 4 Receptions

- Vancouver
- New York
- Alumni Association AGM
- BMO Donor Reception



34,000+

Survey Distribution

- 5,000+ students
- 168 faculty, staff and fellows (74% open rate)
- 174 donors (with personalized invitation)
- 29,000+ alumni via St. Michael's Magazine

What we asked our community

Question #1: Imagine it's 2032 and we are celebrating St. Mike's 180th. What do we want to be able to say about St. Mike's regarding the student, faculty, staff, and alumni experience? What do we see? What do we feel?

Question #2: What are St. Mike's most important assets/strengths currently? What differentiates St. Mike's currently?

Question #3: What needs to be the case if we want to create the experiences described in Question #1?

What we heard: “In 2032...”



SMC is...

Leading U of T in
academics & residential life

A celebrated and engaged
community



Students say...

“SMC was my 1st choice”

“...and it beat my expectations”



Stakeholders feel...

Proud to belong to the
tradition of St. Mike’s

Supported, valued and connected



Stakeholders see...

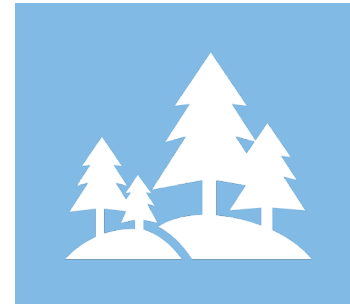
Diversity in all forms

Relevant and inviting spaces

What we heard: SMC's Greatest Current Assets



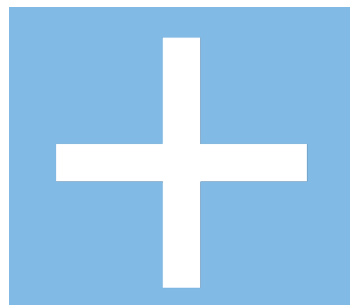
**People & Sense of
Community**



**Physical Space &
Location**



**Excellence in
Academics**



**Values &
Ethos**

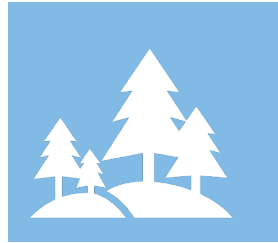


**History &
Tradition**



**Affiliation with
U of T**

What we Heard: What People are Seeking...



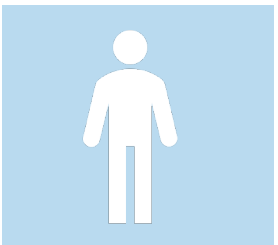
Our Campus Should Be...

- Beautiful
- Accessible
- Sustainable
- Relevant/modern
- Vibrant/full of people
- High quality



Our Community Should (Be)...

- Actively engaged in discussion
- Actively engaged in social justice
- Connected to each other
- Open to diverse identities
- Understand & appreciate Catholic Identity



Our People Should...

- Have the support needed to succeed
- Know how & be inspired to impact the world
- Be diverse



Our Catholic Identity Should...

- Identify us as a beacon of Catholic Education in Canada
- Be progressive
- Be traditional



Our Educational Offerings Should Be...

- High quality
- Relevant to modern needs
- Offered in small class sizes

Key Texts are Informing our Approach

1. Ex Corde Ecclesiae
2. Principals of Catholic Social Teaching
3. Integrating Social Infrastructure
4. Governing Documents
5. Summary of Consultations

Strategic Planning Process: Phase 2

January – March 2020



Phase 2

Drafting and Validating
Priorities

- Draft strategic priorities
- Ongoing meetings with the strategic planning committee
- Present draft strategic priorities to Collegium
- Bring Collegium feedback back to strategic planning committee
- Present draft priorities to students, faculty and staff
- Incorporate revisions and feedback into strategic plan drafting

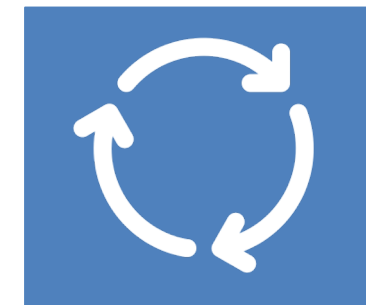
Draft Strategic Priorities: For St. Michael's College to be



A leader in...
Quality of Community

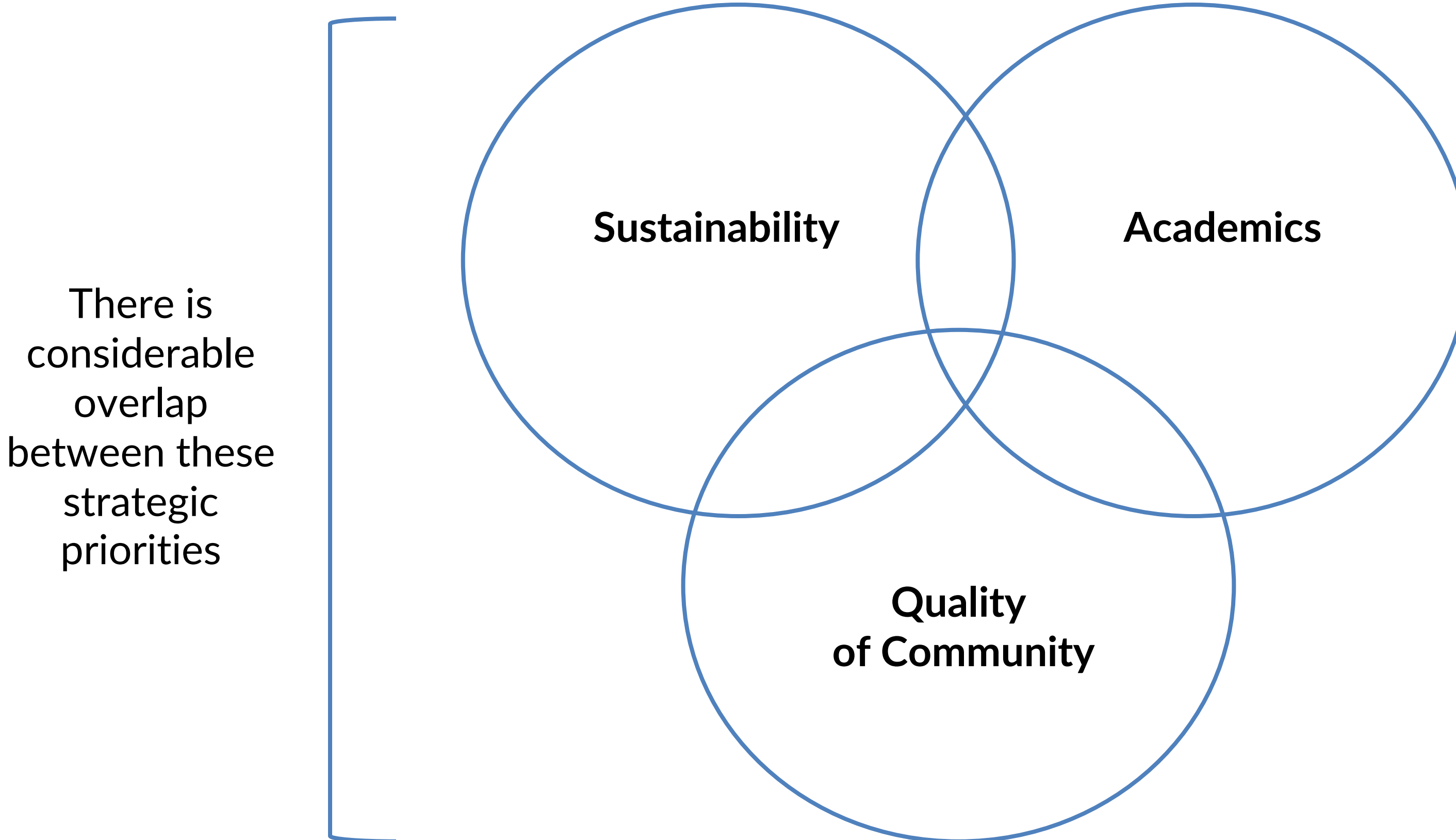


A leader in ...
Academics



A leader in...
Sustainability

Draft Strategic Priorities



Overview of Priority #1



Lead in Quality of Community

Goals	Example Activities
Offer the “ best of both worlds ” (small campus within a world-class University)	<ul style="list-style-type: none">• Expand & enhance residence offerings• Undertake capital projects that enhance community• Expand and enrich partnerships with U of T & community partners
Students graduate with understanding of social justice issues and the skills to make an impact	<ul style="list-style-type: none">• Establish an inclusive & integrated campus ministry that promotes social justice & includes broad programming for youth and families
Foster an inclusive community that welcomes learners and celebrates diversity	<ul style="list-style-type: none">• Attract, recruit & retain diverse students, faculty & staff• Enhance mental health promotion, services & enhance first year check-in• Sustain engaged alumni network that includes connection to community and lifelong learning opportunities.

Overview of Priority #2



Lead in Academics

Goals

Example Activities

Continue to revitalize
undergraduate education

- More opportunities for research & experiential learning, deepen relationships across all years of study
- Secure funding for full-time professorships

Develop a world-class, strong,
vibrant and thriving **Faculty of
Theology**

- Explore closer relationship with Regis, new academic programing
- Build the profile of the Elliott Allen Institute (eco-theology)

Re-establish the **Division
of Continuing Education**

- Create institute for Spiritual Formation as part of new school of Con Ed.
- Hire a new director of Con. Ed and develop plan to expand offerings

Explore opportunities to fulfill
commitment to the **TRC Calls
to Action**

- Strike a committee of students, faculty and staff to make recommendations

Overview of Priority #3



Lead in Sustainability

Goals	Example Activities
Ensure our financial sustainability	<ul style="list-style-type: none">• Build business case with other federated Universities for enhanced financial relationship with U of T• Explore re-zoning Kelly Library
Reduce our environmental footprint	<ul style="list-style-type: none">• Set a Green House Gas emissions target• Ensure current and future buildings are run sustainably• Reduce carbon emission footprint in investments and procurement
Ensure strong leadership and governance	<ul style="list-style-type: none">• Conduct policy review to identify gaps and opportunities• Conduct risk assessment that considers financial, capital, strategic, and communications risks and develops responses
Build, strengthen and maintain sustainable relationships	<ul style="list-style-type: none">• Renew our relationships with our Congregational Orders, U of T, PIMS, TST and community partners• Build new educational and community allies

Discussion



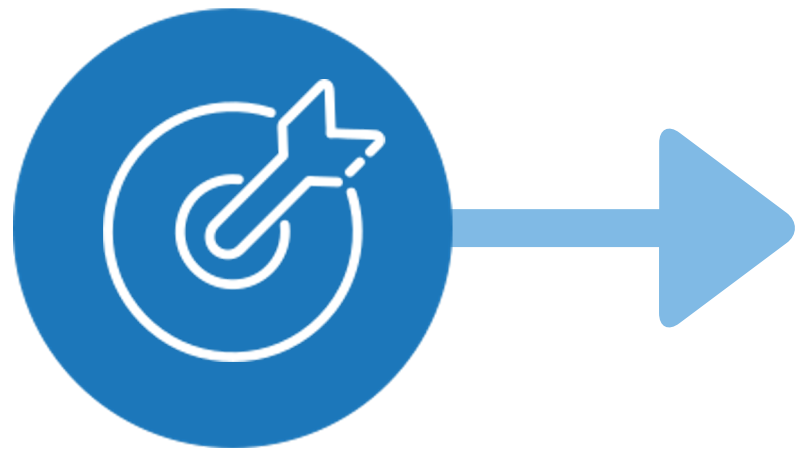
Question #1: Are these the right priorities?

Question #2: Are these the right goals and activities for St. Michael's? Are there gaps?

Question #3: Are these aligned with your understanding of what this institution is about and where we are going?

Strategic Planning Process: Phase 2

January – March 2020



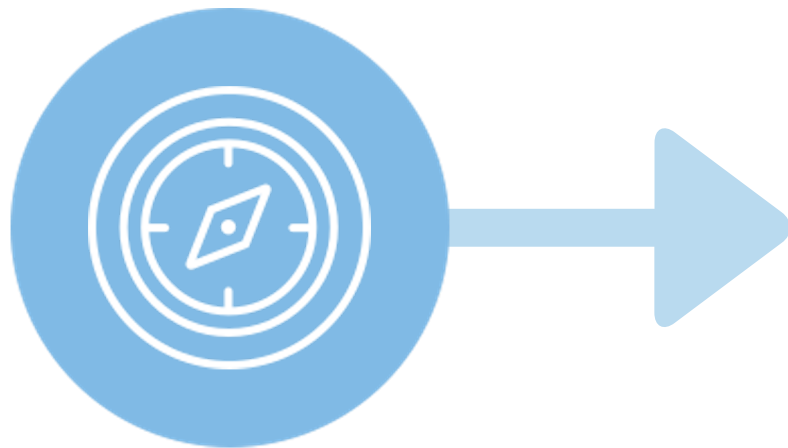
Phase 2

Drafting and Validating
Priorities

- Draft strategic priorities
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Strategic Planning Process: Phase 3

April – June 2020



Phase 3

Developing Plan

- Executive Review of Draft: **Summer 2020**
- Collegium Review of Draft: **Fall 2020**

St. Mike's 180: Rooted in the Future

February 22nd 2020 St. Michael's College Collegium
Retreat Handout

Draft Strategic Priorities: St. Michael's College will be...

1. A leader in quality of community
2. A leader in academics
3. A leader in sustainability

The University of St. Michael's College is an institution like no other in Canada. Deeply rooted in a Catholic educational mission shaped by its Basilian founders, the Sisters from the Congregations of St. Joseph and Loretto, and the many women and men who have worked and studied on this campus for over a century and a half, St. Michael's seeks to build a transformational faith and learning community committed to the search for truth and meaning in our contemporary world. It currently does so through its undergraduate interdisciplinary program offerings, its graduate school of theology, its Continuing Studies division, the Kelly Library, and its residential and student life programs.

The university's federated relationship with the University of Toronto and location in the heart of Canada's largest and diverse city requires it to continually reflect deeply upon its differentiating qualities and calls St. Michael's to be a leader in Catholic higher education and an engine for social good locally and internationally. The university aims to be a locus of important conversations related to the pursuit of truth in our increasingly complex world.

As the university anticipates its 180th anniversary, this call to leadership will focus on three distinct historic and enduring qualities that will help St. Michael's expand its relevance within the University of Toronto, the City, and the country. These areas of focus (leadership in building community, distinct academic programming and broad-based sustainability) are St. Mike's competitive advantages and they represent the pillars upon which this community will restore and expand its role as an educational leader.

1) Leader in Quality of Community: “An engaged and welcoming community”

Rooted in a holistic understanding of the human person, St. Michael’s will intentionally cultivate a healthy and welcoming community that is supportive of all its members in their intellectual, spiritual, personal, and professional journeys. It will strive to be the very best place for any student to land at the University of Toronto, due to its integrated programs in student services, residential life, comprehensive campus ministry and the beauty of its physical spaces. Its richness will be visible in its diversity, accessibility, and inclusiveness, and every member of the St. Michael’s community should be invited to participate fully in campus life, enabled to flourish, and challenged to give back to the broader community according to their particular gifts.

Goals	Activities (examples)
<ul style="list-style-type: none">● Enhance the student experience so that students experience the best of both worlds - a small campus community and access to a research-intensive world-class university. Be the best place to land at UofT.● Create and promote opportunities for students to ensure they graduate with an understanding of social justice issues and the skills to make an impact.● Foster an inclusive community that welcomes learners to campus and celebrates diversity of students, faculty and staff.	<p>The Best of Both Worlds</p> <ul style="list-style-type: none">● Undertake capital projects that enhance community, for example, expansion of residences and prioritization of community and environment in design elements. Explore opportunities for additional residential programming.● Expand and enrich partnerships with the University of Toronto and community partners. <p>Social Justice</p> <ul style="list-style-type: none">● Establish an inclusive and integrated campus ministry that promotes social justice and includes broad programming for youth and families. <p>Inclusivity</p> <ul style="list-style-type: none">● Proactively attract, recruit and retain a diverse student body, faculty and staff.● Enhance mental health promotion, services and enhance the first-year check-in.● Sustain an engaged alumni network that includes connection to community and lifelong learning opportunities.

2) Leader in Academics: “An academic hub, focused on educating the whole person”

St. Michael's will continue its commitment to developing innovative interdisciplinary academic programming with the purpose of advancing a deeper understanding of the dignity of the human person in a complex contemporary world. As a centre of learning and research, St. Michael's will prepare its graduates for academic and professional success, one marked by a search for meaning and commitment to service. Through its historic academic strengths in the humanities, theology and social and moral ethics, St. Michael's endeavours to shape the global conversations around the development of society in an increasingly technological age.

Goals	Activities (examples)
<ul style="list-style-type: none"> Continue to revitalize undergraduate education. Strengthen existing SMC programming, secure financial support for faculty and explore new SMC-specific programs under a new funding model. Develop a world class, strong, vibrant and thriving Faculty of Theology. Re-establish the Division of Continuing Education that both extends the mission of St. Michael's and creates opportunities for new streams of revenue. Explore program and partnership opportunities to fulfill commitment to the Truth and Reconciliation Commission Calls to Action. 	<p>Revitalize Undergraduate Education</p> <ul style="list-style-type: none"> Create more opportunities for undergraduate students to participate in high impact practices including research and experiential learning. Identify opportunities to increase collaboration and links among existing programs, deepen relationships across all years of study. Secure funding for full-time professorships. <p>Develop a World-class Faculty of Theology</p> <ul style="list-style-type: none"> Explore a closer relationship with Regis. Explore opportunities for new academic programming related to AQ courses for Catholic teachers and eco-theology. Build the profile of the Elliot Allen Institute (eco-theology). <p>Reinvigorate Continuing Education</p> <ul style="list-style-type: none"> Create an institute of Spiritual Formation as part of a new School of Con. Ed. Hire a new Director of Continuing Education and develop a plan to expand on current offerings and support life-long learners. <p>TRC Calls to Action</p> <ul style="list-style-type: none"> Strike a committee of students, faculty and staff to make recommendations.

3) **Leader in Sustainability:** “An environmentally, socially and financially sustainable institution”

In keeping with its long-standing commitment to social justice, in response to *Laudato Si*'s call to 'Care for our Common Home', and to ensure its future viability, St. Michael's commits to orient itself proactively and lead as an environmentally, socially and financially sustainable institution. In order to extend its mission and augment its programs and social impact, St. Michael's will strengthen its existing partnerships and explore new opportunities to work with community and educational allies.

Goals	Activities (examples)
<ul style="list-style-type: none"> • Ensure the financial sustainability of the institution • Reduce our environmental footprint, through more sustainable investments and adhering to strong environmental standards in capital projects. • Ensure strong governance and leadership through enhanced transparency, accountability and good governance practices. • Build, strengthen and maintain sustainable relationships. 	<p>Sustainable Finances</p> <ul style="list-style-type: none"> • Build business case jointly with the other federated universities for an enhanced financial relationship with UofT. • Explore rezoning the Kelly Library in order to expand residential spaces. • Enhance offerings in continuing education <p>Sustainable Environmental</p> <ul style="list-style-type: none"> • Commit to a GHG emissions target and ensure new builds/ retrofits/ capital plan incorporates plans for sustainability. • Develop a plan to reduce carbon footprint in investments. • Develop a socially and environmentally responsible procurement policy. <p>Sustainable Governance and Leadership</p> <ul style="list-style-type: none"> • Conduct a policy review to identify gaps and opportunities. • Conduct a risk assessment that considers financial, capital, strategic and communications risks and develops response plans as appropriate. <p>Sustainable Relationships</p> <ul style="list-style-type: none"> • Renewing our relationships with our congregational orders, UofT, PIMS, TST and community partners. • Build new educational and community allies.

Discussion Questions

1. Are these the right priorities? To what degree do they resonate?
2. Are these the right goals and activities for St. Michael's? Are there gaps?
3. Are these aligned with your understanding of what this institution is about and where we are going?
4. Who else needs to be consulted?

General Comments

- At a high level, these feel like the right priorities and goals
- We need to revisit our mission—the essence is right, but it’s too lengthy
- Each goal should capture the “essence” of the activities it comprises
- Doing good is the center of all we do and social justice is a bedrock across all priorities
- Connection between academic plan and this strategy are very closely aligned
- Solicit input from a wider audience, including partners outside of St. Michael’s



Community

- > **Can we operationalize our “Catholic Identity” and build community through social justice?**
 - How can we use social justice programming and service activities to build community amongst SMC students, and bring non-SMC students to SMC campus?
 - Can we provide meaningful connections for students to engage in these activities in the community?
- > **Connecting externally**
 - More deeply and intentionally connect students to alumni
 - Engage alumni in new and interesting ways
 - Continue to develop and strengthen our external relationships (parishes, congregational orders, etc.)
- > **Other ways to build community**
 - Considering accessibility in our capital planning will not only extend our academic mission, but will also tangibly contribute to building community.
 - Promote open dialogue
 - Ensure students feel safe on campus
 - From sexual violence
 - From emotional violence
 - From physical violence
 - To intellectually learn, grow and fail
 - Sports programming used to be very centrally tied to the SMC identity. Is there a way to bring this spirit back to campus?
- > **Points to clarify**
 - We need to be clear on what diversity means, and what welcoming greater diversity looks like. What does it take to truly, proactively embrace greater diversity?
 - Do we need to make explicitly clear what our goal is in the community?
 - What does “quality in” community add (vs. keeping it out)
 - This goal is also about what impact the SMC Community will have on the larger community/society

Academics

> **Academic Offerings should:**

- Be linked to our social justice commitments
- Be linked together by removing silos and increasing collaboration (continuing education and undergraduate studies, as well as between departments)
- Emphasize freedom of speech and exchange of ideas (freedom to learn and fail).
- Lead in experiential learning (promoting connections to our greater community and expanding the academic experience)
- Be transparent/easy to access for all students (students who may want to take a medieval studies class, though that isn't their major)
- Question to further consider: Who are we currently targeting our academic offerings to?

> **Accessibility (as a core component of our operations)**

- For students with physical and learning disabilities
- Affordability
- Of resources (access to information ex. Library resources, electronic resources that support academic programming)
- “Outbound” (to whom can we extend what we teach and how, ex: the incarcerated)

> **Outstanding questions**

- What opportunities are there for broader community engagement—with parishes, with Catholic high schools with other partners in order to achieve these goals?

Sustainability

- > **Alternative language to “sustainability” was suggested, including:**
 - Stewardship (though this has a particular connotation in theology)
 - Institutional well-being or health
 - ...and the individuals felt that this goal should reflect concepts like pride, vibrancy, thriving, growth (not just maintenance), the “beating heart of the institution”
- > **Some did feel that sustainability could be a positive title as it reminds us of the implications to be holistic (environmental actions have financial implications and vice versa)**
- > **Financial**
 - Could reconsider the framing, change to something like “financial vitality”
 - This goal underpins all of our other activities
 - There was an emphasis on the need to renegotiate the Federation Agreement between SMC and U of T
 - There was a request for a fairly systematic review of all financial opportunities (for example, looking at existing residences)
 - There was a discussion about this goal not being about “enriching the institution” as an end, but as a means, in part, to making it more affordable for students
- > **Leadership and governance:**
 - Though these have historically been a challenge, it was noted that many positive changes have been made in this area
- > **Partnerships**
 - Our strategic partnerships are what help us to “punch high above our weight” (these are historic, congregational, etc.). If we continue to develop and nurture these relationships (sustainably), we will be able to create the kind of experience our community is seeking
 - Alumni should be mentioned in this group
 - There is work to be done to revitalize the Senate



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