



President's Annual Report to the Collegium 2020



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



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Introduction

I am pleased to present to Collegium and the University of St. Michael's College community the President's Annual Report for 2020.

This year has ended much like it began, with deep gratitude for the gift that we have inherited from the many people who built St. Michael's over the last century and a half, and with critical hope for the continuing renewal of this historic community of faith and learning. But, as you know only too well, it hasn't been smooth sailing. None of us imagined what was in store for our university when COVID-19 arrived in March. The pandemic disrupted every aspect of how we teach, how we learn, and how we live and work in community, not once, but with every new day.

It's customary to look to the past to celebrate the builders of institutions, and we have many distinguished predecessors here at St. Michael's whose compassion, sacrifice and creativity inspire us today; their names grace the buildings across our campus and their portraits and pictures adorn our walls. But, as President, I suggest to you that a new generation of builders is now among us, that our current students, our faculty, our staff, and our alumni and friends, have responded with courage, with grace and with resilience to this continuing storm. I hope that this report provides members of

Collegium just a small and incomplete insight into the individual and collective efforts of the St. Michael's community as they, as we, responded to the immediate, ever-changing, and continuing challenges wrought by the pandemic.

And reacting to the pandemic is not the whole story; this year hasn't been simply about survival, about getting back to where we were before COVID-19 arrived. It has also been a year of growth, of reflection, of clarity, and of re-commitment to what St. Mike's is all about. The legacy of COVID-19 will be in our resolve, and in our ongoing commitment to articulate and assert the strength of this community and the hope it provides. And in this undertaking, the members of Collegium continue to provide wise counsel and good stewardship, and for that support I share with you the gratitude of every member of this community with whom I am privileged to work.

Respectfully submitted,

A handwritten signature in black ink that reads "David G. Sylvester".

David Sylvester, PhD



PRIORITY

Building Academic & Community Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Community Vitality	<ul style="list-style-type: none"> Foster positive relationships & accountability with student, faculty & staff leadership 	<p>Academic & Administrative leadership and leadership groups at St. Michael's: a number of internal governance and administrative leadership teams meet regularly and to deal with ongoing university business and, this year of the COVID-19 pandemic; their unique and collective leadership is largely responsible for our community's effective response. I am extremely grateful for the cooperative leadership the members of each of these groups has demonstrated during the past year. I believe it is important that Collegium understand both how these bodies function and, I am happy to report, that they are working well, in no small part due to the commitment of their members.</p> <p>Senate: Chaired by the President, this representative body including faculty, librarians, staff, students, alumni, and Collegium members is the academic governing body of USMC and responsible for St. Michael's degree-granting and academic planning. The full Senate meets in the spring and fall and oversees four sub-committees: Academic Planning; Honorary Degrees; Library; and the Executive committee, which handles the business of Senate between its semi-annual meetings. Senate also receives reports from the three academic councils which meet much more regularly and do the heavy lifting for their respective divisions, namely: Faculty Council (Theology); College Council (SMC); and when populated, Continuing Education Council (ConEd):</p> <ul style="list-style-type: none"> Faculty Council (FC): Chaired by Interim Dean, John McLaughlin, FC is responsible for the academic affairs of the Faculty of Theology, USMC's graduate division, which is integrated academically into the Toronto School of Theology. It is comprised of all faculty and staff in the Faculty of Theology, student representatives, and the Chief Librarian, the St. Michael's College (SMC) Principal, and the President; College Council (CC): Chaired by Interim Principal and Vice-President, Mark McGowan, CC is responsible for the academic affairs of USMC's undergraduate division, SMC, which is academically integrated into the UofT Faculty of Arts & Sciences (FAS); Continuing Education Council (ConEd): Will be reconstituted in the 2021 academic year.

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
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 	<p>Senior Admin Team: this group of senior administrative leaders at USMC meets bi-weekly led by a rotating Chair to share divisional developments and planning, and to advise the President on operational matters.</p> <p>St. Michael's College Student Union (SMCSU): the elected student leaders of SMCSU continue to provide outstanding leadership and are working extremely well with all levels of administration. I regularly seek advice from the SMCSU President Cianna Choo and her team, and the students have been important partners in the COVID response, capital planning projects, and efforts to address mental health and wellness.</p> <p>President's Advisory Group (PAG): this group of senior administrators meets weekly with the President for strategic decision-making and after the onset of COVID-19 PAG took on the responsibility for real-time response to the developing situation. It proved very effective in this role in addition to the breadth of usual responsibilities of the team, and going forward will take on the overall monitoring of the implementation of the <i>St. Mike's 180</i> strategic plan.</p> <p>While recognizing the formal academic, administrative and student leadership bodies in this report, I am, at every turn, reminded of the exemplary leadership and commitment shown by all members of our university community over the past year.</p> <p>I am particularly grateful for the support I receive from my team in Founders House, led by Lisa Rae, Director of the Office of the President and Secretary to Collegium, and supported by Greg Rupik, Executive Assistant, and Kristina Van Veen, Administrative Assistant.</p> <p>Planning for Campus Ministry: An Advisory Group has been meeting since June 2020 to help recommend priorities for a future Campus Ministry program, and help lay the groundwork for the hiring of a new Director of Campus Ministry. In partnership with the Multi-Faith Centre, USMC has hired an intern who will be helping the Committee create and implement a USMC-wide survey to assess the spiritual needs of the community. The results of this survey will inform the Committee, and will also provide valuable information for the Multi-Faith Centre, which seeks to run a similar survey across UofT. The work of the committee also includes:</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Community Vitality	<ul style="list-style-type: none"> Revitalize Campus Ministry, Student Life & Residential Life 	<ul style="list-style-type: none"> A Campus Ministry mission statement; A new role description for the late spring hiring of a new senior administrative position reporting to the President, Director of Campus Ministry.
			<p>Campus Ministry Advisory Group Members:</p> <ul style="list-style-type: none"> Emily VanBerkum, Dean of Loretto College Fr. Morgan Rice, CSB, Pastor of St. Basil's Greg Rupik, EA to the President Jean-Pierre Fortin, Assistant Professor of Theology Ann Mathew, Intern <p>USMC Student and Employee Wellness: This remains a high priority and heightened concern especially due to the strains on community and alternative programming due to the pandemic. Currently, Nicole LeBlanc is the only professional counsellor on the St. Mike's campus, and she is doing remarkable work. It forms an important component of <i>St. Mike's 180</i>, and planning is ongoing at senior admin leadership, SMCSU, and College and Faculty Councils. The three Fed presidents are working together to advance this issue in discussions with UofT. I will report in the New Year about progress on this issue.</p> <p>Developments in Student and Residential Life: Led by Dean of Students, Duane Rendle, this division has seen many changes and challenges this year, and has responded with exemplary leadership. As planned, Student Life at St. Mike's has been returned to the portfolio of the Dean of Students, allowing for a number of improved and integrated supports for students in residences and commuting to campus.</p> <ul style="list-style-type: none"> all student leaders receive comprehensive training; the appointment of an additional Assistant Dean, Emma Graham, provides improved 24-hour on-campus support. <p><i>Among the many accomplishments in the face of the unique challenges of the year:</i></p> <ul style="list-style-type: none"> an incredibly successful and St. George campus-leading Online Orientation, and the continuing delivery of on-line Student Life programming; the oversight of a mass exodus of students from Residence during the initial COVID-19 lockdown; adopting, implementing, and communicating the myriad new COVID-19 safety measures;

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Community Vitality	<ul style="list-style-type: none"> Revitalize Campus Ministry, Student Life & Residential Life Explore and implement as appropriate initiatives in indigenization, social impact, and Equity, Diversity & Inclusion 	<ul style="list-style-type: none"> developing and implementing quarantine protocols and new safety policies (mask policy, no in-person dining, no in-person programming, no guests in residence, etc.); posting and filling all three full-time positions supporting the Dean of Students within a single year; adjusting to a changing demand for residence due to travel and safety restrictions. <p>Student Residence Renewal: Elmsley Hall renovations, in partnership with SMCSU, completed, with window replacements scheduled for Spring 2021. This significant residential space renewal was led by teams in the Offices of Dean of Students (Duane Rendle), Bursar and Finance (Effie Slapnicar), and Facilities (Michael Chow).</p> <p>Equity, Diversity, Inclusion & Social Impact:</p> <ul style="list-style-type: none"> <i>EDI Training:</i> To further its commitment to equity, diversity and inclusion, the University, guided by HR Director, Suzanne Ramnauth, has provided training opportunities to all employees in November 2020. Several courses were offered and facilitated by University of Toronto's Anti-Racism and Cultural Diversity Office. USMC participated in the national survey on EDI conducted by Universities Canada; USMC is an institutional partner in the ongoing National Dialogues and Action for Inclusive Higher Education and Communities on the issue of anti-Black racism in universities. The President participated in a two-day National Dialogues addressing Anti-Black racism which had focused on moving from words to tangible, concrete actions. There were three thousand virtual participants from across the country, from sixty post-secondary institutions in attendance; The USMC Truth and Reconciliation Reading Group continues to meet; Led by the Bursar and CAO, the ESG committee continues to meet; A new SMC One course has been created: Christianity, Truth and Reconciliation which will deal with the historical and contemporary engagement of Christianity and Indigenous Peoples; while a travel component has been planned, the circumstances of COVID-19 has meant that a global digital classroom will be constructed to deliver the seminar; The President served as the Chair of the McConnell Family Foundation Social Impact Advisory Group, comprised of Canadian university presidents and community agency leaders. Just one of its priorities was the development of guidelines for university strategic planning, which has helped shape the current <i>St. Mike's 180</i> process.

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Program Vitality	<ul style="list-style-type: none"> Ensure faculty stability through engagement and renewal Foster stronger ties between the Faculty of Theology, MASI, & SMC Support SMC program sustainability and development 	<p>Faculty & Program Developments in Theology:</p> <p><i>Appointments:</i></p> <ul style="list-style-type: none"> Dr. John McLaughlin, Interim Dean Dr. Sean Argondizza-Moberg, Assistant Professor of Greek Patristics Dr. Hilda Koster, Associate Professor of Ecological Theology unsuccessful search in Religion and Catholic Education in 2019 is now in progress with an anticipated hire July 2021 <p><i>New Courses of Note:</i></p> <ul style="list-style-type: none"> (Sexual) Abuse in the Catholic Church (mentioned in Academica Group top-ten list of note-worthy things that are happening currently in higher education in Canada) Theology of Radical Evil & Suffering Ecofeminism, New Materialism and Ecological Theology <p>2nd year of 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> <p>ATS Accreditation: The Faculty of Theology Self-Study in preparation for submission to ATS In November 2021 is ably led by Dr. Michael Attridge.</p> <p>Sheptytsky Institute (MASI):</p> <ul style="list-style-type: none"> a new Memorandum with MASI was approved and signed by Collegium in 2020; new Interim Director, Rev. Alexander Laschuk, was appointed following the retirement of Rev. Peter Galadza; a three-year CLTA position in Greek Patristics was hired Jul 1, 2020. <p>Faculty & Program developments in SMC:</p> <p><i>Appointments:</i></p> <ul style="list-style-type: none"> Dr. Mark McGowan, Interim Principal and Vice President Dr. Alison More, Comper Professorship in Medieval Studies Dr. Adam Hincks, SH, Sutton Chair in Christianity & Cultures

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Program Vitality	<ul style="list-style-type: none"> Support SMC program sustainability and development 	<p><i>Program renewal & new courses of note:</i></p> <ul style="list-style-type: none"> substantial program revisions to Book & Media and Medieval Studies are making their way through the approval processes at College Council and FAS, as well as the reintroduction of Christianity & Culture programming for future Catholic school teachers; Book and Media Studies courses: <ul style="list-style-type: none"> #BlackLivesMatter and the Media to be taught in Winter term 2021 by Journalist/Academic Emilie Nicholas of Le Devoir #AmericaVotes and the Media is completing this Fall term taught by Sam Tanenhaus, following his very successful 2017 course #TrumpAndTheMedia Christianity & Culture courses: <ul style="list-style-type: none"> Christianity, Truth and Reconciliation The Bible and the Big Bang (joint offering with the Astrophysics program) <p>Office of the SMC Registrar and Student Services (ORSS): Led by the Registrar, Giancarlo Mazzanti, this division has undergone a 360-degree review, led by the Interim Principal, with the intention of restoring the ORSS to a staff complement that meets the needs of the growing student population and the demands daily on the Office, whether under the constraints of COVID, or in a pandemic-free academic world. As a result, a restructuring of the ORSS front desk will see the addition of student services personnel.</p> <p><i>Among the many accomplishments in the face of the unique challenges of the year:</i></p> <ul style="list-style-type: none"> Turning an in-person operation wholly online-technical, laptops, credentials for working from home; Managing the significant (almost ten-fold) increase in the volume of work between emails, appointments, and portfolios. Hundreds of emails turned into thousands—same for phone calls; Supporting advisors assisting students' very serious (heightened) personal issues, related to family, including much death, loss of work; Connecting with International Students in completely different time zones; Addressing significant increase in Academic Integrity issues in an online environment;

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Academic & Community Integrity	Program Vitality	<ul style="list-style-type: none"> Support SMC program sustainability and development Expand Continuing Education programming Engage with Catholic school boards Establish cost-recovery community & professional development Programs, including an Institute for Spirituality, and a Liberal Arts 101 program for non-traditional learners 	<ul style="list-style-type: none"> Using programming to connect with students in meaningful ways: <ul style="list-style-type: none"> SMC 101 Academic Orientation Program taken online. Academic Support Program for students on academic probation. Weekly 1st year drop in Advising Sessions for 1st year students to assist with an online transition to university. COVID has allowed our office to think “outside of the box” when developing programs as we adapt to a changing reality of student services in a virtual world. Several office expenses greatly reduced. <p>Continuing Education: Senate approved a redesign and expansion of the existing Certificate in Corporate Social Responsibility to a new Graduate Diploma in Social Responsibility and Sustainability. This development represents a maturing of the CSR program (Canada’s oldest) and a new regard for the credential. The result has been increased enrolment and the consideration of further program offerings in CSR, and is a reflection of the dynamic leadership of Kathryn Cooper.</p> <p>Consultations with the Catholic partners continue in spite of COVID restraints. Advisory Committee met in November to discuss next steps with regard to 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. Principal Mark McGowan continues to be a guiding force in this initiative.</p> <p>Exploratory conversations with academic partners and donors continue regarding an Institute for Spirituality, but program planning in new ConEd programs has slowed due to COVID restrictions and workload.</p>

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Building Academic & Community Integrity	Attend to Long-Standing Community Partnerships	<ul style="list-style-type: none"> Explore mutually beneficial formal agreement with Regis College Relations with the Pontifical Institute of Mediaeval Studies Build upon existing relationship the Basilian Fathers, the Sisters of St. of Joseph, the Loretto Sisters, the Archdiocese of Toronto, and other strategic partnerships 	<p>Regis College: A Steering Committee has been working since October to produce a report for the Regis Board of Governors and the USMC Collegium on the shape of a future alliance between the two institutions. The report will be completed by June 2021, and will be principally informed by the work of five sub-committees engaging with essential facets of this alliance, namely (1) Governance & Mission, (2) Academics, (3) Finance, (4) Community Life & Spiritual Formation, and (5) Facilities & Campus Resources. The sub-committees are populated with community members from both institutions, and are due to submit sub-committee reports to the Steering Committee before April 2021.</p> <p>PIMS: USMC continues to develop strong relations with PIMS on several levels: Following the announcement of a Memorandum of Understanding between USMC, PIMS and the University of Toronto's Centre for Mediaeval Studies:</p> <ul style="list-style-type: none"> the SMC undergraduate program has pursued meaningful ties with other units that should provide teaching and financial support to student activities in St. Michael's undergraduate program; SMC has been hiring PIMS Mellon Fellow post-doctoral students to teach in a cost-sharing arrangement with PIMS; the Memorandum has been a major catalyst in the formation of a Mediaeval Council at UofT to bring together all of the significant units engaged in scholarship and teaching in Mediaeval studies; the Collegium Chair and President continue to serve on the PIMS Board; the President serves on the PIMS Academic Council and the current Search Committee for the new Praeses (President of PIMS); the President has hosted the PIMS Mellon Fellows to USMC for discussions and social events, and has served on committee for PIMS students completing their Licentiate. <p>Congregational Partners: A variety of formal and informal engagements continue with the leadership groups of the Sisters of Loretto, the Sisters of St. Joseph, and the Basilian Fathers.</p> <p>St. Basil's Collegiate Parish: USMC maintains excellent relations with St. Basil's and is grateful for the leadership of Pastor Fr. Morgan Rice, CSB, who is part of the USMC Senior Admin Team.</p>

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Building Academic & Community Integrity	Attend to Long-Standing Community Partnerships	<ul style="list-style-type: none"> Build upon existing relationship the Basilian Fathers, the Sisters of St. of Joseph, the Loretto Sisters, the Archdiocese of Toronto, and other strategic partnerships 	<p>Nouwen Society: has funded through donation to USMC a one-year, full-time archivist to work in the Kelly Library to assist in the processing of the Nouwen Archives.</p> <p>Archdiocese: The President meets regularly with Cardinal Collins, in the latter's capacity as Cardinal Archbishop of Toronto and as Chancellor of USMC.</p>
	Explore new local and international partnerships		No progress at this time.



PRIORITY Building Reputational Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Reputational Integrity	Revitalize Institutional Communications	<ul style="list-style-type: none"> Establish a strong Communications Department 	<p>Institutional Communications Under the direction of Director, Laurie Morris, the Communications team has grown in both number of staff and scope of service in alignment with our plan, and also in response to unexpected and ever-changing communication needs related to the COVID-19 pandemic.</p> <p>Communications team developments: Catherine Mulroney was seconded from the Faculty of Theology to the Communications team in late 2019 to assist the relaunch of the alumni magazine. The secondment became a permanent position in October 2020. In addition to serving as Managing Editor of the St. Michael's magazine (see below), Catherine has developed and delivered stories that highlight institutional initiatives, including the St. Michael's–Regis alliance and the MOU between St. Michael's, PIMS and CES. She has also launched and oversees the InsightOut blog, designed to help keep the community connected during the pandemic. With over 60 contributions and 10,419 pageviews since its debut in April 2019, InsightOut offers the voices of students, faculty and staff as they ponder the current health crisis. Emma Hambly, the intern brought on from the Humber College PR program joined as a contract communications coordinator in October 2019 at the end of her placement. Emma has added graphic design and video skills to the Communications department and has been a key contributor to projects including the 2019 Christmas video greeting, social channels and video elements of online Convocation projects.</p> <p>COVID-19 Response: The Comms team was challenged to find more ways to reach audiences through digital channels and in response, created a short-term daily newsletter which evolved into a new section on the website (pageviews: 5,767), and followed up with a Fall 2020 section designed to share relevant material from UofT alongside St. Michael's-specific information related to health, safety, operations and processes (1,322 pageviews to date). Martyn Jones worked with the President's and Bursar's Offices to develop an online screening tool that is currently being used by all staff and outside vendors before they come to campus. The USMC Twitter channel has become much more active. The total number of followers has grown from 1279 as of October 2019 to 1660 as of the end of November 2020.</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Reputational Integrity	Revitalize Institutional Communications	<ul style="list-style-type: none"> Establish a strong Communications Department 	<p>Virtual Convocations: The Comms team worked with Advancement/Alumni, the President and Principal's Offices to deliver a virtual celebration for Convocations in spring 2020, and then again to develop and deliver a pre-taped broadcast of the ceremony itself and highlights of student achievements to celebrate the fall 2020 Convocation of the Faculty of Theology and Continuing Studies. Anecdotally the packages were well-received and appreciated by students, and show total pageviews of 2162 and 1485 respectively. There were 208 views of the Fall 2020 Convocation ceremony itself, i.e. more than the number of people in the graduating class which suggests that graduates were sharing the link with friends and family.</p> <p>Website redesign: Front-end redesign, including a new-look home page that offers multiple points of entry to content, an improved staff directory and enhanced ability to provide timely home page promotion to programs based on the academic calendar, is scheduled to go live before the end of the year. As part of the process, Martyn Jones led content contributors in an audit to ensure all content was reviewed and AODA compliant and to delete outdated or unused pages. The next phase of the project involves the selection of vendor to work with the Faculty of Theology to understand priorities and develop wireframes and page templates to support the overarching student recruitment and retention strategy.</p> <p>Communications is also working more closely with the Registrar's office and the Dean of Student's office to support student engagement, including online welcome days and the fall 2020 Orientation program. Communications and Student Life also developed the concept for a social media campaign called #SoulsofSMC. The campaign, which was overseen by the Office of Student Life, focused on the diversity of students on campus with stories to inspire and motivate their peers to get involved in a range of activities.</p> <p>As part of the <i>St. Mike's 180</i> project, Communications is working closely with the Office of the President to develop presentation and engagement material in print and online.</p> <p>The Communications team is also working with the Dean of Theology and the Principal to develop and promote stories designed to raise awareness of the faculty, program offerings and USMC initiatives designed to engage students online.</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Building Reputational Integrity	Revitalize Institutional Communications	<ul style="list-style-type: none"> Establish a strong Communications Department 	<p>Communications and Alumni & Advancement teams continue working closely together to expand and strengthen alumni communications through social media (Facebook, Twitter and LinkedIn) and e-newsletters and to highlight and build on key institutional themes and messages in fundraising materials. (Proposals, solicitation and acknowledgment letters, etc.)</p> <p>Alumni & Advancement continue to work closely with Communications on promotional materials and alumni engagement initiatives, including the creation of a “virtual Lenten retreat” package and other outreach activities.</p> <p>The Fall 2020 issue of St. Michael's alumni Magazine introduced a fresh new design. The magazine is now published in-house. The November issue, the first to be edited and designed in-house, was curated and edited by Catherine Mulroney and designed by Sheila Eaton. The new look and feel have been very well received.</p>



PRIORITY Securing Institutional Integrity

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Securing Institutional Integrity	Assess & Evaluate Senior Leadership Performance	<ul style="list-style-type: none"> Leadership and succession 	<ul style="list-style-type: none"> Lisa Rae appointed Director, Office of the President, (effective December 2019); formally appointed Secretary to Collegium (effective June 2020); Professor John McLaughlin appointed interim Dean, Faculty of Theology (2-year appointment effective July 2020); Professor Mark McGowan appointed Interim Principal of St. Michael's College and VP USMC (1-year appointment effective July 2020); Dr. Alexander Laschuk appointed Interim Director, Sheptytsky Institute (effective July 2020).
	Address Financial Sustainability and Growth	<ul style="list-style-type: none"> Improve financial relationship with the U of T Expand alumni outreach and fundraising to secure existing programs, new student aid, and endowment security 	<p>Federation Agreement: Negotiations with the UofT continue regarding the operating agreement, 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 continue to form an important priority for USMC in the coming year(s).</p> <p>Improved Student Services Agreement: We are building on gains made in 2019 to negotiate and secure a more equitable student services support for the services USMC provides through the Federation Agreement. The \$600K One Time Only (OTO) additional grant received in 2019 was renewed this year and the three Federated universities (USMC, Victoria and Trinity) are working together to refine a detailed services grant with UofT and have the results rolled into base funding. These are comprehensive discussions involving significant work and cooperation between the teams in the Offices of the Bursar, the Principal, and the President.</p> <p>Alumni and Advancement Office reorganization: Under the leadership of Kathryn Elton Alumni & Advancement has implemented further staffing changes resulting in increased alumni engagement, renewed commitment of Alumni Association Board and Young Alumni Committee and enhanced outreach via social media. Brittany Davila provided energetic leadership in this area throughout 2020 and was promoted, in May 2020, to the role of Senior Manager Alumni Engagement. We wish Brittany well as she begins maternity leave in January 2021, and welcome Maxine Webster into a one-year maternity leave contract.</p>

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Securing Institutional Integrity	Address Financial Sustainability and Growth	<ul style="list-style-type: none">Expand alumni outreach and fundraising to secure existing programs, new student aid, and endowment security	<p>Ana Maria Faria joined the advancement team as Director of Development, October 13, replacing Klim Khomenko who moved to Hamilton and McMaster University in August. Ana Maria brings to St. Mike’s extensive fundraising and management experience developed through leadership roles at Frontier College, George Brown College and most recently Easter Seals Canada, where she was VP National Development.</p> <p>Material increase in fundraising FY 2020 (55% increase) compared to 2019</p> <table><tr><td>FY 2020 cash in total (annual & major giving, realized bequests):</td><td>\$4,882,865</td></tr><tr><td>Plus new confirmed commitments (\$700,000 multi-year pledge & bequests totaling \$7.5M):</td><td>\$8,200,000</td></tr><tr><td>2020 TOTAL</td><td>\$13,082,856</td></tr></table> <table><tr><td>FY 2019 cash in total (annual & major giving, realized bequests):</td><td>\$5,674,413</td></tr><tr><td>Plus confirmed commitments (\$3M, of which \$1.5M was received in FY19):</td><td>\$1,500,000</td></tr><tr><td>2019 TOTAL</td><td>\$7,174,413</td></tr></table> <p>Fundraising Progress to-date FY 2021</p> <ul style="list-style-type: none">Annual Giving (up to \$1,000) & Leadership Annual Giving (\$1,000 to \$24,999) tracking well.;\$331,973 @ Nov 19, 2020 versus \$324,367 @ Nov 19, 2019;Major gifts received to date (\$600,000);David and Kathryn are focusing on cultivating additional Major Gifts and are advancing discussions with a number of top prospects;The advancement team is also focusing efforts on securing bequest intentions. (A recent \$389,533 bequest designated to President’s Highest Priority represents the importance of this area of giving.)	FY 2020 cash in total (annual & major giving, realized bequests):	\$4,882,865	Plus new confirmed commitments (\$700,000 multi-year pledge & bequests totaling \$7.5M):	\$8,200,000	2020 TOTAL	\$13,082,856	FY 2019 cash in total (annual & major giving, realized bequests):	\$5,674,413	Plus confirmed commitments (\$3M, of which \$1.5M was received in FY19):	\$1,500,000	2019 TOTAL	\$7,174,413
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2019 TOTAL	\$7,174,413														

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Securing Institutional Integrity	Address Financial Sustainability and Growth	<ul style="list-style-type: none"> Expand alumni outreach and fundraising to secure existing programs, new student aid, and endowment security Support the ongoing improvements to financial processes, unit support 	<p>Fundraising Strategic Planning is underway for St. Michael's involvement in the University of Toronto's next major fundraising campaign, which began counting gifts on January 1, 2019 and is currently scheduled to last for ten years. The themes and priorities developed through in the <i>St. Mike's 180: Rooted in the Future</i> will shape the case of support for St. Michael's fundraising within the context of the overall UofT campaign. Our goal for this campaign will be confirmed in early 2021. To date, (Jan 1, 2019 to present) St. Michael's has secured gifts, pledge commitments and bequest intentions totalling more than \$13 million (\$13,164,892) toward the UofT campaign total.</p> <p>The USMC Foundation: The Foundation was reactivated and repopulated at the initial meeting in May, and scheduled a November 2019 meeting to review audited financial statements. Reviewed financial statements in Nov 2019, as planned. Plan to meet again in January 2021 to review financial statements.</p> <p>Developments in Finance Office and Administration: Led by Bursar and CAO, Effie Slapnicar, this division made enormous contributions to the well-being of USMC while faced with significant challenges brought on by COVID, and led many of USMC's operational responses.</p> <p><i>Among the many accomplishments in the face of the unique challenges of the year:</i> Maintaining operations and the level of service while remote, such as payroll, accounts payable, accounts receivable, procurement, pension administration, budgets, audits, projections, reports, and analysis in supporting the financial health of the University through the pandemic, e.g.:</p> <ul style="list-style-type: none"> evolve to paperless transactions for pay slips, EFT, and online deposits; coordinate two online pension workshops for employees with the assistance of Bursar Office; ensure the many capital contracts follow the Broader Public Sector Procurement Directive with the proper authorization; successful RFP process that resulted in new Financial Auditor, and new Investment Consultant; risk management support in researching COVID-19 support grants, furlough impacts, and informed consents to reduce the University risks; pension valuation completed; revised budget due to COVID-19, approved by Collegium in June 2020.

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Securing Institutional Integrity	Ensure Facilities Renewal and Security	<ul style="list-style-type: none"> Seek efficiencies in facilities and continue to address deferred maintenance on campus 	<p>Wayfinding project: Led by the CAO and Bursar, Effie Slapnicar, a new program for campus signage is currently being implemented.</p> <p>Campus Operations and COVID-19:</p> <ul style="list-style-type: none"> Facilities: the Office of the CAO and Director of Facilities, undertook extraordinary measures to secure the campus, administration and residence buildings for Fall term, in alignment with General Assessment Tool (GATs). This required building closures, new cleaning and PPE procurement and training measures, and addressing Facilities & Services staff concerns as front-line essential workers during the pandemic; Worked with support team to come up with protocols to allow for virtual environments, skeleton staff on campus. HR Director, Suzanne Ramnauth and the Bursar and CAO met with each department to review staffing needs and came up with a recommendation to reassign staff to different departments; IT: Getting all staff prepared for remote work and teaching. Updating teaching stations in Brennan 200, Alumni Hall 100, 400; GATs: Review of General Assessment Tools of each department at St. Mike's for the reopening of the University. Reviewed 40 GATs including UofT departments and PIMs located on our campus. Prior to this, worked on closing the University including evacuation of students on campus. Created a campus wide communication and HR letter for staff coming back to campus beginning in the Fall. Created an Event Assessment Team (EAT) to review film shoots on campus to ensure health and safety of employees, staff, faculty while bringing in revenues to the University; In the midst of campus constraints, ancillaries tripled film shoot income in the fall. <p>Kelly Library: led by Chief Librarian, Sheril Hook, the Kelly Library team has made many significant operational modifications throughout the pandemic, including:</p> <ul style="list-style-type: none"> moving to remote service, curbside pick-up, and until the recent changes in public health measures, reopening as study space; Created collaborative document with/for the Faculty of Theology for online pedagogy best practices, and continue to assist with syllabus development for faculty; in the midst of these constraints, renovations continue for the scheduled Spring move of the Rare Books collection to the Third Floor of Kelly.

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Securing Institutional Integrity	Ensure Facilities Renewal and Security	<ul style="list-style-type: none"> Secure existing property and explore new opportunities including: 	<p>Initiatives led by the Bursar/CAO and supported by the Office of the President:</p> <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. Participated in working group with the City and community members to provide comments on various areas that redevelopment will impact the area including parking, shadows, density.</p> <p>Kelly Rezoning Advisory Group: CAO chairs this group to review and recommend redevelopment plans for the Kelly Site to better serve the campus. The redevelopment proposes to include additional student residences, ancillary space, offices and classrooms, and updates to the Kelly Library.</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. Currently working with Director of Facilities to update expired lease of University of Toronto's lands near Queen's Park building.</p>
	Institutional Planning	<ul style="list-style-type: none"> Work with Collegium to complete and implement governance review 	<p>Governance review: Governance Review Committee has met, and plans to meet again in 2021 with a revised emphasis on ongoing updates to by-laws as necessary, and a more comprehensive assessment and coordination of existing and needed policies.</p>

PRIORITY	FOCUS	STRATEGY	INITIATIVES AND ONGOING ACTIVITIES (2019–2020)
Securing Institutional Integrity	Ensure Facilities Renewal and Security	<ul style="list-style-type: none"> 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>Strategic Plan: <i>St. Mike's 180: Rooted in the Future</i>: the extended consultation and planning process is nearing completion with high-level Priorities and Goals moving to Collegium for approval in December 2020, with a detailed build-out of activities and institutional implementation plan scheduled for early 2021.</p> <p>Working Group Members:</p> <ul style="list-style-type: none"> Lisa Rae, Dir. President's Office Kathryn Elton, Chief Advancement Officer Katie Forjoe, Associate Dean of Students Jean-Pierre Fortin, Theology Dave Hagelaar, Associate Chief Librarian Sr. Mary Anne McCarthy, CSJ, Collegium Alison More, Medieval Studies Laurie Morris, Director of Communications Greg Rupik, EA, President's Office Neo Yin, SMCSU President 2019–2020 <p>Vision, Mission & Values: A Collegium subcommittee will present revised statements for approval in December 2020.</p> <p>Collegium Mission Committee Group Members:</p> <ul style="list-style-type: none"> Fr. Don McLeod, CSC, Immediate Past Chair of Collegium Sr. Mary Anne McCarthy, CSJ, Collegium Member Sr. Evanne Hunter, IBVM, Loretto Sisters Leadership Team Jean-Pierre Fortin, Assistant Professor of Theology Lisa Rae, Dir. President's Office & Secretary to Collegium David Sylvester, President
		<ul style="list-style-type: none"> Establish with Collegium appropriate review processes for the President 	<p>Collegium Past Chair, Fr. Don McLeod, CSB is leading the President's review.</p>



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