



President's Annual Report to the Collegium 2021



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



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- Build a welcoming community where people want to live, study, work and visit
- Respect and encourage diversity in all its forms
- Prioritize the wellness of our community members
- Support and encourage members to share their gifts in service to community

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- Attract and retain a diversity of students, faculty and staff recognized for their intellectual engagement and commitment to mission
- Enhance and expand our academic programs and partnerships to extend the reach of our mission
- Challenge students to participate in local and global learning, research, and service opportunities
- Mobilize new knowledge in service to the common good

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- Build financial resilience to advance our mission
- Lead with transparency, accountability and good governance
- Embed environmental and social responsibility into all university operations, urging community members to do the same
- Strengthen mutually beneficial institutional and community partnerships to advance the common good



INTRODUCTION

I am pleased to present to Collegium and the University of St. Michael's College community the President's Annual Report for 2021.

This year St. Michael's continued its institutional renewal with the public launch of its new strategic plan, *St. Mike's 180: Rooted in the Future*. Although we continued to face pandemic disruptions, we came together in remarkable ways to advance our shared strategic priorities.

Looking back over the year, I see many, many reasons that our community should feel proud: our success in keeping students and staff safe, the relaunch of the Elliott Allen Institute for Theology and Ecology, the public recognition of the achievements of our students, faculty and staff, the development of a comprehensive Campus Ministry model, a rethinking of our financial reporting, and our formal federation with Regis College, to name but a few.

I am also reminded, however, that there are several crucial areas that require our community's immediate attention. Primary among these is the need to advance our support for the well-being and mental health of every member of our community, an undertaking which has begun, but will require a new focus in the New Year.

I am grateful to every member of our community for their dedication to the University of St. Michael's College. They work each day to lift up this place, and this report is, in essence, a brief snapshot of their good work over the past year.

Respectfully submitted,

David Sylvester, PhD



PRIORITY ◆◆◆

Community: Providing a supportive and challenging community for all its members

PRIORITY	GOALS	INITIATIVES AND ONGOING ACTIVITIES
Community: Providing a supportive and challenging community for all its members	1.1 <i>Build a welcoming community where people want to live, study, work and visit</i>	<p>1.1 Through campus improvements: in addition to ongoing deferred maintenance projects, several initiatives undertaken to build a welcoming, healthy & more sustainable community:</p> <ul style="list-style-type: none"> • Campus Wayfinding: assist students and visitors to navigate our campus, a multi-year initiative led by the CAO's Office with support from AVID campus design group; • Major student residence upgrades: Queen's Park Residences—multi-year upgrades ongoing. \$1 million was invested this year (funded by SMCSU & President's Office) repainting & reflooring all dorm rooms, ergonomic desk chairs & modern platform beds; Elmsley Hall student room renovations begun in 2020 and are now complete; • Festive lighting on campus during Advent, including the trees on Elmsley Lane, and lighted wreaths on South Elmsley Hall and historic houses <p>Through (COVID-safe) events:</p> <ul style="list-style-type: none"> • Student Orientation 2021 (September 1 – 8): the Dean of Students Office created a comprehensive on-campus F2F programing to meet peers, while also providing additional online events for students awaiting visas or required to quarantine, including: daily tours of the SMC/UofT campus, in-person events each evening for 100 people (e.g. game nights, movies in the quad, Zumba dance parties, paint nights, etc.). Many events were open to students from last year's incoming class so that they could finally experience what an in-person orientation was all about. In total, just under 1,000 students participated in the online orientation, 800 were welcomed to campus for evening events and 600 came for the tours. • Michaelmas: the in-person celebration for our Feast Day began with Mass in St. Basil's & gathered approximately 400 community attendees in an Elmsley Lane "street festival"; • Advent & Christmas "feasting": the December 1 Christmas Festival on Elmsley gathered close to 500 attendees. Formal Christmas Dinners in the Canada Room (Dec. 7–8) hosted c. 200 students each night dressed in their holiday finest for turkey dinner with all the trimmings while Christmas songs played through the decorated hall. The dinners were co-sponsored by the Office of the Dean of Students Office and the St. Mike's Residence Council (SMRC). On the previous Friday, the Dean's Office sponsored another Christmas Dinner in Charbonnel Lounge, specifically for SMC's commuter student leaders; • Mass: St. Basil's continued to offer daily and weekend Masses, when permitted.



PRIORITY	GOALS	INITIATIVES AND ONGOING ACTIVITIES
Community: Providing a supportive and challenging community for all its members	1.1 <i>Build a welcoming community where people want to live, study, work and visit</i>	<p>Through improved communications: the Communications team continued to develop new ways to share the St. Mike's story in multiple formats, including:</p> <ul style="list-style-type: none"> Expanded Social/Digital campaigns to raise awareness of USMC as a welcoming and inclusive space. Specific examples: <ul style="list-style-type: none"> This includes working with Alumni engagement and promoting USMC on LinkedIn; Institutional Twitter account audience increased by 50% since Nov. 2020. (https://twitter.com/ustmikes); Social assets/content for secular, multi-faith and Catholic significant dates and holidays shared with channel managers across the University to provide a consistent visual identity during the holiday season; Creation and implementation of specific communication strategies for USMC initiatives; Working to refresh the USMC photo collection to ensure it reflects the diversity of the St. Mike's community across a variety of channels and formats.
	1.2 <i>Respect and encourage diversity in all its forms</i>	<p>1.2</p> <p>Through building an “Inclusiveness” communication strategy: including promotion of St. Michael's as the first Catholic university in Canada to offer support for a statement from American Catholic Bishops calling for protection of at-risk LGBT youth. (https://stmikes.utoronto.ca/news/st-mikes-signals-commitment-to-protection-of-at-risk-lgbt-youth)</p> <p>Through understanding the unique needs of specific student groups:</p> <ul style="list-style-type: none"> A new Principal's working group supporting international students (membership includes Principal, Director of the Office of Principal, Director of Campus Ministry, faculty member, College fellow, four students representing China, the Middle East, Africa, and the Caribbean); A New Vice-President's Working Group on Indigenous Awareness has been launched and is designed to discuss and plan more ways in which the College can engage Indigenous cultures and perspectives. The membership consists of faculty and students. It is hoped that the College can sponsor a visiting professor in BMS to teach a special course on Indigenous Peoples and Media in 2022–23.



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Community: Providing a supportive and challenging community for all its members	1.2 <i>Respect and encourage diversity in all its forms</i>	<ul style="list-style-type: none"> • A first-year Foundations Course in Truth and Reconciliation launched in the Fall term and will be further developed into the fourth SMC One Seminar in Fall. The TRC Reading Group has continued to meet this term has been formed and is meeting regularly; • An International Student Academic Orientation and Transition program for students arriving in January has been established by the Office of the Registrar and Student Services (ORSS); • Cooperative Anti-racism training initiative led by the HR departments at the three federated colleges arranged anti-racism training to increase faculty and staff's understanding of their roles and responsibilities to advancing racial equity, diversity and inclusion. The three workshops were facilitated by UofT's ARCDO in February 2021 and provided an interactive and safe space for employees to ask questions, provide comments and share experiences. The sessions were well attended by St. Michael's faculty, staff and senior executive members; <p>Through academic programming dedicated to Inclusivity:</p> <ul style="list-style-type: none"> • Faculty of Theology introduced new course "Black Lives Matter in the Classroom" and "Indigenous Sacred Traditions & Reconciliation" as part of the Interfaith diploma program and is committed to offering this course every academic year; New course on decolonization and indigenous relations with the Roman Catholic Church in development; All Basic Degree programs include a contextual education comment through which each student engages with the larger community; • The Graduate Diploma in Social Responsibility and Sustainability actively included diversity as a lens when recruiting students and Mentors. Participation in Local/Global Learning Opportunities, in service to the common good included 33 capstone research projects focused on social impact, environmental responsibility and embedding social and environmental responsibility in organizations. Nearly 20 of these projects have already started their journey toward implementation. Many resulting in the student being promoted to a social impact or environmental sustainability role in their organization or another organization.



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Community: Providing a supportive and challenging community for all its members	1.3 <i>Prioritize the wellness of our community members</i>	<p>1.3 Through the re-introduction of an office of Campus Ministry: following a detailed survey of community needs, USMC appointed a new Director of Campus Ministry with offices located centrally next to the COOP in Brennan Hall, with a mandate to build a new comprehensive ministry for all students, staff, and alumni.</p> <p>Through courses dedicated to Inclusivity: Faculty of Theology introduced a new course “Black Lives Matter in the Classroom” and “Indigenous Sacred Traditions & Reconciliation” as part of the Interfaith diploma program and is committed to offering this course every academic year; New course on decolonization and indigenous relations with the Roman Catholic Church in development; All Basic Degree programs include a contextual education comment through which each student engages with the larger community.</p> <p>Through Wellness Initiatives: expanded programming, policies and supports for students and faculty are being implemented:</p> <ul style="list-style-type: none"> • The Dean of Students and SMCSU have led an initiative to improve wellness activities and supports across the campus. Restructuring Wellness reports to the Dean of Students and the appointment of an Associate Dean, Student Life has facilitated this initiative. A new clinical counsellor will be hired in the New Year, providing front-line support and oversight of social work interns on campus; • The Office of the Registrar and Student Services (ORSS) increased the complement of staff working on Accessibility, Learning Strategies, and Academic Integrity; • The Advancement Office has worked closely with the Dean and President to draft a case for support to expand additional wellness programming; • HR prioritized employee well-being this past year developing or consulting on initiatives to support employee mental and emotional health in the workplace. Employees have benefitted from more flexibility and autonomy in determining how their workday is structured and the University has succeeded in developing creative solutions to support the workforce during the pandemic without a loss of productivity;



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Community: Providing a supportive and challenging community for all its members	1.3 <i>Prioritize the wellness of our community members</i>	<ul style="list-style-type: none"> Campus-wide UCheck & Vaccination policy – adopted and adapted UofT’s vaccination policy at USMC and the UCheck portal to upload vaccination receipts and leverage screening tools; Integration mindfulness and meditation Social Responsibility and Sustainability Diploma curriculum in recognition that we need to bring our “whole self” to work, play and home, the Social Responsibility and Sustainability Diploma program has formally integrated mindfulness and meditation into our curriculum. Reflection and connection to art, literature and music have always been part of the program. The goal is to engage our students in transformative learning; experiencing a deep, structural shift in the way we think, feel, and take action. It is a shift of consciousness that alters our way of being in the world.
	1.4 <i>Support and encourage members to share their gifts in service to community</i>	<p>1.4 Through mentorship: one of the most effective ways of reducing the anxiety of incoming first year students are connecting them with a mentor. Mentors volunteer their time to help students navigate their transition to university by answering questions, recommending resources, and providing their mentees with a sense of friendship and belonging. This past year the Dean’s Office restructured its mentorship program to increase participation and capacity; the program now boasts 48 student mentors who each provide guidance to six incoming freshmen students.</p> <p>Through the Student Life Committee at the Faculty of Theology: the Committee planned a Christmas Charity drive. They will collect funds for the attendees at the Virtual Christmas celebrations and the total will be matched by the President’s office.</p> <p>Through sector partnerships: The Graduate Diploma in Social Responsibility and Sustainability (GDSRS) program engaged in a Collective Impact project with Umalia. The future goal is to involve students in an annual Collective Impact project with a focus on Truth and Reconciliation.</p>



PRIORITY ◆◆◆

Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world

PRIORITY	GOALS	INITIATIVES AND ONGOING ACTIVITIES
Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world	<i>2.1 Attract and retain a diversity of students, faculty and staff recognized for their intellectual engagement and commitment to mission</i>	<p>2.1 Through a new website for the Faculty of Theology: the FofT, supported by Communications, is finalizing the development/updating of its own website for improved recruitment and visibility. Eventual compatibility with Regis is in design and Phase one will be completed prior to ATS accreditation visit.</p> <p>Through celebrating the achievements of St. Mike's students (undergrad, Theology grads and SRS continuing education grads): a Convocation Hub was developed celebrating student stories, Zoom backgrounds and links to virtual ceremonies.</p> <p>Through academic program changes (SMC): St. Michael's College sponsored programs underwent several changes in 2020-2021, all intended to build on the academic strength and reputation of SMC programs:</p> <ul style="list-style-type: none"> • Students taking qualifying courses in Mediaeval Studies and Celtic Studies are eligible to receive, for the first time, a UofT Language Citation in a Latin and Irish languages; • USMC built a <i>Global Studio</i> in Teefey Hall with a grant from Universities Canada, allowing students in the SMC One Boyle Seminar to engage in online learning and exploration of digital collections and experiment in VR projects, such as the building of a mediaeval scriptorium and a replica of Gutenberg's printing house. Through the <i>Global Studio</i>, SMC is building a partnership with Maynooth University in Ireland; • The Christianity and Education Major Program, which had been dormant since the termination of the Concurrent Teacher Education Program (with OISE), has been restructured and revived in the Christianity & Culture program. It is currently moving through governance. Our newest faculty member in the C&C program created a new joint course with the department of Astronomy & Astrophysics called "The Bible and the Big Bang"; • Mediaeval Studies added 11 new courses, to broaden the learning opportunities in the program; • Book and Media Studies made its first significant update since the program's inception (in 2003). The update included the creation of three new foundational and new courses in Book & Media Cultures, Book & Media Industries, Book & Media Histories, and Book & Media Theories. Book and Media Studies also became the first Humanities program to participate in the Arts & Science Internship Program (ASIP).

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Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world	<i>2.1 Attract and retain a diversity of students, faculty and staff recognized for their intellectual engagement and commitment to mission</i>	<p>Through faculty stability and renewal and raising the profile and support of USMC Faculty: a concerted effort to significantly support, attract and retain USMC faculty who are an integral part of the success of USMC and its community:</p> <ul style="list-style-type: none"> • Secured, in perpetuity, an undergraduate faculty position, through the full endowment of the Bennett Family Chair in Christianity and the Arts; • Four of the six new undergraduate faculty positions are now fully endowed, two others are partially endowed; • Faculty Promotion: Three faculty members in the teaching stream have commenced the process for promotion to Associate Professor, Teaching Stream; • Meaningful discussion for the enhancement of the research culture for both faculty members and students; • Terms of Reference for the President's Fund and SSHRC Committee are being re-written and the committee structure is being reconfigured; • SMC faculty granted Status appointments: all Teaching Stream faculty have been granted status appointments in Faculty of Arts and Science: Italian, English, History, Women & Gender Studies, Cinema Studies Institute, Religion, and the Institute for the History and Philosophy of Science and Technology; • St Mike's College professors were highlighted in virtual lectures in April which were promoted to all U of T alumni (over 175 alumni attended): <ul style="list-style-type: none"> ◦ <i>The Future of Work and Education;</i> ◦ <i>New Horizons for Video Games;</i> ◦ <i>Searching for Jesus in Rome: Holy Relics of the Saviour in Roman Churches</i> <p>Through new staff/administrative appointments: replacement hires were completed successfully in positions providing important continuity of leadership, including the following positions:</p> <ul style="list-style-type: none"> • Director of Finances; • Director of Conference Services; • Director of the Office of the President & Secretary to Collegium; • Executive Director of Advancement

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Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world	<i>2.1 Attract and retain a diversity of students, faculty and staff recognized for their intellectual engagement and commitment to mission</i>	<p>Through new student financial support: in addition to significant ongoing financial aid provided to students through SMC and the Faculty of Theology, special efforts were made this past year to support special needs arising from the pandemic:</p> <ul style="list-style-type: none"> • \$96,092 (matched 1:1 from President's Fund) for Excellence to support Faculty of Theology COVID Emergency Grants. To date \$52,486 has been allocated from this fund, 35 students have received grants in varying amounts; • A \$50,000 gift from anonymous donors to create COVID emergency bursaries for students in the SMC Mediaeval Studies Program; • New scholarships including: The Josh Macri Memorial Award, the Catherine & Nicholas Joseph Belak Memorial Scholarship in History Award, Carl & Rose Rocchi Memorial Residence Award. <p>Through Student Recruitment Initiatives and Supports: USMC was successful in recruiting and supporting students during the continued challenges of the COVID-19 Pandemic. Key examples:</p> <ul style="list-style-type: none"> • Uninterrupted recruitment of students, almost exclusively on-line, representing 78 different countries; • Creation of the Registrar's Counsellor Advisory Group – which enhances partnerships by working with high school counsellors to advise on recruitment initiatives and student services; • Partnering with the College Board and engaged in a pilot program agreement with the Advanced Placement Program to offer advising and library services to a select group of students registered in the Advanced Placement Capstone. This program is working to identify and assist students who may come from underrepresented, underserved, or marginalized communities; • The Faculty of Theology has created a strategic enrollment report focused on active recruitment. The current programs coordinator position has been modified to focus on enrollment management and recruitment.

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<p>Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world</p>	<p><i>2.2 Enhance and expand our academic programs and partnerships to extend the reach of our mission</i></p>	<p>2.2 Through communicating academic programming and events: the Communications team and the Principal's Office are working to develop web landing pages and social outreach strategies to cross-promote courses, programs and events including Christianity & Culture Science-Focused courses and Mediaeval Studies. The Communication Office is working with Faculty of Theology Dean's office to develop creative assets for use on for institutional and participant channels to drive registration to conferences.</p> <p>Through mission-specific conferencing:</p> <ul style="list-style-type: none"> the Faculty of Theology hosted a major international conference on-line, "Doing Theology amid Changing Climate," on the occasion of the public relaunch of our historic Elliott Allan Institute in Theology and Ecology (EAITE) with over 250 participants; USMC held a university-wide colloquium on "the role and nature of a Catholic university". Keynote lecture by president of ACCU, Washington, followed by several panel discussions. <p>Through increasing the number of University and Library Archival Collections available online for research, this includes new sites designed by the Communications team:</p> <ul style="list-style-type: none"> <i>Henri Nouwen Collections</i> (almost all of this is newly accessible): https://discoverarchives.library.utoronto.ca/index.php/henri-nouwen-collection The <i>Donovan Art Collection</i> (re-launch date to be announced): https://kellyexhibits.ca/the-donovan-collection/ New website created to share past and future <i>Kelly Library exhibits</i> and <i>Kelly Library Press publications</i>: https://kellyexhibits.ca/ <p>Through the Digital Humanities Initiative: through a grant from UofT's Critical Digital Humanities Initiative (CDHI), the aim is to provide support for faculty associated with St. Mike's who have an interest in textual analysis and to provide a space that complements the other DH support provided at Robarts, Gerstein, and libraries at UTM and UTSC. There is representation on the CDHI committees to ensure our work is collaborative with broader UofT initiatives in DH.</p>



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Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world	<i>2.2 Enhance and expand our academic programs and partnerships to extend the reach of our mission</i>	<p>Through the Kelly Library Virtual & Augmented Reality initiative: the Library has developed a VR/AR working group to explore ways to enrich the student learning experience and support instructors who have an interest in using our Global Classroom to develop VR/AR rooms that involve access to library materials. Plans include augmenting the library's website with a 360° VR walking tour and add QR codes within the library to highlight key locations.</p> <p>Through the Faculty of Theology and the Association of Theological Schools (ATS) accreditation: ATS accreditation visit will take place in March 2022. Under the ATS self-study director, the self-study document is complete. Now the Faculty is focused on preparing for the site visit in March 2022.</p> <p>Through the Regis-USMC alliance: the alliance is going to be a game changer in the field of Theology. The MOA was signed October 20, 2021, and implementation of federation is underway. Combining the resources of both colleges, this alliance will diversify the student body and will create a place that will be a major force in the study of Theology in Canada and North America.</p>
	<i>2.3 Challenge students to participate in local and global learning, research, and service opportunities</i>	<p>2.3</p> <p>Through the Junior Fellows program: the program has been initiated and the five Junior Fellows are currently working on the College Colloquium and a potential return of the Undergraduate Research Fair.</p> <p>Through refining the scholarship and financial aid offerings in the College to address student needs:</p> <ul style="list-style-type: none"> Funds directed to covid related issues experienced by students, especially the large number of international students—travel, housing, technological; Rhodes Scholarships sessions and advising modified for online delivery—of note, for the first time in the university's history, three students were endorsed for consideration within the Rhodes program which—like USMC, and in the tradition of the Basilian Fathers—attempts to identify future world leaders and individuals prepared to be "of service to others."

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Education: Empowering students, faculty, and staff to develop their unique gifts and carry those forward in service to the world	2.4 Mobilize new knowledge in service to the common good	<p>2.4 Winners of the 2021 President's Capstone Awards: three projects demonstrating impact were awarded the President's Capstone Project Award for the Graduate Diploma in Social Responsibility and Sustainability:</p> <ul style="list-style-type: none"> • <i>Indigenous Reconciliation Action Plan, Green Shields Canada;</i> • <i>The Case for a Pardons Ecosystem;</i> • <i>THE REGENERATIVE LAW FIRM: Transforming the Law Firm Culture of Work Through Living Systems Thinking.</i> <p>Projects considered for the award focused on social impact, environmental responsibility and embedding social and environmental responsibility in organizations. The projects range in themes from "An Analysis of How Technology can be used to divert Organic Waste from Landfills," "Components Required to Apply a Diversity, Equity, and Inclusion Lens to Community Investment Programs," to "Evaluation of a Net Zero Plan in the Oil Sands." All the projects highlight the innovation and strength of advancing social, environmental impact and sustainability.</p> <p>Through supporting programs that enhance understanding of society's pressing issues: \$750,000 grant (over 3yrs) from Scarboro Missions to launch the Regis-St Michael's Institute for Spirituality. This gift is split equally between USMC and Regis.</p> <p>Through the Library Services Platform (LSP): a successful implementation and launch of the new University of Toronto Libraries' Library Services Platform (LSP), a fully integrated collections, patron, and patron services management system. This new system has allowed for a new suite of patron-oriented services to be launched further increasing the accessibility of the library's print and physical collections.</p>



PRIORITY ◆◆◆

Sustainability: Stewarding our resources and relationships wisely in service to our University community and the common good



PRIORITY	GOALS	INITIATIVES AND ONGOING ACTIVITIES
Sustainability: Stewarding our resources and relationships wisely in service to our University community and the common good	<i>3.1 Build financial resilience to advance our mission</i>	<p>3.1 Through reimagining organizational financial planning and budgeting: efforts to move the organization towards operating in a financially sustainable way that aligns with our strategic objectives and creates more resources for advancing our mission. Example: The Investment Committee's work to change asset class and bring in new Investment managers for the portfolio Exploring partnerships with an eye to financial impact and opportunity.</p> <p>Through relationship with UofT:</p> <ul style="list-style-type: none"> • Working collaboratively with Victoria and Trinity to negotiate improvements to federation agreement and operating grants (ongoing); • Successfully negotiated a \$5M loan from UofT to assist with COVID-related ancillary losses; • Increased student services grant by \$600K per year (now included in ongoing base funding); • UofT Advancement support in Lilly Foundation applications to support Regis St. Michael's Federation, the <i>Transformative Pastoral Leadership Project</i>: <ul style="list-style-type: none"> ◦ Phase 1: \$50,000 US (successful); ◦ Phase 2 : \$1M proposal (unsuccessful); ◦ Phase 3: \$5M concept paper (competition still open). <p>Through residence occupancy: Residence occupancy this year (85% occupancy) is much improved over last year and 2021 budget and within current public health guidelines.</p>



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<p>Sustainability: Stewarding our resources and relationships wisely in service to our University community and the common good</p>	<p>3.2 <i>Lead with transparency, accountability and good governance</i></p>	<p>3.2 Through the President's Annual Report: publish details of <i>St. Mike's 180</i> strategic plan with illustrative pieces in the <i>St. Michael's</i> alumni magazine along with a comprehensive digital version and newly developed digital subscriber list for the alumni magazine.</p> <p>Through the development of compensation best practices: diligent work has been done and continues to improve compensation practices. This includes the following significant advancement and effort:</p> <ul style="list-style-type: none"> • New Payroll System: Improved autonomy of employees in managing their information and alleviates administrative processes for employees, managers, and administration; • Employee Pay equity initiatives—HR & Bursar's office reviewing pay equity within UTFA union; • University Pension Plan—exploring the possibility of joining this pension plan with UTFA and USW unions. <p>Through improved governance procedures and policies:</p> <ul style="list-style-type: none"> • Creation of new terms of reference for Collegium's Committees (ongoing). New terms allow for clarity of responsibilities for each committee and better define membership; • Planning for the establishment of a new Property Advisory Group; • Amended and Restated By-Laws of the University of St. Michael's College; • Orientation/information sessions for Collegium, committee, and university members on USMC history, finance, investment; • Development of a new comprehensive 360 process for presidential review for renewal; • Development of a new role and responsibilities document for the Collegium Secretary.



PRIORITY	GOALS	INITIATIVES AND ONGOING ACTIVITIES
Sustainability: Stewarding our resources and relationships wisely in service to our University community and the common good	<i>3.3 Embed environmental and social responsibility into all university operations, urging community members to do the same</i>	<p>3.3 Through environmental and social responsibility projects:</p> <ul style="list-style-type: none"> LED lighting retrofits to reduce energy consumption buildings throughout campus include Odette Hall (estimated energy savings 75% / estimated savings per year \$15K), Sorbara Residence (estimated energy savings 70% / estimated savings per year \$14K) and Kelly Library, in progress (estimated energy savings 54% / estimated savings per year \$37K); Brennan Hall Air Handling Unit (AHU) replacement project: The Brennan Hall Registrar Office renovation project completed late 2018/early 2019 laid out the groundwork for energy savings and greenhouse gas reduction that can be realized after completing the current Brennan Hall Air Handling Unit (AHU) replacement project; <p>Through the university's investments:</p> <ul style="list-style-type: none"> St. Mike's leadership participation in SHARE's UNIE program with other Canadian Universities to leverage investments to address climate related risks; Through a planned expanded mandate of the ESG committee, now reporting to the President. <p>Through USMC's role on national steering committee on University Climate Change Action: President participates in this newly established group of presidents developing collective action for Canadian universities in cooperation with the McConnell Foundation.</p>

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Sustainability: Stewarding our resources and relationships wisely in service to our University community and the common good	<i>3.4 Strengthen mutually beneficial institutional and community partnerships to advance the common good</i>	<p>3.4 Through recognition of the contribution of the congregational Sisters at USMC:</p> <ul style="list-style-type: none"> The 100 Years of Women in Education at St. Michael's initiative: in collaboration with the Loretto Sisters, the Sisters of St. Joseph and the Kelly Library to re-establish the "100 Years of Women in Education at St. Michael's" online exhibit; The initiation of a six-part series of events which began with November event titled Celebrating Sisters which included academic presentations, historic photos and facilitated panel discussions of Sisters who have taught and worked at USMC; Women's Alumnae Initiative: This initiative grew from consultations in St. Mike's 180 and led to alumnae interviews and research which demonstrated that there is an opportunity for St. Mike's to assume a leadership role in the advancement of women students, faculty and administrators. While developing terms of reference for an initiative for women leadership committee is underway, alumnae leaders brought together leadership from the Sisters of St Joseph, Toronto and IBVM for three facilitated discussions to explore how the sisters can advance their missions and sustain in perpetuity their legacy, contributions and continuing role at St Mike's. <p>Through maximizing alumni communications: the Communication and Advancement teams are working closely to develop content and help shape profiles for Alumni eblasts that advance the 180 narrative and offer opportunities for engagement with the University:</p> <ul style="list-style-type: none"> Alumni engagement goal for 2021 surpassed at 103%. Total engaged 1,000; Alumni Association Board renewal efforts include meetings, an interim board president, 14 active members on the Young Alumni Committee, and virtual events during Alumni Weekend. <p>Through USMC's external leadership presence:</p> <ul style="list-style-type: none"> President helped to lead UnivCan initiative to develop Social Impact Principles for all Canadian universities (adopted nationally October, 2021); President chaired two national McConnell Foundation committees - on embedding social impact principles in university strategic plans and developing a national narrative on universities as builders of social infrastructure; President served as co-chair of the ACCU Washington Institute for New Presidents of Catholic Universities in North America.



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