



President's Annual Report to the Collegium



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

2022





I am pleased to present to Collegium and the University of St. Michael's College community the President's Annual Report for 2022, in this our 170th year as an educational centre of excellence.

As this report details, St. Michael's continues its institutional renewal as we continue to lean into our strategic plan, *St. Mike's 180: Rooted in the Future*. With an unwavering focus on Community, transformational Educational and comprehensive Sustainability we have sought creative and practical ways to imagine and assure this vibrant community of learning and service will remain strong not just as we approach our 180th anniversary, but for our next century and a half. As we have emerged from the pandemic, albeit haltingly, the pillars of this strategic plan have been affirmed.

Once again, I hope you will recognize in the following pages concrete reasons for a level of pride that we should all feel in this community and I reiterate my gratitude to every member of St. Michael's for their selfless service, leadership and support of our students and shared mission.

Respectfully submitted,

David G. Sylvestre

**Formally Received by the Collegium
December 14, 2022**



St. Mike's 180 Strategic Priorities

COMMUNITY

Providing a supportive and challenging community for all USMC members.

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

EDUCATION

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

- 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.

SUSTAINABILITY

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

- 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.



COMMUNITY | 2022



In 2022, USMC prioritized the wellness of its community members by...

Navigating and learning from the pandemic

As the pandemic evolved through 2022, USMC nimbly implemented directives from public health authorities and the University of Toronto to keep our community safe. In the face of the Omicron variant of COVID-19, the Dean of Students Office implemented a delayed return to campus in January, and continued to enforce U of T's vaccine mandate for all students living in residence. The Bursar's Office, together with Communications, Facilities & Services, and Human Resources, regularly updated and disseminated public health guidelines, and cultivated a "mask-friendly" atmosphere at USMC through communications campaigns, especially as winter approached. These same departments also crafted an Alternative Work Arrangement protocol to formalize operationally supported, wellness-driven hybrid work arrangements. In all cases, the University's focus on students, research, and learning support remain at the forefront of decisions pertaining to alternative work arrangements.

Fostering the health of the community in body, mind, and spirit

The Dean of Students Office is leading USMC-wide wellness programming for residence and commuter students, as well as for the dons who support them. Examples of programs on offer include mindfulness training, boxing, knitting and crocheting, budo-tai jujitsu, and yoga, many of which are now offered in our newly-renovated Wellness Studio in Elmsley Hall. Suicide Awareness training (safeTALK), mandatory for dons, was also offered to current and aspiring student leaders. 2022 also saw the launch of Campus Ministry's annual retreat program, including the Busy-Persons' advent retreat (in collaboration with the Mary Ward Centre), an off-campus retreat at MaryLake Shrine, and a planned Student Leaders' retreat for 2023-2024.

Investing in Wellness services and supports

The *Being Well at St. Mike's* Campaign, launched by USMC's Advancement Office this spring, has already garnered over \$290,000 in donations and pledges to support students' physical, emotional, intellectual and spiritual wellbeing. For example, while St. Michael's current wellness counsellor supports students experiencing difficulties in their personal, social, and academic lives, *Being Well* funds will allow USMC to hire a second wellness counsellor to aid even more students.



In 2022, USMC continued to build a welcoming community where people want to live, study, work & visit by...

Welcoming students back to an upgraded campus

While the Omicron variant of COVID-19 restricted in-person student activities at the beginning of 2022, increased vaccination rates and relaxed public health restrictions allowed students to return in full-force to an upgraded campus this fall. In-person SMC Orientation attracted over 1,000 undergraduates to campus in September, and residences began operating at full capacity for the first time in several years. Our graduate theology and continuing education students also enjoyed an in-person (re)introduction of their cohorts as they began their academic cycles. \$10M of capital improvements over the course of the pandemic have transformed St. Mike's, resulting in a new Wellness Studio, residence upgrades, cardio room, campus washroom renovations, classroom air-quality improvements, protected green spaces, refreshed conference rooms, new ergonomic furniture, and a newly re-surfaced Elmsley Lane, traditional home to the Dean's Cup hockey tournament, Orientation Bed Race training, and an increasing number of community gatherings and events. These are just a sample of the campus upgrades and renovations.

Returning to in-person community celebrations

Marking the beginning of a safe return to in-person USMC community celebrations, hundreds of alumni returned to St. Mike's this spring for the first in-person Alumni Reunion since 2019. In June and November, the first in-person Faculty of Arts & Science Convocations since the beginning of the pandemic saw well over 700 undergrads commence, many of whom we welcomed back to campus to celebrate with family and friends. (In December, over 300 alumni who couldn't celebrate their convocations in person over the pandemic will be welcomed back to St. Mike's to mark their accomplishments.) In November, our theology and continuing education graduates and alumni from the past few years gathered in St. Basil's to pomp and circumstance for USMC's own return to in-person Convocation festivities. Staff, faculty, and the wider St. Michael's Community—including those from Regis College, St. Basil's and PIMS—gathered for a summertime staff BBQ, and enjoyed more fellowship and food on Elmsley Lane during St. Mike's Michaelmas celebrations in September, and its festive first Christmas Market this December.



Undergrad students enjoying a refreshed Elmsley Place at the annual Clubs Fair.

Cultivating a vibrant, listening Catholic community

In early 2022, the Office of Campus Ministry spearheaded a local response to Pope Francis's invitation to participate in the Vatican's "Synod on Synodality." By engaging a diversity of community members through listening circles and surveys, Campus Ministry assembled a grass-roots picture of USMC's Catholic identity, self-understanding, and vision—a summary version of which was presented in-person by President Sylvester in June at the Vatican. An immediate fruit of the synodal process was the USMC Values Project, which invited St. Mike's student leaders to understand how their own clubs and organizations advance the official values of USMC, and how those values—rooted in the Catholic imagination and social teaching—build bridges and create bonds of kinship. Such bonds can also be formed through liturgy and worship, and Campus Ministry has been able to reintroduce its weekly in-person liturgies at St. Basil's church. The USMC community was also able to celebrate landmark anniversaries this year with two of its founding communities: the Congregation of St. Basil celebrated their 200th anniversary in 2022, and the Loretto Sisters celebrated their 175th anniversary of their arrival in Canada.



Pictured at the 2022 Clubs Fair representing Campus Ministry are (from left to right) interns Jubin Nath, SJ, and Nicole Ferrante, and Director of Campus Ministry Sonal Castelino, xmcj.



Pictured here celebrating the Basilian Fathers' bicentennial are (from left to right) Fr. Morgan Rice, CSB, Fr. Kevin Storey, CSB, and David Sylvester, PhD.

In 2022, USMC continued to respect and encourage diversity in all its forms through...

Inclusive programming

USMC hosted and made possible a variety of programming that celebrated diversity and challenged the community to be more inclusive. In June, after a long journey of consultation and conversation, USMC raised the Progress Pride Flag for the first time to celebrate and acknowledge the history, courage, and diversity of the 2SLGBTQ+ community, both on and off campus. In September, theologian Grace Ji-Sun Kim delivered a lecture entitled “Invisible: Towards a Theology of Visibility” about the often-ignored experience of Asian American women in church communities and in theology, co-sponsored by Regis St. Michael’s Elliott Allen and Fraser Institutes. In the fall, the President’s Office helped sponsor a U of T conference entitled Race Before Race: Genealogies, which brought together anti-racist scholars from across North America. In collaboration with the St. Michael’s College Student Union (SMCSU) and St. Mike’s Mentors, the Dean of Students Office and Campus Ministry hosted Lunar New Year, Holi, and Diwali activities, and hosted numerous events to celebrate Black History Month in February.

EDI training

Human Resources has worked closely with department heads during all employee recruitments in 2022 to encourage diversity in hiring and awareness of implicit bias. As a result, diverse hires are increasing and department heads are having more open conversations about EDI when recruiting. With help from the other Federated universities at U of T, Human Resources has also gained access to EDI training modules developed by U of T’s Anti-Racism and Cultural Diversity Office, and has encouraged all staff to avail themselves of these and regular workshops they offer.



Above: Students participating in Holi celebrations.



In 2022 USMC supported and encouraged members to share their gifts in service to community by...

Supporting Ukrainian faculty and students

USMC has been a key partner in U of T's outreach to war-torn Ukraine, specifically the National University Kyiv-Mohyla Academy (KMA). This summer USMC hosted four KMA faculty members and their families, and this academic year many KMA undergraduate students are staying in USMC residences. Our KMA guests have been shown a great deal of hospitality by faculty, staff, students, and USMC's Eastern Catholic Metropolitan Andrey Sheptytsky Institute.

Collaboration with community partners

Campus Ministry and the Office of the President have facilitated meetings drawing together the Sisters of St. Joseph, Loretto Sisters, Jesuits, and Basilian Fathers to work on collaborative projects that share resources and expertise. Planned projects thus far focus on spirituality, social justice, and Indigenous relations, and will have positive impacts beyond the USMC community. Additionally, the USMC community this holiday season raised over \$500 to donate to Romero House, with many donations of food and clothing also made to the St. Basil's Out of the Cold program. Alumni and donors also shared their gifts with the USMC community. For example, the Friends of the Kelly Library Book Sale raised over \$35,000 to support the library, the Golf Tournament returned raising over \$135,000 in gross contributions, and a bursary was started in honour of the late Ron Knowles, a long-time mentor in, and architect of, USMC's Social Responsibility & Sustainability program, to support students pursuing the diploma. Our long-standing relationship with the Irish diplomatic corps in Canada, which helps profile and support our Celtic Studies program, is flourishing. USMC has hosted the Irish ambassador to Canada several times, is working directly with the new permanent Consul General in Toronto, and in summer 2022 hosted a memorial service for Jim Kelly, the former Irish Ambassador to Canada and the United Nations.



Honouring the service of USMC community leaders

Sr. Mechtilde O'Mara, CSJ, and Fr. Daniel Donovan, two esteemed USMC professors, received honorary doctorates at St. Michael's fall convocation for their significant contributions to the life of the University.



EDUCATION | 2022



In 2022 USMC successfully attracted and retained a diversity of students, faculty and staff by...

Attracting and retaining faculty and staff:

USMC has welcomed two new senior academic leaders in 2022. Dr. Irene Morra has been appointed USMC's Principal and Vice-President. An alumna from a family of alumni, Dr. Morra is returning to St. Mike's after nearly two decades as a professor of English at Cardiff University, UK and will teach in St. Michael's Book & Media Studies program. As Dr. Morra begins her five-year term, we thank Dr. Mark McGowan and Dr. Nicholas Terpstra for their leadership as interim principals and their continued support. Dr. Jerry Skira began his term as the inaugural Dean of the Regis St. Michael's Faculty of Theology on July 1, 2022. An alumnus of St. Michael's and long-time faculty member at Regis College, Dr. Skira was chosen by a search committee constituted by members of the Regis College and USMC communities, and has already made great strides in realizing the unity called for by their federation. We are grateful to Dr. John McLaughlin for his leadership as Interim Dean of the Faculty of Theology.



Above: Principal & Vice-President Irene Morra. Below: Dean Jerry Skira.

USMC has also granted continuing status to its professors Dr. Paolo Granata, Dr. Alison More, and Dr. Felan Parker, who were promoted to Associate Professor, Teaching Stream this year. As a show of support for St. Mike's Christianity & Culture program, the Bennett family established the W. J. Bennett Family Chair of Christianity and the Arts this year, and Dr. Michael O'Connor was appointed its first holder. The President has also invited Dr. Michael Higgins to contribute to USMC's life, appointing him to a three-year term as Basilian Distinguished Fellow of Contemporary Catholic Thought in October.

Attracting and retaining students:

In addition to the Registrar's Office's Fall Campus Day and regular outreach to Catholic high schools to attract incoming undergraduates, the SMC Mentors program (organized by the Dean of Student's Office) has grown to prepare and support first year students. This year the program linked 36 trained, exemplary upper-year student mentors with over 200 first-year mentees. As it develops a new strategic enrolment plan, Regis St. Michael's has been recruiting new students and raising its profile at neighbouring universities such as Kings University College in London and events such as the "When Faith Meets Pedagogy" conference.



In 2022 USMC enhanced and expanded its academic programs and partnerships to extend the reach of its mission via...

The Regis St. Michael's Faculty of Theology (RSM)

While the Memorandum of Agreement creating a legal federation between Regis College and USMC was signed in October of 2021, the fruits of implementing the Regis St. Michael's Faculty of Theology began to emerge in 2022. The Regis St. Michael's Oversight Committee, composed of the Presidents and Board Chairs of both institutions, met every two weeks for the duration of 2022 attending to the legal, governance, and financial necessities of the federation. It also established an Operations Working Group with representation from Regis and St. Michael's to advise the Presidents on operationalizing the Regis St. Michael's Faculty of Theology.

Under the leadership of its new Dean, the RSM Faculty of Theology held its first faculty retreat this summer, and students, faculty, and staff were all united for an in-person RSM orientation in the Regis College building at the beginning of the fall term. The RSM community has frequently gathered to strengthen its unity in common worship and fellowship. Faculty and staff continue to integrate and streamline RSM curricula, course offerings, and degree requirements, and are working towards the establishment of a Joint Academic Council, all of which seek to also maintain distinctive elements of RSM's Jesuit and Basilian charisms. The resources of RSM's many institutes—including Sheptytsky, Elliott Allen, and Fraser—can also now be combined in novel ways, and have already allowed RSM to host esteemed theologians Grace Ji-Sun Kim and Celia Deane-Drummond.

Before the new Dean of the unified RSM Faculty of Theology began on July 1, early 2022 saw the St. Michael's Faculty of Theology participating earnestly in mission/vision workshops for the new academic venture with Regis colleagues, collaborating in the search for the new dean, and successfully earning a reaffirmation of its accreditation from the Association of Theological Schools after an extensive self-study process and a successful campus visit in March.



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The first Regis St. Michael's Faculty of Theology Orientation.

Reinvigorating continuing education

USMC has developed a job description for a new Director of the Division of Continuing Education and will hire for the position in early 2023. The incumbent will be tasked with advancing the mission and strategic objectives of USMC by developing sustainable non-degree academic programming based on the needs of the wider community and grounded in market research. They will also support the continued growth of our successful Social Responsibility & Sustainability diploma program.

Formalizing key relationships

USMC has further strengthened its ties with the Scarborough Missions by agreeing to house and maintain the community's archives in the Kelly Library, which the Scarborough Missions will support with an \$850,000 donation. USMC Campus Ministry has partnered with U of T's First Nations House to offer co-sponsored programming to USMC students, and with the Woodland Cultural Centre and Mary Ward Centre to offer a workshop on "Indigenous Stereotypes and Racism." The University is entering into a formal MOU with Maynooth University in Ireland to facilitate collaboration and bolster USMC's Celtic Studies program.



Dr. Mark McGowan at Maynooth University.

In 2022, USMC mobilized new knowledge in service to the common good, challenging students to participate in local and global learning, research, and service opportunities by contributing to...

Crucial local conversations: listening to Indigenous voices

Early this year the President received a report from the USMC Vice-Presidential Working Group on Indigenous Awareness, which included members of local Indigenous communities. A Truth and Reconciliation Committee will be struck, as the report recommends, and many other suggestions from the report will continue to be implemented in the coming years. This summer, USMC faculty members Dr. Mark McGowan and Dr. Darren Dias were featured on national television as commentators for Pope Francis's important reconciliatory visit to Canada. This fall, St. Mike's proudly launched its newest SMC One seminar: Christianity, Truth & Reconciliation which includes experiential learning opportunities with Indigenous communities in Sault Ste Marie, Ontario. USMC has committed resources to fund the program for a three-year period and is exploring means to support it in perpetuity. In October, this year's Langan Lecture was delivered by Dr. Emma Anderson on the topic "How the Thought of Indigenous People Ushered in Modernity." A concrete result of USMC's collaborations with the Sisters of St. Joseph, Loretto, the Jesuits and the Basilian Fathers (noted above) is that USMC will offer the Jesuit Forum's "Listening to Indigenous Voices" series from January-April 2023 for interested faculty, staff, and students. It will feature shared meals, Indigenous-informed methodology, and the guidance of a local Indigenous elder.



Above: Dr. Anderson presenting the Langan Lecture.
Below: Cardinal Collins and the organizers of the "Doing Theology from the Existential Peripheries" panel.

Crucial global conversations: listening to those on the existential peripheries of Church and society

In November, USMC hosted a public panel entitled "Doing Theology from the Existential Peripheries" which was a live-streamed debut of a theological report commissioned by the Vatican's own Dicastery on Promoting Integral Human Development. The report incorporates the results of interviews with Catholics on the peripheries of the Church and society in North America, and representatives from women's equality and 2SLGBTQI communities interviewed participated in the panel. USMC has pledged to be a Canadian leader in fostering the conversations begun by the report.





SUSTAINABILITY | 2022



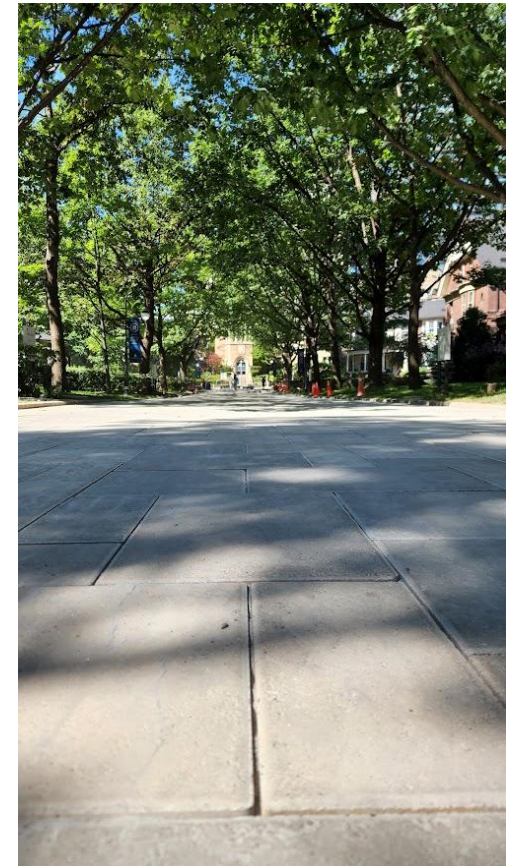
In 2022 USMC built financial resilience by...

Investing in Capital Projects

The USMC Facilities Team has completed an astonishing number of capital and deferred maintenance projects this year, realizing investments into St. Mike's present and future. For example, all windows in Elmsley Hall, including the Charbonnel wing, have been replaced, and the building's new Wellness Studio has been completed. The Queen's Park residences Fisher and More House have renovated bathrooms for the first time in the building's history, and Teefy Hall now has an accessible washroom on the ground floor. Thanks to a generous donation of \$600,000 from SMCSU (matched by USMC), the Facilities team has also been able to renovate the athletic field north of Brennan Hall; replace all the beds in Sorbara Hall and install new flooring; renovate the offices in Brennan Hall 166-168 and order a new sound system for the Coop; and replace chairs and furniture in the Historic Houses, Queen's Park common rooms, and Elmsley Hall. Adding stunning beauty to the campus, the cobblestones of Elmsley Place have been replaced with brand new stone pavers late this summer, a feature that will also be included in the final stages of the Dante Gardens which will open early in 2023. The Bursar's Office and Finance have also been working constantly with the city of Toronto, the University of Toronto, and community partners to ensure that USMC's rights and capacity to develop sites like the Kelly Library are safeguarded for the future.

Engaging with Donors

In collaboration with the University of Toronto's \$4 billion Defy Gravity campaign, USMC's Advancement team continues to engage with alumni and donors through campaigns and regular stewardship to both financially buttress existing mission-driven St. Mike's operations and launch the university towards new horizons. Since the Defy Gravity campaign's launch in December 2021, USMC has already confirmed over \$20 million donations and pledges—which puts USMC over 33% towards its 11-year goal of \$60 million in its first year. The Advancement Team is also developing an ambitious case for support for the Regis St. Michael's Faculty of Theology, and the campaign will launch in 2023.



Growing ancillary revenue streams

This year the Dean of Students Office hosted its largest cohort of summer residence students (almost 100) generating over \$286,000 in revenue. This summer also allowed Conference Services to welcome back summer language camps and film production companies which, combined, have generated \$1 million in revenue since May. The incoming Director of Continuing Education will also support the flourishing Social Responsibility & Sustainability program and explore new opportunities to generate revenues for the University.

Researching USMC's finances and applying best practices to financially support St. Mike's mission

As a result of thorough review of the finances and investment policies and procedures of USMC over the past year, the Finance Office and Bursar's Office have learned how best practices can be applied to enhance the financial sustainability of multiple USMC endeavours. Research into USMC's endowment policies resulted in new fund strategies and managers and highlighted new ways to simplify and improve reporting. Better understanding the cost and revenue structure of the entire university has helped to develop a model which has formed the basic structure of a common Regis St. Michael's budget, and will inform a re-evaluation of USMC's relationship with other third parties on its campus, as well as existing academic programming. For example, a deep dive into the finances of USMC's experiential learning programs—the SMC One seminars such as the Gilson Seminar in Faith & Ideas, McLuhan and Boyle—has generated ideas for how these flagship programs can be restructured to remain viable and make an impact for decades to come.



Past, present, and future students of the Gilson Seminar in Faith & Ideas.

In 2022 USMC led with transparency, accountability and good governance at the levels of...

Collegium

The Collegium's Appointments Committee has developed a Skills and Diversity Matrix to help inform the Collegium of the strengths and opportunities of the board. In 2022, the Appointments Committee used the self-assessment results to help guide decisions for the recruitment and evaluation of new Collegium members. In 2022 the Collegium also approved a Safe Disclosure Policy for USMC, which provides "a process through which members of the University community and the public can confidentially disclose, in good faith, any improper conduct that goes against the principles fundamental to USMC."



2022 Collegium Orientation Retreat

Operations and Policies

In January, under the leadership of the Bursar's Office, Human Resources, and the Finance Team, USMC launched PayWorks, a payroll and human resources platform that improves employee autonomy, transparency around pay, time off, and approvals, and overall good governance. As USMC nears the end of its contract with its current food service provider, the Bursar's Office has been collaborating with an external contractor to widely consult with the USMC community and those who use our services to build a consensus for what USMC needs in a new food contract, which will shape the University's RFP in the new year.

Implementation of the Strategic Plan

Senior Managers have begun reporting monthly on departmental activities that align with the strategic priorities of St. Mike's 180. Compiling these 180 Reports familiarizes their teams with the strategic priorities, facilitates communication across the institution, and helps inform implementation metrics for the strategic plan.

In 2022, USMC embedded environmental and social responsibility into all university operations via...

ESG Committee

USMC's ESG (Environmental, Social, Governance) committee works closely with representatives from the organization SHARE to understand precisely what negative or positive impact on ESG USMC's investments might have, and to pressure those companies to make changes when appropriate. The ESG committee is also beginning to make recommendations on how USMC can advance greater ESG progress across the institution, beyond its investment portfolio.



Energy efficiency

USMC's Facilities team continues to orient the campus towards greater energy efficiency, in line with the UN's Sustainable Development Goal #7 (Affordable & Clean Energy) and the message of Laudato Si'. By the end of 2022, most buildings on campus—for both interior and exterior lighting—will have been retrofit with energy efficient LED bulbs and, where relevant, new fixtures and timers. These replacements will lead to an estimated \$66K in energy cost savings per year. Similarly, Elmsley Hall's new windows will lead to an almost 88% reduction in total electricity consumption for the building annually (drop from 26,195 kWh to 3,062 kWh).

Avoiding unnecessary waste

Across St. Mike's, units are making strides to reduce waste and shift towards recyclable, compostable waste instead. Departments are embracing paperless processes, e.g. Advancement has cut its paper use in half by using exclusively electronic filing for donations under \$1,000. St. Basil's has also begun to use more recyclable and compostable materials and packaging in its outreach ministries (e.g. Out of the Cold).



In 2022, USMC strengthened institutional & community partnerships to advance the common good...

In Toronto

With the coordination of the President's Office, USMC is working closely with the teams of Victoria University and Trinity College University (the other universities federated with U of T) to prepare for negotiations with the University of Toronto to renew the 2008 Federation Framework Agreement (FFA) and the Federation Operating Agreement (FOA). A working group has been established to develop a common strategy for negotiation with the University of Toronto, and facilitates communication and data sharing to that end. The hope is that USMC and the other federated universities will negotiate a new agreement that addresses many of the inequities of the current FFA & FOA, and funds the federated universities for the student and academic services that they provide to University of Toronto students.

Across Canada

The President traveled the country this year re-engaging with the ACCUC (Association of Catholic Colleges and Universities in Canada) and Universities Canada as they returned to in-person meetings (in Ottawa). The President has also been a leader in Universities Canada's Social Impact and Climate Emergency committees. Thanks in part to his work, this year Universities Canada included the Climate Emergency as one of the key priorities of Universities Canada for Canadian universities to address. The President also traveled to British Columbia to represent USMC at the installation of Dr. Gerry Turcotte as the President of Corpus Christi College, and to both recruit new St. Mike's students and visit St. Mike's alumni.

In 2022 USMC formalized its partnership with Indspire, making \$35,000 of scholarships available annually to Indigenous undergraduate, graduate, and continuing education students at USMC. Campus Ministry also strengthened various institutional partnerships by hosting the National Campus Ministers Conference at USMC this summer, and is leading a conversation with eight other Canadian Catholic colleges and universities about the needs of Campus Ministries on campuses today.



President Sylvester with President & CEO of Indspire Mike DeGagné

Globally

The President was asked to present the results of USMC's synodal process at the Association of Catholic Colleges and Universities conference this summer in Rome, with representatives of the Vatican's Synod Office and new Dicastery for Culture and Education present. This, and St. Michael's hosting of the "Doing Theology from the Existential Peripheries" panel, elevates USMC as a leading Catholic institution in global conversations, and avails USMC to a global network of connections and supports for this work.

SUMMARY



To foster **COMMUNITY** in 2022:

- USMC **prioritized the wellness of its community members** by navigating and learning from the pandemic, fostering the health of our community in body, mind, and spirit, and investing in wellness services and supports.
- USMC continued to **build a welcoming community where people want to live, study, work and visit** by welcoming students back to an upgraded campus, by returning safely to in-person community celebrations, and by cultivating a vibrant, listening Catholic community.
- USMC continued to **respect and encourage diversity in all its forms** through inclusive programming and EDI training.
- And USMC **supported and encouraged members to share their gifts in service to community** by supporting Ukrainian faculty and students, collaborating with community partners, and honouring the service of community leaders.

To enhance **EDUCATION** in 2022:

- USMC successfully **attracted and retained a diversity of students, faculty and staff recognized for their intellectual engagement and commitment to mission**.
- USMC **enhanced and expanded its academic programs and partnerships to extend the reach of its mission** by inaugurating the Regis St. Michael's Faculty of Theology, reinvigorating continuing education, and formalizing other key relationships
- And USMC **mobilized new knowledge in service to the common good, challenging students to participate in local and global learning, research, and service opportunities** by contributing to crucial local and global conversations.

To progress towards greater **SUSTAINABILITY** in 2022:

- USMC **built financial resilience** by investing in capital projects, engaging with donors, growing ancillary revenue streams, and researching USMC's finances and applying best practices to fiscally support St. Mike's mission.
- USMC **led with transparency, accountability and good governance** at the level of the Collegium, the University's operations and policies, and the implementation of its strategic plan, St. Mike's 180.
- USMC **embedded environmental and social responsibility into all university operations** by focusing on saving energy, considering the ESG impact of USMC's investments, and avoiding unnecessary waste.
- And USMC **strengthened mutually beneficial institutional and community partnerships to advance the common good** in Toronto, across Canada, and globally.



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