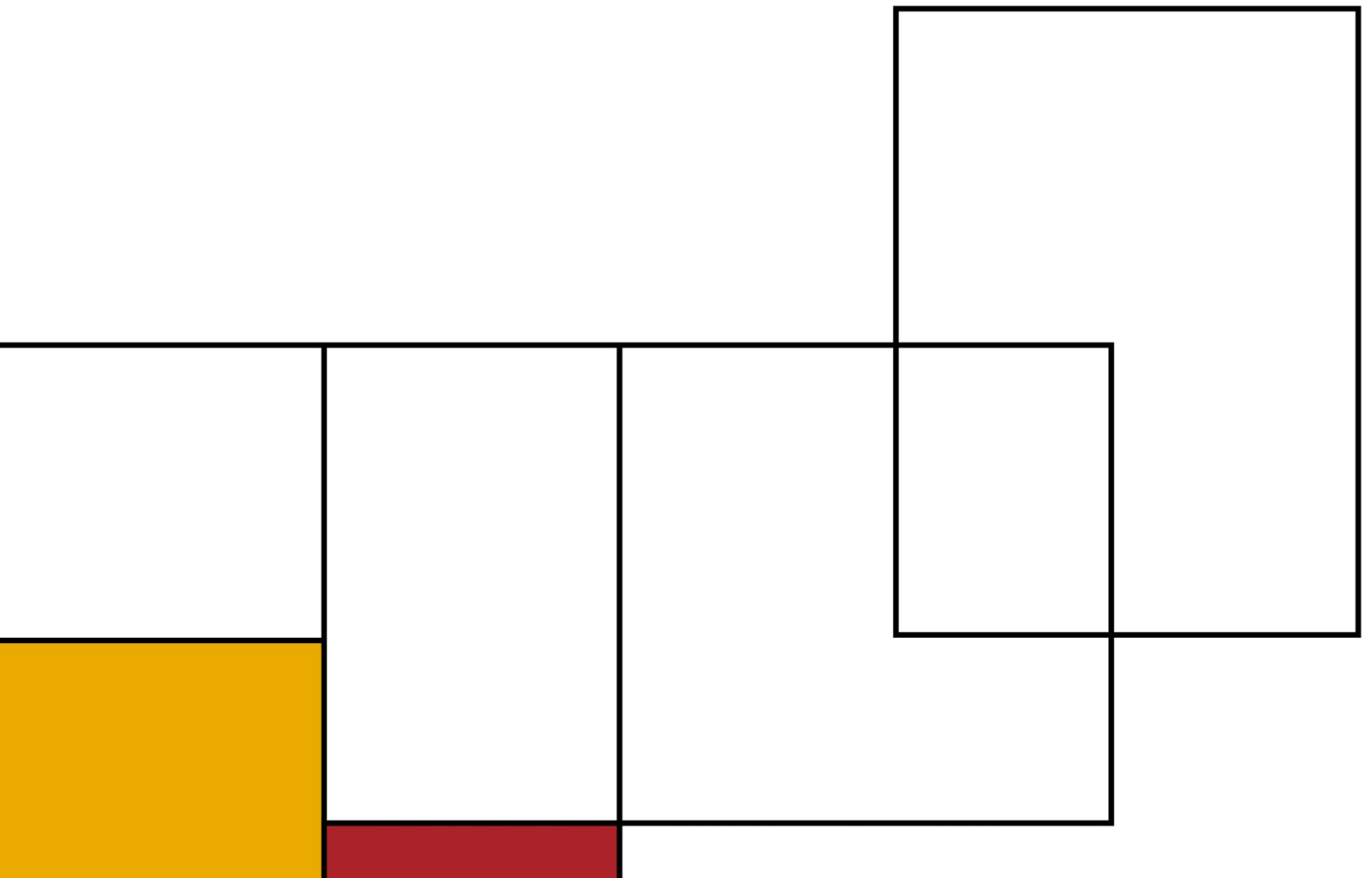


Strategy and Call to Action: The Massey Story

Prepared by the Strategy and Steering Subcommittee
of the Massey College Governing Board

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Executive Summary

Since its founding in 1962, Massey College's mission has been to nurture learning and serve the public good. In fulfilling this mission, the College has developed a unique identity, culture, and community. We have confronted many challenges together, and have dedicated ourselves as members of the community to mutual care and shared purpose. This document describes these accomplishments and takes stock of the most immediate opportunities that we face to secure the future of the College over the remainder of the term of the Principal, which is three years. These opportunities are framed as facets of a strategy that Principal Des Rosiers established upon her installation two years ago.

The opportunities fall into three categories. The first is to continue to empower and support our community through diversity, equity, inclusion, commitment to excellence, expanded programming, ongoing dialogue, and commitment to attract talented young scholars with the capacity to lead. This document describes a series of initiatives, including the innovative Massey Fellowship Program, to support further achievement in this category of opportunity. The second is to enhance Massey's capacity to contribute visibly to the public good. In this category, we will also build on the significant accomplishments at the College by providing leadership on key questions, and by ensuring that the College is known locally, nationally, and internationally for this leadership. In addition to extending the reach of our impact in this way, we also plan to leverage the assets of the College for the public good, such as by hosting on-site important debates and conversations. The final category of opportunity is perhaps our most ambitious. We must ensure the sustainability of the College in several ways. The financial model on which Massey operates would greatly benefit from the cultivation of a culture of philanthropy at the College. We must continue to amplify the effectiveness of our stewardship model through critical hiring and resource decisions. Of great significance is our shared responsibility to secure the sustainability of the physical structure of the College, which has not been renewed since its construction in 1962.

In the words of one of most distinguished Senior Fellows: Massey College is simply the best place in Canada. We firmly believe that, by building on our shared history, we can fulfill the vision that is expressed in our mission and equip the next generation of leaders with the insights, experiences, nourishment, community, knowledge, and depth of understanding to serve the public good in unparalleled ways.

Purpose of this document

The purpose of this document is to calibrate on progress and provide a coherent view of our strategic intentions over the medium term, which we define as the horizon of the Principal's current appointment, i.e., three years. It is important to note that the strategy that is reflected

in this document was established upon the Principal's installation two years ago in 2019. We therefore have two years of experience in its implementation, although this experience has coincided with the unknowable shock of the pandemic. As you will see in the notes below, the pandemic has, in many ways, amplified our progress and intensified the demands on the College and especially on its staff, leadership team, and facilities. This synthesis is essential to galvanize our community around key priorities and inspire our supporters to commit resources that will ensure the fulfilment of our mission over the coming years. We call upon all of us to take action to secure Massey College's future.

The importance of strategy and a call to action for Massey College

Ask anyone who has been a member of our community over the past six decades what Massey College represents, and the vibrant array of answers will converge upon a common understanding:

Massey is an irreplaceable place where members connect in community to advance the public good with wisdom, respect, dialogue, learning, and excellence in the generation and exchange of knowledge.

We exist to cultivate the development of the next generation of leaders and to serve the public good by supporting a remarkable assortment of talented scholars, wise counselors, and thoughtful practitioners with the courage to live their values while pursuing excellence in their fields. To this end, we are planning to implement a new Massey Fellowship Program to support our Junior Fellows – in partnership with all members of our community – to deepen their capacities for excellence as leaders in their disciplines. Actualizing this vision depends integrally on a vigilant dedication to diversity, equity, and inclusion. It also requires a sensitive and ongoing dialogue over the nature of the public interest. And it is grounded in historical relationship with the place at which Massey College is located. The Massey community represents a dynamic garden of possibility that is nurtured within our institution; and like the dispersion of seeds, its effects radiate outward beyond our iconic enclosure at Devonshire Place where they are harvested by the public at large.

Diversity of all kinds – social, experiential, intellectual, generational, cultural, and on many other dimensions of human identity – is central to our community and instrumental to our mission. Collaborating across generations and disciplines, we thrive when serendipitous collisions lead to collective understandings that harness the wisdom of both academic and applied professions toward addressing the challenges that face us all. While our membership represents a myriad of interests, cultures and lived experiences, we are bound together by an enduring curiosity and devotion to the fulfilment of the public interest through the cultivation of knowledge. We dare to be wise together.

Despite our wonderfully compelling mission to nourish learning and serve the public good, the College cannot take for granted the relevance and sustainability of our public service. Massey

has an urgent need to fund its key priorities, invigorate our contributions to society, and revitalize the unique place where we have our home, create our community, and do our work. Without a united stewardship effort with each community member doing their part, the fruit of what we have built together will wither and fade away.

We must galvanize around three core themes that will sustain our impact and fortify our ability to thrive in the decades to come. These are:

1. Empowering and Supporting our Community
2. Enhancing Massey's Capacity to Contribute Visibly to the Public Good
3. Ensuring the Sustainability of the College

The discussion that follows offers a baseline description of these themes and their implications for our development over the 3 three years. We articulate the need to develop relevant programming, more effectively integrate the community, and build capacity that will better position Massey as a leading center for emerging talent, not only for the University of Toronto, but for the country of Canada and for the world.

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1) Empowering and Supporting our Community

Our community is steeped in beloved heritage along with a shared enthusiasm for exploring new pathways. We must ensure that our programming is responsive to the evolving and most pressing needs of our community members, and that it reflects the evolution of the public interest. Our programming must also deliberately reinforce our declared values of respect, diversity, equity, inclusion, wise stewardship, mutual understanding, empathy, moral courage, learning, knowledge creation, dialogue, and a life-long commitment to public service.

A deep consultation of the community that occurred just prior to and during the global pandemic motivated a comprehensive review of both programming and the channels we use to interact. The overwhelming response was an affirmation of the relevance of Massey's programming, and of the advantages of online delivery, in-person delivery, and hybrid programming. We also learned about nuanced challenges and opportunities in the experience of content. An especially important opportunity lay in a clear need for more targeted programming for our Junior Fellows to build their capacity as leaders and to differentiate them in crowded markets for talent. To meet this need, the Principal has proposed and developed an insightfully crafted Massey Fellowship Program that will be launched in late 2021 and 2022. We also learned of demand for deepening and expanding virtual programming that both facilitates our continued collaboration and extends our reach.

In the past – beginning much earlier than the pandemic – the Massey community has experienced angering and painful experiences that reflect a long history of structural and behavioral racism, insensitivity, discrimination, and violence embedded in our institutions. Over the past few years, the Massey community has confronted challenges that led us into processes of individual and collective reflection that have been inspiring, challenging, instructive, and meaningful. Principal Des Rosiers expressed in a letter to the community of August 10, 2020, that our journey is one toward “a rich interdisciplinary environment free from discrimination of any kind, free from anti-Black racism and free from anti-Indigenous racism.” The leadership of the College as well as its members have acknowledged that we must do more to support, hear, respond to, and amplify underrepresented voices in the College and in our society. Chief Laforme's welcoming presence, wisdom, and guidance have deeply influenced the way we understand our responsibilities to place and to each other. Improvements in governance at the College have had a significant impact on how we understand our responsibilities as well as how we execute our processes. But we must do more.

The insights that have evolved through the extraordinary and comprehensive consultation processes of the past two years lead us to measure progress along three dimensions: content, integration and capacity building.

A. Ensure a diverse, equitable, and inclusive community of excellence

Massey thrives on diversity, equity, and inclusion.

The Massey community aims to pursue learning about the public good. We have deepened our understanding of the College's mission as one of diversity, equity, and inclusion to reflect that the public itself is a place in which people of different backgrounds interact. Similarly, the good of the public is discernible as emerging from the common interests and mutual understandings of diverse people. This commonality is not exclusive or privileged. Rather, it rests on an inclusive and respectful equanimity that arises from the beliefs that all persons are equal in their responsibilities and representation as members of the public. Ours is a commitment to solidarity, good governance, accountability, mutual respect, due process, learning, knowledge creation, and humane and thoughtful exchange. It is our sincere intention to do so with all of our capabilities and focus. We have much work to do, and are committed to the journey and to accompanying each other through it.

Content

We have made strides in our Indigenous programming, and now feature Pride and Black History Months in our community. Massey celebrates International Women's Day as well as pays tribute to champions from our community, such as through the Christine Karcza Memorial Dinner for Persons with Disabilities. We have undertaken a project to display a collection of Black authors in the Upper Library.

We have been effective in increasing our reach into underrepresented communities and have established an Anti-Black Racism Council (ABRC), which adopted a strategy with continuing oversight and related activities. In recruitment, we welcomed a new cohort of Junior Fellows with 46% identified as coming from excluded communities. Among our senior membership in 2021, the incoming cohort of Senior Fellows and members of the Quadrangle Society including 53% visible minorities with 9% Aboriginal and 7% self-declared as sexual minorities. 28% of Governing Board Directors identify as members of BIPOC communities, with the Chair and Vice-Chair as members of diversifying communities. Our website is now AODA compliant. Additional plans for accessibility improvements to facilities will be detailed in our facilities renewal section.

These initial steps must be followed by a wholesale commitment to our mission through:

- Launching the Massey Fellowship Program for a broad and diverse group of Junior Fellows
- Expanding and improving processes of governance to reflect best practices in attracting members into our community; to develop a culture of mindful understanding of diversity, equity, and inclusion; to raise our sensitivity to the experiences of each other; to support engaged and sensitive dialogue; and to hold each other accountable in ways that are constructive and appropriate
- Celebrating and amplifying Massey's long-standing culture of mutually joyful pursuit of collective knowledge anchored in respect, strong communication, intellectual excellence, and generosity
- Expanding programming – both online and in-person – to address indigenous experience, anti-Black racism, and the experiences and concerns of persons who are

diverse in gender, sexual orientation, disAbility, immigration status, and other facets of identity

- Developing connections between members of our community at all levels to deepen mutual understanding, connection, and commitment
- Explore whether Massey College may eventually host undergraduates

Capacity building

Chief Laforme and other leaders in our community who champion diversity, equity, and inclusion have had a transformative impact on Massey. The Anti-Black Racism Council at Massey has reviewed opportunities in our community to combat racism as well as discrimination of all kinds. Eight training sessions were held for Board members, community, staff and the Junior Fellows to increase awareness and build solidarity and advocacy.

Massey College is located in one of the most diverse, culturally exciting, and vibrant cities in the world. As a world-class city, Toronto offers extraordinary resources and opportunities for impact. Our city has become an important place where critical conversations can occur regarding inclusion, diversity, and equity. We are committed to orchestrating these conversations at Massey.

With each piece of programming on issues related to diversity, equity, and inclusion, the Massey Community is strengthened. Our greatest opportunities over the forthcoming three to five years in this area are in continuing this commitment while moving the community to the frontier of knowledge-creation on the sources, nature, consequences, and implications of privilege and discrimination; of the processes of truth and reconciliation; and of the extraordinary public good arising from progress in this area.

We can do this through:

- Maintaining our commitment to diversity, equity, and inclusion by celebrating the diverse talent of our community and by continuing to engage important leaders such as Chief Laforme in our deliberations and processes.
- Continuing to increase the membership on the Board and on staff from excluded communities
- Hosting an Afghan Visiting Scholar
- Developing a new program with Canadian Journalists for Free Expression
- Increasing the visibility of scholarship among members of our community on diversity, equity, and inclusion
- Attracting scholarships, bursaries, and grants to support Junior Fellows of diversity

B. Ensure that programming responds to evolving needs of the community

Content

Demand remains strong for our in-person programming where High Tables and Senior Fellow lunches are oversubscribed, and where the community enthusiastically attends our forums, symposia and gatherings for appreciating music and literature.

The pandemic provided incentive to embrace virtual programming that taps into our network of expertise among the senior members of our community and the emerging views of the Junior Fellowship without colocation. Our Massey Dialogues have been a great success and our thematic programs on ethics, climate change, and our array of literary events keep everyone who wishes to engage connected.

Over the next three years, we must deepen and expand these efforts by:

- Institutionalizing a balance between online and in-person programming that reflects opportunities to engage remote members of our community and subject-matter experts from around the world
- Increasing our voice in global conversations that reflect the public interest in our communities
- Engaging in knowledge generation about how ideas develop differently online and in-person
- Improving the connections between ideas that evolve on site at Massey College, particularly among Junior Fellows, and their implications for Canada and the world
- Amplifying the voices of members of the community who seek to influence public policy, public experience, the defining of the public good, and innovation at the frontier of the public's needs
- Enabling exchange between members of the community

Integration

Massey's online and in-person programming have emerged through the pandemic in an effort to preserve the College's voice and community. The advantages of what had been initially a stop-gap measure are now clear, and the promise of online-in-person programming for the future has become clear. Instead of conceiving of online programming as a substitute for in-person programming, we now face an opportunity to integrate, amplify, and find complementarities in our online and in-person profiles.

By integrating our in-person and online activities, Massey College can make the activities that are core to our mission more relevant, effective, important, and impactful. Accomplishing this requires investment in our technological foundations as a starting point.

We also must rationalize and improve our approach by:

- Creating the capacity to continue to conduct online programming by augmenting the physical infrastructure of the College to support continued online activity
- Appointing a team to orchestrate, organize, and manage online programming
- Developing a rationalized online archive
- Redeveloping the Massey website to support access to our library of online content

- Establishing a world-class social-media profile for the College
- Examining how the amplification of online and in-person activity will deepen the College's commitments to our place, our community, and inclusion
- Strategizing over the co-evolution of online and in-person insight development

Capacity building

Members of the Massey community – and particularly our Junior fellowship – face important challenges in pursuing the public good. All of our members must find ways to convey their wisdom, learn, connect with others, experience inclusion, and amplify effectiveness in specific fields of expertise. Our programming at Massey must reflect these demands.

An important foundation lies in Massey's mentorship program, established in 1999, which pairs Junior and Senior members of the community. In addition, Junior Fellows are encouraged to participate in career development courses, to organize conferences, to develop their linguistic skills (French, Spanish, German, Arabic, and more recently Anishnabowin) to play a major role in academic and media events.

The Principal of the College, in consultation with members of the community, has proposed a Massey Fellowship Program that builds on these strengths. Drawing on this experience, the programs currently available at the University of Toronto, and the recent assessment of the needs of new graduates, the Massey Fellowship Program will enhance the opportunities for Junior Fellows equipping them with the skills necessary to lead their generation and leverage their intellectual and creative forces for the public good.

The program will be voluntary as not all Junior Fellows may wish to participate. However, we know that over the last decades, informal, formal mentoring and leadership development took place and that the Junior Fellows are seeking skill-building opportunities. The current academic and work environment is a competitive one where employers look for evidence of skills, as much as copies of diplomas. Other graduate programs and scholarships, such as the McCall McBain Scholarships and the Trudeau Foundation, are investing in the development of leadership skills, recognizing that the future will demand a lot more from scholars and practitioners alike.

The general learning objectives of the Massey Fellowship Program will include:

1. Engaging the general public in discussion of complex ideas through a variety of mediums
2. Acting as an ethical and inclusive leader
3. Demonstrating an ability to integrate the contribution of other disciplines to knowledge
4. Cultivating the ability to participate in international networks
5. Developing self-awareness, mental health and tools to maintain wellbeing

The implications for Massey College:

- Creating and implementing a comprehensive mentorship and skill-building program called the Massey Fellowship Program that will include an enhanced version of the Meeting of the Minds initiative, a framework for positioning candidates for the most

prestigious fellowships and scholarships and the flagship Massey Program for Junior Fellows

C. Ensure that Massey attracts those equipped to lead

Talent is the heart of the College and is our most valued asset. Talent is also what bonds Massey College to the University of Toronto, and what the College seeks to support in the interests of the University's commitment to excellence in all domains.

Of course, talent is multi-faceted and evolves in many ways and on different dimensions. Without careful attention to attracting and developing talent, all aspirations are hamstrung. Like the water in our pond, if it does not circulate, nourish, and renew itself, then it will stagnate. When we consider the words of recent alumnus Olu Olubanjo (JF 2017 -2019), who declared that his experience at Massey both enabled and shaped his ambition, we must acknowledge the immense responsibility that accompanies this impression. As the prolific Dr. Ursula Franklin had been known to suggest, among our many roles as mentors, is to listen, care and cultivate courage among the Junior Fellows while they are with us. She would go on to say that if new roads are to be built, then we need to be more than conventional. We need to help the students ask bold questions and have the courage to pursue them. Dr. Franklin remains a shining example to us all about how much the contributions of the community matter to the Junior Fellowship.

This emphasis on behaviour beyond expertise was recently discussed among the Governing Board Selection Committee members regarding what makes Massey special. The members noted that those who ultimately distinguish themselves in our community are the ones who are not just luminous, but who are also willing to be bridge builders for others, as well as motivated to lift others up. Massey will flourish when we can consistently recruit for and embrace members equipped with these characteristics.

Integration

We know that our senior community is robust and precious to our Junior Fellows and many partners. Yet we also are aware that we face substantial opportunity to engage the vast array of talents of the Senior Fellows and members of the Quadrangle Society. We know that organization is instrumental to both access and engagement, and that benefit accrues to senior and junior members alike.

Renewal is essential for any service organization to remain invigorated. We will continue to manage and streamline our community membership by supporting the transition out from affiliation those who are no longer able to participate in the active service dimensions of membership despite appreciation for and support of the mission of the College. For these individuals, we have created the new status of Life Membership that will reduce the expectations of participation while still keeping them abreast of our activity and progress so that they may still make passive contributions to our advancement.

This year, we will more effectively manage, integrate and streamline our senior membership. We had success in engaging 90% of new Senior Fellows and members of the Quadrangle Society as speakers, mentors, commentators, and moderators.

We will finalize our online Directory of Members shortly and have been refining the integration of new members to our community with orientation events. We have already made efforts to more effectively engage our Senior Residents including our new Filmmaker-in-residence, Diplomat-in-residence, Writer-in-residence, and our Change-makers-in-residence.

Over the next three years we will be:

- Establishing more effective member management practices, including reviewing participation regularly and developing mutual understanding of the kinds of engagement that are appropriate for continuing senior members of the College
- Maintaining our proactive outreach to the University of Toronto's faculties for recruitment of Senior Fellows
- Continuing to expand our Bursary Program to remove economic limitations among our candidate pool
- Formalizing the residency programs
- Pursuing renewal of all the offices used by community members and their organizations with the understanding that all individuals and organizations under our roof are expected to use the space in ways that are complementary to our mission; because our space is finite, use of it should be inventoried, reviewed and renewed in ways that reflect usage aligned with Massey's highest priorities

2) Enhancing Massey's Capacity to Contribute Visibly to the Public Good

A. Provide leadership on key questions

Upon her installation, Principal Des Rosiers reflected in her remarks that there is no future for a world without ideas, and without the rigorous pursuit of truth. This is why Universities matter, and why Massey matters. Along with Massey's great strength comes great responsibility. As members of the Massey community, we must fulfil this responsibility by ensuring that the ideas developed at the College are disseminated beyond our walls.

Massey was conceived as an "elite" institution. In line with our commitments to diversity, equity, and inclusion, the College been reconceived as an institution that cultivates excellence. It is incumbent upon the community to live up to its inherent responsibility. Serving the public good requires that we be present in the world; that we engage with difficult and troubling issues; that we push ourselves to find solutions to difficult problems; and that we do so by leveraging the interdisciplinary assets and intergenerational energy and wisdom among us, and make this contribution available to the public. The ideas that develop at and through Massey must be visible.

Content

At Massey, there is never a shortage of matters to discuss. Our latest programming includes our investigation of material issues in our environment. A flagship event is the “Massey is Missing Cop 26” program which was developed to advance learning and community building on environmental issues. We also benefit from our wildly successful long-time collaboration with the CBC for the Massey Lectures. We also have our nascent and well-received Massey Dialogues, and the recently developed Summit of Cities that worked with an array of partners interested in urban issues and prosperity.

This programming must be deepened over the forthcoming three years by:

- Investing in the programming that we already offer, particularly the programs listed above
- Investing in our programming on issues of healthcare, wellness and well-being; science and scientific inquiry; Journalism; music, the arts, and cultural expression; climate, energy, environment, and electrification; languages, literature, and the humanities; law, government, economics, and the management professions
- Exploring the implications of excellence in all of the domains of interest to Massey members
- Exploring more deeply three core areas represented in the Sustainable Development Goals: Justice and Equality; Climate Change; Arts and Communities
- Investing in and improving the experiences of the Journalism Fellows
- Engaging with leaders of our city, province, and country on issues of importance
- Identifying new partners in Canada and around the world that share our mission and values

B. Ensure that the College is known locally, nationally, internationally

With talent carefully cultivated and leadership voices on key questions, our impact has opportunities to increase resonance locally, nationally, and internationally.

Content

To best capture attention with our ideas, we have developed a range of content to engage our supporters and those interested in our discussions. Experiments with the creation of the Massey College YouTube channel have been successful and we are continuing to curate content and monetize interest through a subscription incentive.

Over the next three years, we must invest in our approach by:

- Improving the infrastructure of the College to support the ongoing delivery of online and hybrid content
- Developing the human resources to manage our online content, create an archive, and manage its dissemination
- Exploring new channels of distribution for ideas developed at the College

Integration

We have deepened our partnerships with the Faculty of Arts and Science, Faculty of Engineering and Faculty of Law ensuring access to the leading graduate students and faculty. Outside the University, we have built relationships with the Stratford Festival, the Aga Khan Museum, Toronto TEDx Talks, Wosk Centre and the Literary Review of Canada. Each of these accomplishments must be developed and enhanced.

In line with these goals, we propose that, over the next three years, we will be:

- Continuing to improve and develop the quality, effectiveness, and quantity of activity with established partners, while transitioning away from former priorities that no longer advance our intentions
- Engaging with appropriate new partners that share our mission and ideals
- Leading in the development of accumulating insights regarding the public good through multi- and inter-disciplinary exchange

Capacity building

Massey has long employed symbols that were inspired by the Oxford-Cambridge model. In renewing our approach to our public mission, we engaged a branding firm to help us refresh the College's image and expressions to better reflect the mosaic of contributions among our community so beautifully characterized by our Wisdom Windows in the Upper Library. This branding refresh is intended to cast our image in a contemporary light while honouring our historically essential features as a community. This will assist with our desire to differentiate in the marketplace of ideas as we seek wider audiences.

Over the next three years, we will extend and develop this program by:

- Investing in deeper partnerships with the faculties of the University of Toronto
- Hosting architectural and printing tours featuring our unique space, art and artifacts
- Fully implementing partnerships with Aga Khan Museum and Stratford Festival
- Strengthening our partnership with the CBC

C. Leverage the College's assets for the public good

We exist to serve the public good and have made progress on distributing our ideas and discussions beyond the quadrangle. Yet ongoing opportunities continue.

Content

A silver lining of the pandemic is that it gave us an opportunity reframe our constraints of meeting in person to scale our discussions through synchronous live streams that can later be viewed asynchronously on our YouTube channel. This free public virtual programming accumulates

weekly. We also co-created Indigenous programming with the Mississaugas of the Credit First Nation. This inspiring programming can be the foundation for the development of peace, friendship and respect among people of diverse backgrounds, characteristics, identities and ideas.

Over the next three years, we can invest in leveraging the College's assets for the public goods by:

- Creating a series of opportunities for Junior Fellows to contribute on bursaries to the curation of content for members of the public interested in studying our programming at Massey College
- Continuing to engage with our partners to develop and amplify programming on issues of particular importance to indigenous persons
- Disseminating our programming on justice, equality, inclusion and resistance to discrimination of all kinds.

Integration

More than 500 volunteers participate in College programming from within our community and beyond connecting a wide variety of thought leaders to our mission. This is another factor that virtual programming has enabled – access to talented colleagues and contributors around the globe. We have also deepened our connection to the University of Toronto, its Faculties and resources. Massey represents a jewel in the crown of the University of Toronto. More can be done to mutually reinforce and support shared goals between this symbiotic union.

Over the next three years, we plan to accomplish this by:

- Identifying important partners across the University of Toronto community who share our commitment to our physical place and to our mutual relationship
- Organizing the volunteers at the College in ways that streamline and enable volunteerism
- Creating a systematic approach to engagement with thought leaders who we seek to engage at the College

Capacity building

Our desire to extend our reach is exemplified in our partnership with Thomson Reuters to bring two Myanmar Journalists at risk to the College. This bolsters our earned reputation as a haven for remarkable journalists.

Over the next three years, the College will develop this capacity by:

- Strengthening the financial basis for the William Southam Journalism program
- Maintaining our efforts to draw Journalist alumni back to Massey College (in person and virtually)
- Investing in programs through which we can support journalists at risk around the world

3) Ensuring the Sustainability of the College

Now, more than ever, we need to focus on renewing our College facilities and scale our capacity to deliver excellent programming, experiences, and community. Our majestic yet serene campus is in need of careful restoration and reimagination of how we can best use this precious space to enable our mission. For too long, we have focused on keeping our doors open from year to year; now we must recalibrate to think bolder and capitalize on our deep capacity for inspiration and engineer a support system that will allow us to thrive in the decades to come. This will require achievements by all of us that, once accomplished, will result in a restoration of the foundations of the College for generations to come.

A. Increase revenues and develop a culture of philanthropy

At minimum, our business model needs to maintain momentum in the short term while we recalibrate for the medium and long term with a comprehensive capital campaign. This includes our hospitality business that offers catering, rentals, and summer programs. Our annual leadership campaign provides unrestricted operating funds and has increased in scale from \$300k to \$450k per annum, which gives the Principal some discretionary funds to allocate to the most pressing needs and opportunities. For longer term commitments, we have increased contributions among several major donors and new scholarship funds including the Lupina & Laidlaw Foundations, the Mississaugas and Rotary. We have secured the renewal of the CBC funding for William Southam Journalism Fellowship, which is a vital component of our College experience and diversified our revenue stream by capitalizing on our unique architectural elements as a location for a film shoot. Still, much more is needed.

Capacity building

Massey has benefited from a specific gift from the University of Toronto which allowed us to augment our team with a full-time Director of Advancement. This level of focus is overdue and will be a key support to the Principal in the fundraising objectives in the short, medium and long-term. We implemented a modernized payment system for members which will ease the administrative burden allowing limited staff to focus on higher value activity.

Over the next three years, we will build on this success by:

- Creating alumni programming that can serve as the foundation of tight bonds between former Junior Fellows and the College over the entire course of a lifetime
- Supporting our development officer in expressing the unique and compelling rewards to investment in the College
- Developing a new understanding, especially among senior members of the community, of the importance of investing in the College

Integration

A large and historically underdeveloped opportunity exists among our base of over 3,000 alumni who have benefited from the College experience over the past six decades and have been making material impacts on their respective fields. Many remain endeared to the College for its influential nature, and we have enhanced our partnership with the Alumni Association to renew our relationship with former Junior Fellows ensuring that alumni remain connected to the Massey community and mission. We have created Alumni events and dinners to deepen this relationship and cultivate support for the next generations of emerging scholars and practitioners. We also were able to leverage our partnership with the University of Toronto to gain access to in the University's Arbour system of alumni management that builds capacity and deepens integration between both Massey and its alumni, and Massey and the University of Toronto's central administration.

Over the forthcoming three years, we will amplify these accomplishments by:

- Developing the structure and fundraising plan for a major capital campaign
- Identifying naming opportunities at the College – especially in programming -- that are appropriately aligned with our mission and values
- Establishing a new program of awards that acknowledges leadership in the Massey community in investments in the College

B. Increase the effectiveness of our stewardship model

For too long, Massey has operated on a very modest administrative model making the most of the talent and goodwill among staff, but the time has come to introduce the next level of maturity to the organization if we are to increase our capacity for impact.

Capacity building

In addition to the dedicated fundraiser, we created a Chief Administrative Officer (CAO) position at the College. The CAO works with the Principal as a key partner in planning and execution of all elements of our administrative structure. Our administrative processes have evolved to reflect the breadth of roles at the College. A priority has been to develop stimulating job designs and career paths as well as to enhance coordination through, for example, weekly coordination meetings between key departments.

Building a stronger management structure is a step forward in the professionalization of the College. Our enhanced Human Resources function now offers recruiting and talent-management support. Each employee of the College now regularly works with our Human Resources Officer on goal identification and performance evaluation. This has led to a more supportive work environment. Human-resources capacity was also essential for addressing the challenges of the pandemic. During this period, we have created opportunities for staff to work from home, increased safety protocols for essential workers, and, through government and community assistance, minimized lay-offs and augmented financial support above EI for those affected by lower catering demand.

Over the next three years, we will continue to develop our capacity along these lines by:

- Institutionalizing administrative procedures and practices that make each member of our staff more effective and efficient in execution of duties
- Developing human resource capacities for recruiting, talent management, and retention
- Hiring several additional staff as described throughout this document to deepen management capacity
- Developing the administration of the lower-level assets of the College such as the library and printing room
- Identifying and beginning to execute an approach for effective stewardship of the Robertson Davies collection, which is increasingly at risk due to climate exposure

Integration

We have also undertaken a restructuring of the Chapel Royal Committee in collaboration with the Mississaugas of the Credit. Governance evolution continues as we refine our processes and, as we noted in our earlier recruitment section, seek a wider array of voices at our stewardship table. We have deepened our commitment to student representation and increased Junior Fellow membership on the Board, its committees and sub-committees and their increased engagement has been mutually beneficial.

These are substantial accomplishments that will be augmented by:

- Assuring that the Chapel Royal, called *Gi-Chi-Twaa Gimaa Kwe Mississauga Anishinaabek AName Amik* in Anishinaabek, becomes a place of meaningful reconciliation where bridges are built with purpose between people of all faiths in good will in accordance with the agreements struck when Massey College was built (<https://www.masseycollege.ca/the-chapel-royal/>)
- Reviewing and improving the committee structure of the Governing Board
- Streamlining and supporting the reporting requirements of the Principal

We have reviewed and harmonized the selection process for both Senior Fellows and members of the Quadrangle Society to achieve a consistent standard of excellence among both academic and applied careers. We have formalized and ratified the constitution of our Alumni Council. An external review of the Journalism program validated the utility and prestige of the program among journalists. Our committees of the Board are working effectively and are well-supported by staff. Our Finance and Audit Committee is overseeing a third-party review of our investment manager to ensure our investment policy continues to be executed effectively.

Over the course of the forthcoming three years, we will build on these accomplishments by:

- Reviewing and modernizing the by-laws
- Filling vacancies on Governing Board

C. Ensure sustainability of the physical structure

The appeal of Massey College begins for most members of the community with the joyful experience of the physical space at the College: the magic in the beauty of the surroundings, the happenstance of good conversations and the sense of community. We do not want to lose that. For many years, leaders at the College have been concerned about a maintenance backlog with substantial associated costs for the University. Paired with the need to make our space more accessible, useful and welcoming, this maintenance backlog required us to step back and undertake a feasibility study to assess what is needed to secure our historically significant building and grounds. Progress on this front requires a deep engagement with the University of Toronto, as responsibility for maintenance, including essential systems for the safe provision of water, electricity, heat, and climate control, are the entire responsibility of the University under the charter that the University struck with the College upon its founding. Many additional recommendations of MontgomerySisam, the architectural firm behind the study, are also intended to bring the College in conformance with the University's current framework for building features, including, for example, the installation of improved access for the disAbled through upgraded ramps and elevators. The study also identified opportunities for enhancing the building in various ways, such as by improving carrel space and installing a roof deck that could be rented out for various activities.

Integration

The recommendations of the newly completed architectural feasibility study are extensive. This study has addressed accessibility, sustainability, modernization, architectural requirements & heritage beauty. A significant section describes how we can more effectively use the Lower Level of the College.

Maintaining the physical infrastructure of the College will require:

- Developing a commitment among members of the Board to work with leaders at the University of Toronto in communicating to the University the requirements described in the feasibility study for the continued health and safety of the building at 4 Devonshire Place
- Fulfilling the stewardship responsibilities in consultation and partnership with the members of the community identifying as Mississaugas of the Credit
- Developing a budget for the three major types of work identified by the study, and a plan that describes the responsibilities of the various parties for each stage
- Integrating the plan and budget with advancement opportunities at the University
- Identifying naming and other opportunities for contributors to Massey to invest in the future of the College by improving the physical infrastructure beyond the maintenance plan

Capacity building

In the short term we commenced some improvements to the roof and have engaged the University on the deferred maintenance issue.

Over the course of the forthcoming three years, we will build on these achievements by:

- Developing an implementation plan in concert with the University of Toronto, and identifying critical roles for College personnel in coordinating with the University as the plan unfolds
- Deepening the capabilities of the College's advancement team through investments in human resources
- Supporting the College's advancement team
- Ensuring the sustainability of the physical structure by creating and executing a robust capital campaign and prioritizing the schedule of capital improvements

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When we consider the array of possibilities available to us, we are confident that our strategic priorities position us to optimize our impact and ensure our sustainability for decades to come. To achieve this, we need your support.

Dr. Franklin, when celebrating the co-dedication of the Wisdom Windows at the College drew attention to how beautiful the windows were at a distance when viewed as a whole, but then invited those present to take a closer inspection and notice the diverse array of shimmering parts that each contribute to the collective effect. We are a community of multifaceted individuals contributing to a collective effort for the public good. When our lights are aligned, the luminosity will be something to behold.