

Rubrics
Emmanuel College Strategic Plan
16 March, 2016

1. Enhance educational excellence	Where We Are Now?	Where Do We Want To Be After One Year?	Where Do We Want To Be After Five Years?	Who Is Responsible?
Review the last six years of assessment work and processes, and propose a revised assessment plan by April 2016	Faculty members have received the report from the members of the Assessment Committee reviewing the last six years of assessment work.	Complete the review of assessment and create both a more effective process and a new calendar for the assessment of continuing Basic Degree Programs	Each of the Basic Degree programs would have been through the Assessment process, and faculty would begin anew the review of the process itself	Vice Principal's Office Assessment Committee Faculty
Faculty will create initiatives relating to programmatic use of the Centre of Religion and its Contexts.	A new restricted account has been created to support the work of the Centre; the Faculty Executive Committee will act as a central committee to receive all initiatives related to the Centre; CANAAT is formed	New initiatives begun, and effective use of the new Centre's space is well underway	An active centre offering support for curriculum, student and faculty scholarship, global and intercultural partners, and other programming	FacEx Committee
Consider implications relating to pedagogical challenges of curricular changes	Faculty members are meeting several times per year for dinner to discuss pedagogical challenges relating to the creation of Emmanuel's new interreligious curriculum; a Wabash grant request is being prepared to work with other schools engaging in this new work; a Luce grant is under consideration to provide needed support as well	Submit a Wabash Grant proposal and, if invited, prepare and submit a Luce Grant to the Luce Fund for Theological Education	Faculty members would be in a position to offer the benefit of their seasoned experience and counsel to other faculties of theological education in North America who are interested in engaging interreligious communities through the development of new initiatives that will have an impact upon curriculum	FacEx Committee Vice Principal's Office Principal's Office

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<p>2. Create connections to Emmanuel’s urban context, the global church, and the pluralism they represent</p>	<p>Where We Are Now?</p>	<p>Where Do We Want To Be After the First Year?</p>	<p>Where Do We Want To Be After Five Years?</p>	<p>Who Is Responsible?</p>
<p>Broaden ways that courses, continuing education, and community life can implement the calls to action delineated by the TRC for theological colleges.</p>	<p>Development of a new course (Reynolds/Hamilton-Diabo); annual Grand River trip as part of Context and Ministry; Occasional Colloquium treatment of TRC calls to action (as was done this year); connection to worship; EC participation with Theological Schools Circle response</p>	<p>New initiatives relating the classroom and our Urban Context through creative use of the Urban Fund and Academic Initiatives Funds by faculty; programs in ConEd addressing TRC calls to action.</p>	<p>Consistency in areas addressing the TRC calls to action in curriculum, community life, and ConEd.</p>	<p>Faculty Principal’s Office Vice Principal’s Office Worship Committee Continuing Ed. Office</p>
<p>Foster the interreligious experience of Emmanuel students (Buddhist, Muslim, UUA, etc.) and explore the interreligious dimensions of theological education (including pedagogy).</p>	<p>MPS Muslim and Buddhist foci are healthy and growing; Buddhist faculty position is in process. Wabash Grant being prepared for pedagogical issues of interreligious classroom; Luce Grant under consideration. Continuing faculty discussions throughout the year</p>	<p>Creation of the new MPS: Spiritual Care and Psychotherapy Stream. Appoint a new professor in Chinese Buddhism. Search for permanent Muslim Studies faculty position (tenure-stream); continuing discussion about the changing nature of theol. ed. and EC’s role within it. Continue to work in fundraising for both Buddhist and Muslim Studies.</p>	<p>Professors in both Muslim Studies and Buddhist Studies in tenure track or tenured; steady stream of students enrolled in Muslim Studies and Buddhist Studies tracks for the MPS degree program. Growing reputation for the program, with successful placement for graduates</p>	<p>Academic Committee Principal’s Office Advancement Office in Victoria University</p>
<p>Improve global connections by establishing institutional partnerships, funding student and faculty global experiences, and creating scholarships for international students.</p>	<p>Active visiting scholars program; student and staff to China – Nov 2015; faculty continue to think about global course development; planning Cuba (partner with Metanzas) course for 2017; Korean relationship with Hanshin</p>	<p>Continue to develop funding and global connections (currently Legge and Corlett funding); Work on UCC/schools cooperation; Lim and 2 students to Taiwan in May 2016 to represent EC and UCC at PresbyChTaiwan mtg</p>	<p>Funded international experiences a consistent part of curriculum for both faculty and students at EC; full use of exchange and partnership agreements for both faculty and students.</p>	<p>Principal’s Office Vice-Principal’s Office Advancement Office in Victoria University</p>

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<p>3. Recruit and educate leaders, in association with the United Church of Canada, attuned to the changing context and mission of church in Canada</p>	<p>Where We Are Now?</p>	<p>Where Do We Want To Be After the First Year?</p>	<p>Where Do We Want To Be After Five Years?</p>	<p>Who Is Responsible?</p>
<p>Cooperate with the UCC in creating strategies related to recruitment for ministry that develop an approach to communications that effectively promotes EC, its programs, teaching, and research to its region of urban, suburban and rural faith communities and different constituencies.</p>	<p>MDiv enrollments are falling; MPS enrollments are rising. Advanced Degree enrollments are holding steady and posed for growth with a new MA. Hosting an annual event with new UCC recruitment office in Winter every year.</p>	<p>Continue to work with UCC recruitment office in GCO and cooperation with UCC conferences and presbyteries in working on strategies for recruitment to ministry through Jenn Neufeld’s office; new brochures produced and in development phases for all programs</p>	<p>Growing enrollments at EC and new understandings in place concerning diverse programs related to vocation and ministry serving UCC and other religious groups in Canada. EC will have compatible brochures describing all its academic programs.</p>	<p>Advisory Committee Recruitment and Admissions Office</p>
<p>Partner with the UCC, alumni/ae, and urban agencies and programs through continuing education to create educational opportunities that emphasize leadership in diverse and urban settings</p>	<p>Continuing Ed is partnering with Five Oaks to produce new programs; the Lilly funded Teaching for Ministry Program & TFM Symposia. The program emphasizes connecting academy and church in new ways. Church and Community Partnerships course. Consultation completed in April 15 with Five Conferences of UCC; annual connection to churches through Faculty/Student preaching on a Sunday in February</p>	<p>Work to develop informal and formal ways to listen and engage experiences of congregations and alumni/ae</p>	<p>By this time, there should be an established record of several new educational opportunities in place that emphasize leadership in diverse and urban settings. Routine communication with the College’s networks, especially those developing in the midst of United Church of Canada restructure.</p>	<p>Advisory Committee Contextual Education Continuing Education</p>
<p>Faculty work to provide a meaningful theological contribution for the church, particularly to issues such as the TRC and the new One Order of Ministry document.</p>	<p>April Consultation mentioned above; Several TRC events this year; Paul Wilson and Mark Toulouse contributed blogs to the <i>Touchstone</i> series on the One Order of Ministry document</p>	<p>Faculty involved in a variety of UCC programs and endeavors across the year; two EC faculty members to be designated as United Church Faculty for the year</p>	<p>EC faculty and UCC working together to think through theological issues such as those presented by contemporary issues related to TRC and One Order of Ministry documents</p>	<p>Faculty Advisory Committee</p>

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4. Strengthen financial sustainability	Where We Are Now?	Where Do We Want To Be After the First Year?	Where Do We Want To Be After Five Years?	Who Is Responsible?
<p>Work to create a new Alumni/ae Advancement Officer's position for Emmanuel College</p>	<p>Financial realities within the University have thus far prevented this possibility. Unexpected transition occurring in the Vic office and work on the Victoria campaign have also naturally led to other immediate priorities. Currently, a search for a new Director is taking place.</p>	<p>A new Director will be in place with the Alumni/ae Advancement Office, and new conversations about this possibility could begin.</p>	<p>Emmanuel College should have a dedicated Alumni/ae Advancement Officer's position in place and operating by 2018</p>	<p>Vic President's Office Principal's Office Executive Director of Advancement</p>
<p>Fundraising to develop new resources in areas compatible with this strategic plan - Entering Student Awards, PhD Awards (4 years), MA Awards (1 year); International and Intercultural Experience; Buddhism and Muslim Studies; Faculty professorships/chairs in Ethics and Public Policy, Public Worship and Liturgy, and Homiletics; Contextual Education for the TFM program; endowment for Continuing Education</p>	<p>A campaign, started in 2008, and clarified by this strategy in 2010, is now largely completed. Goals for Vic have been reached, but not precisely in the categories desired. A new five-year campaign will await decisions within the University of Toronto to close the current campaign. Meanwhile fundraising continues in these categories for Emmanuel College, and funds are counted toward the previous campaign totals.</p>	<p>Continue to make progress in raising money to support the Emmanuel designated areas.</p>	<p>Emmanuel continues to work toward a general goal of five million dollars between 2010 and 2017.</p>	<p>Principal's Office Vic Alumni and Advancement Office Advisory Committee</p>
<p>Develop a strategy for pursuit of legacy gifts to support the future work of Emmanuel College</p>	<p>Annual letters and a brochure are utilized currently to create these possibilities. Once a new AAA director is in place, this will be revisited.</p>	<p>Create a strategy, with the cooperation of the Vic Alumni and Advancement Office, to secure legacy gifts</p>	<p>A strong and growing roster of legacy gifts to provide endowment support in coming years.</p>	<p>Principal's Office Vic Alumni and Advancement Office Advisory Committee</p>

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5. Monitor effectiveness of governance and the planning process in relation to the mission.	Where We Are Now?	Where Do We Want To Be After the First Year?	Where Do We Want To Be After Five Years?	Who Is Responsible?
<p>Continue to monitor and improve the internal administration of Emmanuel College, including the annual planning progress, for the purpose of accomplishing the mission of the institution.</p>	<p>Faculty approval of renewed job descriptions of each of the Vice Principal, and the three program directors; these will be placed in the Faculty Handbook. All ATS planning reports have been completed/accepted by ATS in 2015. FacEx regularly involved in planning.</p>	<p>Debrief in Winter 2017 through FacEx with program directors to see how new structure is working; Review of assessment process completed, and review of the internal planning process continuing. EC College Council role implemented fully</p>	<p>A smoothly operating planning and assessment process related to a rolling strategic plan</p>	<p>FacEx Committee Principal's Office Vice-Principal's Office</p>
<p>Enhance our relationship with The United Church of Canada by attending to issues of governance between EC, United Church of Canada, and the Board of Regents of Victoria University.</p>	<p>The Emmanuel Principal and the Victoria President (Paul Gooch) met with Nora Sanders on March 10, 2015 for discussion; the President wrote a letter (June 10, 2015) proposing some ways of continuing our work together on these questions. Cynthia Gunn and GCO responded in January 2016, and lawyers are working out new details for how the relationship between EC, Vic, and UCC will move forward. All are satisfied with new arrangements.</p>	<p>A temporary legal agreement (awaiting new formal arrangements defined by opening up the Act) will be finalized by next year.</p>	<p>There should be clarity about governance in all these areas (Victoria University Senate, Toronto School of Theology, Emmanuel College Council, and the United Church of Canada).</p>	<p>Advisory Committee Principal's Office President of Victoria</p>
<p>Urge TST to enact strategies for meaningful and effective faculty involvement in planning and decision-making.</p>	<p>TST has disbanded departments. TST Board has restructured. EC is one of seven "founders" on the Board (of thirteen members). Academic planning now includes Faculty Assembly, but not effective for input.</p>	<p>Review of how TST Board and CORM are operating regarding faculty involvement. Perhaps work to create a new Faculty Executive Committee at TST, composed of faculty representatives on TST committees.</p>	<p>Clarity about the role of Emmanuel College and its Faculty in the areas of governance and academic planning at TST.</p>	<p>EC Faculty Principal's Office Work With the TST Acad. Committee</p>