

The Ecumenical Chaplaincy at the University of Toronto

Our Vision:

The Ecumenical Chaplaincy at the University of Toronto is a ministry of friendship in Jesus' name, rooted in the traditions of The Presbyterian Church in Canada and The United Church of Canada and lived out among students, staff and faculty and with our ecumenical and multi-faith partners at the University of Toronto.

Mission Statement:

The Ecumenical Chaplaincy is committed to:

1. Providing a distinct Christian voice within the diverse and multi-faith context of research, learning and extra-curricular activities at the U of T;
2. Responding to longing for mental, physical, spiritual, social and emotional well-being within members of the university community;
3. Engaging also in a prophetic ministry to and with students, staff and faculty at U of T;
4. Offering friendship and being a resource for spiritual growth, community building and for encounters with God in Jesus Christ at the University of Toronto.

The Ecumenical Chaplaincy at the University of Toronto

—A Three-Year Strategic Plan—

Purpose: To establish a vibrant, diverse, and inclusive Christian Community on the campus of the University of Toronto.

“Do not give up meeting together as some are in the habit of doing, but spur one another on towards love and good deeds evermore as you see the Day approaching.” — Hebrews 10:24-25

INTRODUCTION

The following three-year strategic plan grows out of the Ecumenical Chaplaincy’s vision of offering a ministry of friendship in Jesus’ name. In partnership with Knox College, Emmanuel College, the United Church of Canada, the Presbyterian Church in Canada, and numerous other churches, organizations, and individuals, ECUT seeks to forge a new path forward in campus ministry for our current context. This “new path” is rooted in and stands in solidarity with ECUT’s historic work for justice and inclusivity, while recognizing the new challenges faced by students today.

RATIONAL:

There is a pandemic of loneliness and isolation on our campus. Despite the development of technologies that help connect us as never before, students are lonely and long for authentic connections with God and others. The Ecumenical Chaplaincy seeks to help bridge this divide by launching a bold new Strategic Plan for the next era of campus ministry at the University of Toronto. Through innovative programming in worship, small groups, leadership development, and missions/service, ECUT will focus its efforts on building a vibrant, inclusive Christian community as an antidote to the pervasive loneliness so apparent on campus today.

This document is the fruit of many conversations held by members of ECUT’s staff and Board of Directors over the past several years. It is not meant to replace ECUT’s current Vision and Mission statements, but rather serve as a roadmap for more fully living into our Vision and Mission on campus and in the world.

CORE VALUES:

These Core Values grow out of ECUT’s Mission and Vision and will inform the way in which we execute our Three-Year Strategic Plan.

Centred in the spiritual teachings of Jesus

Radically committed to Diversity, Justice, and Inclusion

Faithfully praying and working for God’s Kingdom (Reign) of Justice, Peace, and Joy to come on earth as it is in heaven.

2022-2023 GOALS:

Establish an Executive Committee comprised of the Board Chair, Treasurer, Standing Committee Chairs, Special Committee Chairs, and Chaplaincy Staff that meets once per month.

Target Date: Launch August 2022

Set board meetings once per quarter to review the work of the Chaplains, Executive Committee, Standing Committees, and Special Committees.

Target Date: Launch Late September 2022

Set standing & special committee meetings twice per quarter (min) to carry out the work of the committee and report back to the full board at its quarterly meeting.

Target Date: Launch Early September 2022

Identify and connect with all United Church, Presbyterian, and other Protestant students on campus. Introduce ECUT as their campus ministry and ECUT chaplains as their chaplains.

**ECUT is open to all students regardless of spiritual/faith background. However, as a ministry supported by the UCC and PCC, we believe that contacting these students is a logical first step. We anticipate students from many different denominational and faith backgrounds will join our community.*

Target Date: 2022-2023

Identify and reach out to lonely students who lack community to engage them in this new faith community on campus.

Target Date: 2022-2023

Launch a comprehensive strategy for staying connected to and communicating with students through email, phone calls, messaging, and other forms of social media. This is a fundamental part of building community. ECUT will follow, to the best of its abilities, the standard guidelines outlined in The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) for the collection and protection and personal information.

Target date: Launch September 2022

Expand social media presence to more effectively connect with students, advertise spiritual life programming, and establish online community. Launch or redevelop Facebook, Instagram, Twitter, Tiktok, and Snapchat presence.

Target date: Launch September 2022

Update and relaunch ECUT's website with the help of a web designer. Create an interface that allows students to voluntarily register their contact info with us and express their desire to participate in campus ministry. An "unsubscribe" feature will also be provided for those who wish to "opt-out" at any time. Launch a YOUTUBE channel linked to the new website with faith-based inspirational content appropriate for university student engagement.

Target Date: Launch January 2023

Increase University Chaplain position to full time.

RESPONSIBILITIES: New full-time position will be responsible for leading the execution and implementation of the Three-Year Strategic Plan on the St. George Campus and serve as the interim chaplain on the Scarborough campus from January 1, 2023 until August 31, 2024. During this time, the University Chaplain will identify the key needs on Scarborough's campus and develop a proposal for a new half-time position with a clear set of goals/objectives based on ECUT's Mission and Vision. This proposal will be presented to the Personnel Team and ECUT Board no later than January 1st, 2024 with the goal of hiring a half-time chaplain by September 1, 2024.

Full-time Chaplain at St. George Campus

Target Date — January 1, 2023

Half-time Chaplain at UT Scarborough

Target Date – September 1, 2024

Increase Associate Chaplain Half-Time Compensation.

Target Date — January 1, 2023

Annual Increase in Employment Costs 2023—\$60,000 per year

Annual Increase in Employment Costs beginning September 1, 2024—\$100000 (\$60k+\$40k)

Conduct an Annual Review of the 2022-2023 Goals to ensure objectives and timelines are met, adjusting the 2023-2024 Goals as may be necessary and appropriate. Particular attention will be given to ensuring current programming does not suffer because of the new strategic plan.

Target Date: Annual Review in May 2023 with a report to full Board at the AGM in June 2023

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2023-2024 Goals

Launch a weekly gathering of students on campus for worship, fellowship, and spiritual formation. Offer both in-person and virtual/online options.

Target Date — Sept 2023

Launch **GROWTH GROUPS** on campus for the purpose of providing small group community and opportunities for spiritual growth and discipleship. Offer both in-person and virtual/online options.

Target Date — Sept 2023

Help bridge the gap between churches and students by developing a plan with partner churches to connect students with churches and churches with students.

Target Date: Sept 2023

Increase 2023-2024 Program Budget

**The following program budget breakdown is an estimate & will likely change as we implement our strategic plan. All budgets are based on the academic year.*

1.) On campus spiritual life programming (food, Bible/book Study materials, worship {computer technology, musical/projection equipment, musicians, icons, printed materials, meeting space, etc.}, labyrinth, Taizé, Qu(e)rying Religion, Eco-Spirituality, Grief Support, etc.)

(Budget--\$10,000)

2.) Graduate Student Interns to invest in the future and help expand programming

(Budget--\$5,000)

3.) Leadership Development for student interns and student leaders (books, conferences, etc)

(Budget--\$2,500)

4.) Con Ed and staff development for chaplains (books, conferences, research trips, etc.)

(Budget--\$2,500)

**In addition to current Con Ed funding*

5.) Outreach Programming (food, on and off campus community-building events, retreats, local opportunities for service and mission, movies, bowling, t-shirts, printed materials, banners, etc)

(Budget--\$10,000)

6.) Cultural Immersion/Service-Learning Experiences (Exploratory Teams)

(Budget--\$10,000)

Programming Costs—\$40,000 per year

ESTIMATED COSTS

Employment Costs—January 1, 2023—\$60,000

Employment Costs—September 1, 2024—\$100,000 (\$60k+\$40k) per year

Programming Costs--\$40,000 per year

Total Cost —\$140,000 per year by fiscal year 2025.

Begin Search Process for a Half-time Chaplain at Scarborough Campus

Target Dates: Launch search – January 2024

Launch position – September 1, 2024

HOW DO WE PAY FOR IT? — FUNDRAISING!!

LAUNCH “NEW VISION” CAMPAIGN

Goal:

Invite 150 Vision Partners and 10 Church Partners to invest in this new vision for campus ministry that grows out of our existing Vision and Mission Statements. These partners will help provide the transformational leadership necessary for the next season of ministry on campus. Vision Partners and Church Partners will commit to:

- Pray for our Campus Ministry daily
- Support our Campus Ministry with a monthly/yearly donation
- Promote our Campus Ministry within their sphere of influence

Increase monthly donors by 150 people

150 Vision Partners commit \$50/month for a minimum of two years

\$7,500/month = \$90,000 per year

**Many vision partners will donate more than \$50/month, and some will donate less than \$50/month. The purpose of the above breakdown is illustrative in purpose and not literal. In addition, we will ask vision partners for a minimum two-year pledge with the option of automatic renewal in future years as they watch and see all that God is doing through their partnership. The overall annual contribution will need to be \$90,000 per year by the end of the campaign (January 2025).*

Increase partner church donors by 10

10 New Partner Churches commit to \$5,000 per year

\$5,000/year x 10 = \$50,000 per year

**Some church partners may donate more than \$5,000 per year, and some will donate less than \$5,000 per year. The purpose of the above breakdown is illustrative in purpose and not literal. The overall annual contribution will need to be \$50,000 per year by the end of the campaign (January 2025).*

***The exact makeup of the funding sources will not be literally outlined as above. Rather, the overall funding goal will be achieved through a combination of individual and institutional donors (local churches, denominational agencies, etc.)*

FUNDRAISING GOAL — \$140,000 per year

Launch Date: June 2022 (As adopted by the ECUT Board at its AGM on June 21, 2022.)

Target Dates: 50 Vision Partners by January 2023



100 (Total) Vision Partners by September 2023

150 (Total) Vision Partners by September 2024

5 New Partner Churches by January 2024

10 (Total) New Partner Churches by January 2025

Conduct an Annual Review of the 2023-2024 Goals as outlined above to ensure objectives and timelines are being met, adjusting the 2024-2025 Goals as may be necessary and appropriate. Particular attention will be given to ensure current programming does not suffer as a result of the new strategic plan.

Target Date: Annual Review in May 2024 with report to full Board at the AGM in June 2024

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2024-2025 Goals

Develop a model for campus ministry based on experience at U of T (St. George) that can be duplicated on other campuses. Launch New Campus Ministry on Scarborough Campus with a fully funded Half-Time Chaplain.

Target Date: September 2024

Establish a new UCC/PCC/Protestant student ministry on St. George Campus with a fully functioning Student Leadership Team made up of an Executive Team, Team Leaders, and Ministry Teams for each ministry area (Worship, Growth Groups, Grief Support Groups, Cultural Immersion/Service-Learning Trips, Social Action and Awareness, QR, Ecology/Spirituality, etc.). Seek full recognition as a student group on campus.

Target Date: September 2024

Launch first Cultural Immersion/Service-Learning Exploratory Trip with a focus on providing a positive public witness through missional partnerships in economic development, poverty relief, access to medical care, social justice, etc. Invite students to use their time, talents, and faith to be the change they want to see in the world. Engage university faculty/staff, inviting them to support and help develop this new innovative program, possibly offering academic credit for participation in future years.

Target Date: 2024-2025

Cultivate a "Culture of the Call." Invite Students to Consider the Issue of "calling" as it relates to their educational and vocational plans. Partner with local churches, denominational agencies, and theological schools to encourage students to consider vocational ministry as a calling.

Target Date: Explore strategy – 2024-2025

Sponsor refugee students through denominational partnerships and/or Rainbow Railroad to study at U of T. Invite these students to participate in our newly established faith community on campus.

Target Date: 2024-2025 -- Starting Fall 2025

Engage other campus ministries in conversations about issues of Justice and inclusion, serving as a catalyst for positive change on campus. Begin planning a Campus-Wide Conversation on issues related to Inclusivity and Faith.

Target Date: Engagement – 2024-2025 Conference on Inclusivity and Faith – 2025-2026

Identify another campus in the GTA without an active Mainline Protestant Campus Ministry and begin the process of exploring the possibility of planting a new campus ministry at that location.

Target Date: Exploration Process Begins Winter 2025

Conduct an Annual Review of the 2024-2025 Goals to ensure objectives and timelines are met. A new three-year strategic plan will be developed based on the successes and challenges of the prior three-year plan.

Target Date: Annual Review in May 2025 with report and presentation of a new three-year strategic plan to the full Board at the AGM in June 2025.