"To everything there is a season....a time to embrace, and a time to refrain from embracing." —Ecclesiastes 3:5

2021 was a season for social distance and self-isolation—a time when we refrained from embracing. But at Grebel, it was also a season when we came together to meet the many challenges of the COVID-19 pandemic. Drawing on wells of goodwill and spirit, we found new and creative ways to deliver our programs, extend our community, and pursue our mission.

Faculty came together and transitioned to online teaching, doing their very best to deliver learning experiences marked by care and personal connection. Despite the pandemic, academic enrolments increased and our courses and instructors were highly rated by students. Public lectures, concerts, and community education programs all moved online with great success, deepening our commitment to reach beyond our campus to the community at large.

Staff came together to carry on their crucial work—some pivoted to working from home, while other front-line staff continued on campus. All demonstrated resilience, commitment, and creativity in the face of an enormous disruption to their normal work environment.

Our residence students came together to build a community, despite protocols that suspended community suppers and restricted sports, dances, and other social activities. They were also impeccable public health citizens, embracing the idea that wearing masks and following other guidelines was the best way to care for each other during this crisis. Only one case of COVID-19 was reported among our residence students over the entire year.

Our supporters came together to stand by the College during a time of financial uncertainty. We’re extremely grateful to report that gifts to our annual Grebel Fund totaled $406,000. That’s a record number, and 21% higher than the previous year.

It was not an easy year at Grebel—or anywhere. As we begin the return to a more normal pattern of work and life, many of our faculty, staff, and students are tired, frayed, and in need of restoration. We also sense that the post-pandemic world will bring new uncertainties and unknown challenges. There is a season for everything, but we don’t know what the next “season” will demand from us. The past year proves that we know how to come together in challenging times, and this gives us the confidence to face the year ahead.
The 2020-21 year brought extraordinary challenges to Grebel’s academic program, as professors delivered their teaching, scholarship, and administrative work exclusively online. Faculty took great care in altering course design and delivery for a virtual setting, through intentional conversation, resource sharing, and training. Departments also recognized an urgency to discuss and examine systemic racism in curriculum and programmatic structure, and to integrate anti-racism and intercultural competence into methods and course content. Music submitted their self-study document as part of a regular external review, celebrated the grant of tenure to two professors, and approached the complicated challenges of creating music together remotely. The Peace and Conflict Studies program (PACS) hired new faculty member Johonna McCants-Turner and focused on building and maintaining relationships with students and alumni. Theological Studies too, gave extra attention to developing connections with incoming and current students through social gatherings, celebrations, thesis defenses, seminars, and workshops. Both PACS and TS continued to respond to recommendations arising from their seven-year review. Toronto Mennonite Theological Centre (TMTC) hosted and sponsored numerous online activities that engaged audiences across North America. The Milton Good Library was the most accessible library on the UWaterloo campus in 2020-21, circulating 22 percent of University materials, even while processing five years worth of archival accessions.

UNDERGRADUATE TEACHING
Despite the pandemic, undergraduate enrolment in Grebel courses rose for the fifth consecutive year, to 4038 individual course registrations. Attracting students from all faculties at UWaterloo, Grebel offered major, minor, and diploma programs in PACS and Music, and taught undergraduate courses in Mennonite Studies, History, Religious Studies, and Sociology.

GRADUATE STUDIES
Graduate student numbers remained strong, with 89 students enrolled in two master’s programs—43 in Peace and Conflict Studies and 46 in Theological Studies—and course enrolments rose to a record high of 381. TMTC, a Grebel-operated centre at the Toronto School of Theology, celebrated five Associate and Fellow doctoral defences.

SCHOLARSHIP, SERVICE, AND OUTREACH
With 137 individual faculty activities, including books, chapters, articles, reviews, workshops, presentations, public lectures, media interviews, concerts, and sermons, faculty continued to demonstrate their scholarly expertise and service to church and society. Community outreach continued virtually, with concerts, public lectures, panels, conferences, and presentations attracting a broader audience that what is normally possible in person.

CONFLICT MANAGEMENT CERTIFICATE
After a rapid pivot to online delivery, enrolment in this continuing education program was stronger than previous years, with 37 workshops delivered online for a total enrolment of 626. Reaching participants from across North America, England, and Nigeria, registrants appreciated the opportunity to build conflict management skills from home.

KINDRED CREDIT UNION CENTRE FOR PEACE ADVANCEMENT (CPA)
The thriving CPA continued program development and supported activities virtually. The CPA’s people and programs gained profile in the innovation ecosystem, and community engagement was high with initiatives such as the Pandemic Challenge, X Page Workshop, #12Days4Good, and the Map the System Challenge. Student involvement hit a record with 25 student hires and three successful PeaceTech Living-Learning cohorts. Four start-ups joined the Peace Incubator and $134,220 in external funding was leveraged for projects with CPA participants.
The pandemic impacted all facets of Student Services in 2020-21. The residence was closed in the spring, while the apartments housed 23 students. Programming was decreased for this group and most of the time, there was a scaled-back Student Services staff presence onsite to accompany these students.

The fall term brought some optimism as 69 students moved into single rooms in the residence, including a record number of participants in Grebel’s three Living-Learning Communities. Traditional activities such as a community-wide Move-In Day, the All-College Retreat and Taste of Grebel were cancelled. Grebel spirit prevailed though, as students got creative and offered a multitude of fun and meaningful activities online, using the online platform Discord as a main communication tool. Formal leadership roles were held by 93 students, including a record number of first-years.

Overall, Grebel had 247 students (131 residents and 116 associates) registered for the year. A new virtual resident and associate program gave students living at home a way to connect during what was for many, a very lonely first year of university. Of the 27 virtual students, many of them will move into Grebel for their second year and will meet their friends in person for the first time in fall 2021. Student Services worked with students to plan hybrid Chapel services, Weekly Waves over Zoom (in lieu of Community Suppers), online talent shows, guest speakers, and intentional check-ins. The Waves were short and informal gathering times, sometimes with special speakers, including a team of Grebel alumni health providers and a guest who spoke about the Black Lives Matter movement. A student drama troupe helped to lead the Waves, focusing on topics like how to have a good conversation, micro-aggressions, Indigenous concerns, mental health, and volunteering.

With a team of 12 conveners over the year, Chapel was offered in the fall as a hybrid service and was solely online in the spring and winter. It was well attended by students from near and far (even on work term) as well as faculty and staff. Internal speakers shared on topics of diaspora, exile, and hope.

Student Services continued to work on inclusivity, diversity, and anti-racism commitments. A new student from Syria/Jordan was welcomed to Grebel through the WUSC program for student refugees. Three new universal washrooms were created, and inclusive language was improved on forms, the website, and in handbooks.

Public health measures over the year included screening at mealtimes, daily sanitation protocols, full service food serving, vinyl barriers at tables, no guests allowed in the residence, mandatory masking, social distancing, occupancy limits, and COVID tests. Recruitment was difficult as open houses and tours pivoted to virtual options and connections were limited. This digital shift sprouted new ideas that Student Services hopes to continue post-COVID.

Grebel students and staff held strong this year, even in a time of turmoil and solitude, and continued to build community from afar.
Grebel’s residence operated at less than half of normal capacity this year. The residence was entirely shut down in the early months of the pandemic, and only offered single rooms during the fall and winter terms. The loss of revenue from the residence program and other ancillary sources created an enormous challenge in 2020-21. The year-over-year revenue shortfall was $1,700,000—a 17 percent drop from the previous year.

The reduction in on-campus activity generated some savings. For example, food, travel, and utility costs were all lower than prior years. These savings were not adequate to avoid a significant deficit, and further cost-cutting measures were required. These actions required considerable support and sacrifice from all Grebel employees and included the following measures:

- 18 employees were temporarily laid off during spring and summer 2020.
- Salaries and wages for all employees were frozen at 2019-20 levels for the year.
- All departments trimmed expenses and discretionary spending.

These efforts, along with a temporary reduction in long-term debt payments, enabled the College to finish the year with a small deficit of $46,000 in the operating fund, which can be covered by transfers from Grebel’s operating reserves. All things considered, this is a successful result that places Grebel in a strong position to face ongoing fiscal disruption in the post-pandemic environment.

2020-21 TOTAL REVENUE = $8,457,716

- Tuition $3,066,584 36%
- Grant $2,265,690 27%
- Residence fees $993,083 12%
- Rental and other income $573,313 6%
- Donations, MCEC support, endowments $822,915 10%
- Deferred capital and other contributions $736,131 9%

2020-21 TOTAL EXPENSES = $8,861,169

- Personnel costs $6,103,796 69%
- Plant and other costs $41,657 0.5%
- Program and other costs $889,207 10%
- Amortization of capital expenses $920,066 11%
- Scholarships and bursaries $464,884 5%
- Scholarship and bursaries $483,215 6%

Grebel students received a total of $464,884 in scholarships and bursaries in 2020-21.

Student Council arranged for some outdoor improvements, including lights at the volleyball court, path railings, and a set of garden swings. Many of these projects were funded by the Waterloo Undergraduate Student Association’s Student Life Endowment Fund, while the balance was funded by Student Council and Grebel’s operating budget.

Other necessary improvements at Grebel in 2020-21 included touchless flush valves, a new boiler, power door operators, three accessible washrooms, upgraded WIFI, and roof repairs.

For complete audited financial statements, visit uwaterloo.ca/grebel/annual-report
**ADVANCEMENT**

Fundraising messages focused on the theme of hope in 2020-21, as Grebel faced the prospect of a deficit due to the pandemic. Although in-person events and visits were not possible, many donors responded to phone calls, emails, and letters with an increase in giving. The Grebel Fund surpassed last year’s result by $71,000, setting a new fundraising high-water mark of $406,000. The annual Grebel Fund supported programs in Theological Studies, Toronto Mennonite Theological Centre, the Mennonite Archives of Ontario, Chapel, scholarships, concerts, and leadership opportunities.

Two endowed music scholarships were established, and several gifts were added to existing scholarship and program endowments. The fair market value of the endowment portfolio has eclipsed $10 million. This investment fund shows the sustained support of Grebel donors.

Digital communications were of vital importance this year. The majority of Grebel’s activities were online, including special lectures, reunions, tours, and concerts. Digital presence through the website and video was critical for recruitment efforts. Despite being unable to visit in person, faculty resourced 25 MCEC congregations and larger leadership events, while student ambassadors connected with 8 youth groups.

Donors are key partners in Grebel’s mission. Sharing Grebel stories, maintaining alumni relationships, encouraging education, and sharing resources with the Mennonite Church help to strengthen these relationships—especially when we can do this in person.

The $8 million building project was coordinated by Director of Operations Paul Penner. Students and staff are already enjoying the new spaces and look forward to inviting visitors to campus.

**DONATIONS RECEIVED: $2,125,736**

- Scholarships & Bursaries: $88,268
- Operating Restricted: $407,313
- Endowment—Scholarships: $133,162
- Endowment—Program: $113,064
- Capital Fund: $129,648
- Annual Grebel Fund: $406,279
- Fill the Table Campaign (Kitchen and Dining Room): $848,002

**THANK YOU TO GREBEL’S GENEROUS DONORS**

855 donors supported our students and mission this year!

Lois Abraham | 1982
Abundance Canada
Tanitoluwa Agboola
Nancy Alberti
Gordon and Valerie Alton | 1985
Nolan and Margaret Andres | 1997, 1996
Quinn Andres
Zoe Andres
Apple Inc.
Maia Aurini
David Austin
Susan and Phil Baker
Jennifer Ball | 1993
Matthew Ballahan | 2001
Brice and Karen Balmer
Geraldine Balzer and Karen Heese | 1988, 1985
Francis Bardet | 1989
Kim Bast
Pauline Bast
Alicia Batten and Terry Rotherwell
Lisa Bauman | 2016
Megan Bauman and Mike Ratcliffe | 2003
Phares Bauman
Richard and Norma Bauman
Roy and Lorraine Bauman
Susan and Marcus Bauman
Bauman Printing Inc.
Estate of Lester Bechtle* Byron and Ann Weber Becker | 1990
Joel Becker | 2017
Scott Beech and Cindy Lebold | 1988, 1987
Chris Beer and Kim Bassett | 1995
Margaret and James Beer | 1998
Bell Canada
Belmont Mennonite Church
Anthony and Connie Bender | 1978
Jennifer Bender | 1991
John and Joanne Bender | 1972, 1972
Rebecca Bender | 1986
Lora Berg
Arnold and Linda Bergen
David Bergen and Deborah Kehler | 1972
Edward and Judi Bergen
Irene and Karl Bergen | 2005
Jeremy Bergen and Rebecca Steinmann | 2000
Norman D. Bergen
Catherine Bergs
Hannah Bernstein
Kiera Biersteker
Elijah Birley
Carolyn Black | 1992
Micah Black
Jim and Lorna Blair
Devin Blankeboor
Jessica Bohn
Rita Boldt | 1967
Peter Bondi
Eva Booker
Jason Booy and Daniel Engel | 2008
Paul Born and Marlene Epp | 1987
Elijah Braam
Kate Bradley
Jocelyn Brette
Michael Brightling
Chris and Rachel Brnąjas | 2012, 2012
Wendy Brooks and Mike Walkington
Chloe Brown
David E. Brown and Hannah Sauer | 1995
Isaac Brown
Jazmin Brown
Mimi and Sean Browne | 2011
Ashley Bruhacher
Glenn and Ann Mary Bruhacher
Grace and Earl Bruhacher | 1968
John Bruhacher | 1996
Laura M. Bruhacher | 1989
Laverne and Ella Bruhacher
Lois and Lewis Bruhacher | 1989
Mark and Cynthia Bruhacher
Neil Bruhcher
Ray and Margie Bruhcher
Roy Bruhcher
Dale and Cheryl Bruhcher-Cressman | 1987, 1986
Benjamin Bruhcher-Zeh | 2015
Mary and Scott Bruhcher-Zeh | 1985, 1985
Micah Bruhcher-Zeh | 2018
Erika Bruhlesma
Jake and Louise Buhler
Simon Buist
Shelley Bull and Wayne Carrick | 1976, 1986
Bruce and Emily Burgetz | 1970, 1969
The new kitchen was ready just as fall students moved into Grebel, giving Food Services staff a bright, spacious place to prepare and serve delicious meals. This project was made possible by the donations of many generous Grebel donors.
The '60s era reunion was a virtual homecoming in September 2020, as part of UWaterloo's Black and Gold Weekend. The online format made it possible for people around the world to attend and to catch up with friends from long ago.

Initially cancelled in April, Convocation 2020 moved online in October, followed by the spring 2021 service in May. Valedictorians (clockwise) Paulinus Okoye, Boushrah Fanous, Briar Hunter, and Katelynn Folkerts shared words of encouragement, inspiration, and resilience.
In November, 72 students who received scholarships gathered virtually with 36 donors to thank them for their generous support. Students shared short thank you videos and visited in breakout rooms.

More than 1000 donors to the Fill the Table campaign have helped to make space for community, funding a vital new kitchen, allowing for a much-needed dining room expansion, and building an elevator and stairway to the chapel.