



Office of Mission
Strategic Plan 2012-2015

I. Strategic Initiatives:

1. Mission Formation
2. Mission in Decision Making
3. Communications
4. Ignatian College Connection
5. Mission Programs for Students
6. Alumni Outreach
7. Community Engagement

1. Mission Formation: *Facilitate a clear understanding of Saint Joseph's University's Catholic and Jesuit identity and mission among all constituencies. Create an ongoing, vibrant program of mission education and formation geared to each constituency, and incentives for hiring for mission and diversity*

- **Timeline:**

2012-2013: Develop an Ignatian ‘way of proceeding’ and process of mission formation for the ongoing work of the Board of Trustees, using the Xavier University model as a template.

2012-2014: Develop and implement an ongoing mission formation program for faculty, built on the successful Ignatian Leadership Program, to ensure that Saint Joseph’s Catholic and Jesuit identity and mission will be vibrant and demonstrable into the future.

2013-2015: Develop and implement an ongoing mission formation program for alumni, built on the successful Ignatian Leadership Program, to ensure that Saint Joseph’s Catholic and Jesuit identity and mission will be vibrant and demonstrable into the future.

2012-2013: Provide an introduction to the mission of Saint Joseph’s University for trustees, faculty and staff members with particular emphasis on the Catholic and Jesuit components.

2. Mission in Decision Making. *Ensure that institutional analysis, prioritization and decision-making are intentionally grounded in and guided by our mission.*

Overview: Given the current economic environment dating back to the fall of 2008, recent analysis and decision-making have been shaped by concern for the impact of the economic downturn on the financial health of the University. In an effort to balance environment and mission in future analysis and decision-making, the following steps are proposed:

- **Timeline**

2012-2013: Establish a Mission Integration Committee composed of representatives from all University constituencies and chaired by the Vice President for Mission. Its main responsibilities will be:

- To understand the mission and what it means in the day-to-day life of the University
- To assist in creating an environment which promotes mission
- To assist and advise in developing ways to integrate mission into every aspect of the organization
- To be the eyes, ears, heart of the institution-to listen, to observe, to experience what all constituencies are concerned about
- To provide a forum for discussion of ideas, resources and concerns regarding mission

2012-2013: Begin a Cabinet level discussion of Mission-based Management and Ignatian Group discernment.

3. Communications: *Develop an explicit mission communication plan that ensures that our Catholic and Jesuit identity and mission are established, understood, and implemented consistently inside and outside the University, and align with Plan 2020.*

Overview: In order for the Office of Mission to be viewed as a catalyst that *sparks the fire that lights the flame*, formal and informal messaging will be undertaken to reflect its true role and expand public perception and ownership regarding stewardship of the mission. In addition, the Office will encourage greater campus attention, not simply to claiming Saint Joseph's Catholic identity, but also to claiming particular traditions and territory within that identity that resonate with the University's Ignatian and civic mission. Finally, the Office of Mission's web site will provide a means of constellating mission offices (Mission, Diversity, and Campus Ministry) more effectively.

- **Timeline**

2012-2013: Establish the primary goal/desired outcome of the Plan; identify internal and external stakeholders, internal and external audiences; and, in

conjunction with the ongoing mission conversations, begin to define messaging for various audiences. Perform an audit of current means of communication by the Mission Division (Mission, Diversity, and Campus Ministry) and develop a centralized program of communication through the most effective media.

2012-2015: Implement divisional communication plan and interactive website resources.

4. Ignatian College Connection: *Continue to grow the Office of Institutional Diversity's Ignatian College Connection Program*

Overview: The ICC Program, which received the 2011 AJCU Multicultural Affairs' Distinguished Program Award, seeks to increase participation by 10% and provide three levels of summer enrichment (high school sophomores, juniors and seniors).

- **Timeline**

2011-2012: Develop detailed operating plans and resource needs for each initiative and request FY13 funding for these initiatives. **Done**

2012-2014: Program implementation and modification.

5. Mission Programs for Students: *Enhance immersion programs and faith and mission formation for students, through the Office of Campus Ministry.*

Overview: Student Immersion Programs, which have significant impact on faith and mission formation as demonstrated by the most recent senior survey, require funding in order to be open to all students, not just affluent students. In addition, there is potential to significantly increase faith and mission formation for students through a new retreat program in conjunction with new programs in Ignatian Leadership and Mission Awareness.

- **Timeline**

2011-2012: Developed detailed operating plans and resource needs for each initiative and request FY13 funding for these initiatives. **Done**

2012-2014: Program implementation and modification

6. Alumni Outreach: *Collaborate with Development and Alumni Affairs to enhance liturgical offerings to alumni and donors.*

Overview: Hire a part-time liturgy and music coordinator who would be responsible for working with the Alumni Office to enhance outreach to alumni by (1) connecting the Catholic liturgy more intentionally into their events and (2) making the campus liturgy more inviting to young alumni in the area who may not be associated with a

particular parish. He or she would also work with the Alumni and Development offices in connecting the Catholic liturgy to events that they offer for donors, potential donors, and special events.

- **Timeline:**

2011-2012: Developed a budget request for FY13. **Done**

7. **Community Engagement:** *Use the recognition as a Community Engaged Institution by the Carnegie Foundation to strengthen our mission-based outreach to, and interaction with, local, regional, national and international communities and institutions.*

Overview: The process of successfully applying for the Carnegie Foundation's 'Engaged University' classification affirmed Saint Joseph's University's strong mission-based engagement with local, regional, national, and international groups and organizations. It also uncovered areas where a relatively small commitment of resources and the support of the Board of Trustees and Cabinet could have significant impact.

- **Timeline**

2012-2014: In conjunction with the Office of Planning, academic deans, and the Academic Council on Mission and Identity, develop a synthetic proposal for enhancement of our civic engagement process for presentation to the Cabinet, and ultimately to the Board of Trustees. This will include such areas as the addition of civic engagement as an explicit mission-based priority in our mission statement, a campus-wide coordinating/communication infrastructure for civic engagement, search and recruitment policies that encourage hiring those with expertise and commitment to community engagement, rank and tenure policies that reward the scholarship of community engagement, a faculty governance structure with responsibility for community engagement, and institutional learning outcomes for students' curricular engagement with the community.

2012-14: Movement of the various aspects of this initiative through the appropriate governance structures.

APPENDIX 1

Formation Programs

Traditional Undergraduate Students

- Level 1
 - General Orientation
 - Philadelphia Service Immersion Program
<http://www.sju.edu/academics/resources/psip/>
- Level 2
 - iSJU (a unique freshman orientation program
<http://www.sju.edu/resources/mission/isju/index.html>
- Level 3
 - Volunteer Service
<http://www.sju.edu/studentlife/studentresources/campusministry/serviceandsocialjustice/index.html>
 - Retreats
<http://www.sju.edu/studentlife/studentresources/campusministry/retreats/index.html>
 - Worship
<http://www.sju.edu/studentlife/studentresources/campusministry/worship/index.html>
 - Immersion trips
<http://www.sju.edu/studentlife/studentresources/campusministry/immersionprograms/index.html>
 - Faith Development
<http://www.sju.edu/studentlife/studentresources/campusministry/faithdevelopment/index.html>
- Level 4
 - General Education Program: Moral Foundations; Faith, Justice and the Catholic Tradition; Faith and Reason course; Ethics Intensive Course; Diversity, Globalization, non-Western area studies course; Service-learning courses
- Level 5
 - Spiritual Exercises and ongoing follow-up
<http://www.sju.edu/studentlife/studentresources/campusministry/spiritualexercises.html>
 - Student Leadership Positions

Faculty

- Level 1
 - New Faculty Orientation
- Level 2
 - “Jesuits on...” luncheon seminars. Individual seminars focused on: the life of St. Ignatius, the Examen, Ignatian Discernment, and the life and work of Fr. Pedro Arrupe
 - Collegium and Immersion alumni gatherings
- Level 3
 - Curricular Infusion Workshops: Sustainability, Civic Engagement, Ignatian Pedagogy, Mission
 - Mission and Diversity Grants
 - Collegium
 - Teaching Service-Learning courses
 - ADL and Diversity training
 - Individual Retreats (1, 3, and 5 day)
 - Specialized departmental programs (e.g., Education)
- Level 4
 - Spiritual Exercises and ongoing follow-up
 - Biennial Curriculum Development Seminars on Catholic Social Teaching and Ignatian Pedagogy
- Level 5
 - Training as Companion for Spiritual Exercises
 - In-house version of Ignatian Colleagues Program

Staff/Administration

- Level 1
 - New Staff Orientation
- Level 2
 - “Jesuits on...” luncheon seminars
 - Ignatian Colleagues Program, Ignatian Leadership Program, Maryland Magis, and Immersion alumni gatherings
- Level 3
 - Spiritual Exercises and ongoing follow-up
 - Individual Retreats (1, 3, and 5 day)
 - Specialized departmental programs
- Level 4
 - Training as Companion for Spiritual Exercises
 - Participation in Ignatian Colleagues Program, Ignatian Leadership Program, Maryland Magis Program
 - In-house Ignatian Colleagues Program

Board of Trustees

- Orientation for new members
- Spiritual Exercises
- Mission Template Development and Support

Alumni

- Spiritual Exercises
- Jesuits on...Program
- Specialized academic and spiritual programs