



Office of Mission
Strategic Plan 2011-2014

I. Strategic Initiatives

1. *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. This will include a discussion of the Declaration of Shared Purpose of the Society of Jesus, as well as the SJU Mission in Action report and other current documents.*

Overview: The Mission Division (comprising the Offices of Mission, Institutional Diversity and Campus Ministry) will engage University constituencies in a community-wide discussion to ensure that Saint Joseph's Catholic and Ignatian identity and mission will be vibrant and demonstrable into the future. This initiative is a conversation about what it means to be Catholic and Jesuit at this point in our institutional history, and what it might mean looking forward, for each individual constituency (students, faculty, staff, cabinet, trustees, Jesuit Community, and alumni) and the University as a whole. The conversation will also include discussion about best practices for ongoing mission education and formation. A set of guide questions for each constituency is appended.

- **Timeline:**

2011-2012: Conversations will be organized with each constituency to develop working papers on the status and future of Catholic and Jesuit identity and mission at Saint Joseph's University, including best practices on education and formation.

2012-2014: Creation of a Mission Review Task Force to develop a consensus document describing the University's understanding of its Catholic and Jesuit identity and mission, including a program of best practices for ongoing education and formation. If warranted, a recommendation will be made to the President regarding a process to revise the current University Mission Statement.

2012-2014: Develop and implement ongoing mission formation processes for all employees to ensure that Saint Joseph's Catholic and Jesuit identity and mission will be vibrant and demonstrable into the future. Provide an introduction to the

mission of Saint Joseph's University to trustees, faculty and staff members with particular emphasis on the Catholic and Jesuit components.

2. *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**

2011-2012: 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

2011-2012: Begin a Cabinet level discussion of Mission-based Management.

2011-2014: Build on the Mission Template process for resolutions to build an Ignatian 'way of proceeding' for the ongoing work of the Board of Trustees.

3. *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**

2011-2012: 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.

2011-2014: Implement divisional communication plan and interactive website resources.

4. *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.

2012-2014: Program implementation and modification.

5. *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: Develop detailed operating plans and resource needs for each initiative and request FY13 funding for these initiatives.

2012-2014: Program implementation and modification

6. *Use the recognition as a Carnegie Engaged Institution 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**

2011-2012: 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.

II. Resources to support the Mission Plan in FY13 and FY14:

1. **Mission formation:** Establish a position dedicated to mission formation for students.
 - \$62,000 for salary and benefits
 - \$17,000 for initial costs of three Manresa retreats (could be phased in over three years)
 - \$5000 for additional Ignite weekend
 - \$3000 for program costs associated with the Ignatian Leadership Experience and Mission Awareness Program.
2. **Immersion Programs:**
 - \$30,000 to support immersion and reflection trips for faculty, staff, and students

3. Catholic Urban Education:

- Resources to support Saint Joseph's ongoing sponsorship of the SJU Alliance for Catholic Education

4. Weekly Student Community Service:

- \$10,500 to supplement reallocation of \$14,500 from Campus Ministry budget to add a 'Program Assistant' position (an annual full-time, temporary ten-month appointment for an individual looking to gain experience in campus ministry) would help to fill this need of the growing participation in weekly community service in a cost-effective manner. Over the past few years programming has increased from approximately 120 students in 2005 to well over 600 students. Opportunities for further growth, particularly in the area of reflection and education for these students, are dependent upon additional staff resources.

5. Ignatian College Connection Expansion: \$60,000 to support the enrollment and programmatic goals of ICC

III. Measurable Outcomes

- Continue mission and identity discussions in 2011-12
- Develop a mission formation program for all employees by 2013
- Establish a Center for Ignatian Leadership by 2013-14
- Expand the Ignatian college Connection program by 10%, by increasing from X # students to Y incoming freshmen annually, with XX% retention rate
- Promote community-based research
- Evaluate and update offerings yearly in the areas of liturgies, retreats and community service opportunities to complement and enrich the academic environment
- In addition to advertising all open positions in publications that will attract racially diverse applicants, implement an open search strategy that places the emphasis on attracting racially diverse and religiously diverse faculty applicants. Utilize Exit Interview data to make changes and improve retention of diverse employees.
- Continue to track develop of strategies and progress on diversity goals through departmental Annual Reports and plans

Updated 8/4/11

Appendix

Mission Conversation Constituency-based Questions

1. **Board of Trustees**

- What is the most effective means to enable individual Trustees to understand how Saint Joseph's mission is lived out today at Saint Joseph's University?
- What is the most efficient and effective way for the Board of Trustees to understand, value, and proceed in an Ignatian manner, and to use communal discernment in the course of regular business in order to discharge its responsibility to "Assure the promotion of the University's Mission and Catholic and Jesuit Identity?"

2. **Cabinet**

- To what extent does, and should, our Catholic and Jesuit mission explicitly guide institutional decision-making, especially in regard to hiring, personnel practices and budget?
- What can senior administrators, both in their individual roles, and collectively, do to enhance the Catholic and Jesuit aspects of Saint Joseph's University's mission?

3. **Staff**

- To what extent does our Catholic and Jesuit identity and mission play a role in each person's professional activities and relationships?
- In what ways do I see my professional activities and relationships contributing to Saint Joseph's University's Catholic and Jesuit mission?
- What would better enable me to understand and participate in the University's mission?

4. **Faculty**

- To what extent does Saint Joseph's University's Catholic and Jesuit identity and mission influence my teaching, scholarship, and service?
- To what extent should mission-related teaching, scholarship, and service be weighed in the rank and tenure process?
- To what extent should Saint Joseph's mission be a factor in the hiring process?
- To what extent should the University's Catholic and Jesuit identity and mission influence the choice of speakers, activities, and honorees?

5. **Students**

- What have been the most significant ways you have gained an understanding and appreciation of Saint Joseph's University's Catholic and Jesuit mission?
- What else would you like to learn about the mission during your time as an undergraduate?
- What are the most important characteristics and benefits of the Catholic Jesuit education? What are the negatives about being educated at a Catholic and Jesuit University?

6. **Jesuit Community**

- As a member of the University's Jesuit community, what is your greatest concern related to Saint Joseph's long-term religious identity and mission?
- What is the Jesuit Community's role in ensuring the continued health and growth of religious identity and mission?

7. **Alumni**

- What activities and programs related to the Catholic and Jesuit identity and mission of Saint Joseph's University would you find helpful or attractive?
- What should the role of alumni be in ensuring the continued vibrancy of the University's mission as Catholic and Jesuit?

8. **Multiple Constituency Questions**

- To what extent should our Catholic and Jesuit identity and mission influence:
 - Institutional priorities
 - Decision-making at various levels
 - Hiring
 - Choice of honorees, speakers, activities
 - Enrollment and financial aid strategies
- Where are members of the Saint Joseph's community most, and least, successful in living out our mission?
- What is most, and least, beneficial about our Catholic and Jesuit identity and mission?
- To what extent should civic engagement at local, regional, national and international levels an aspect of our religious mission?
- To what extent is a commitment to diversity an aspect of our Catholic Jesuit character?