

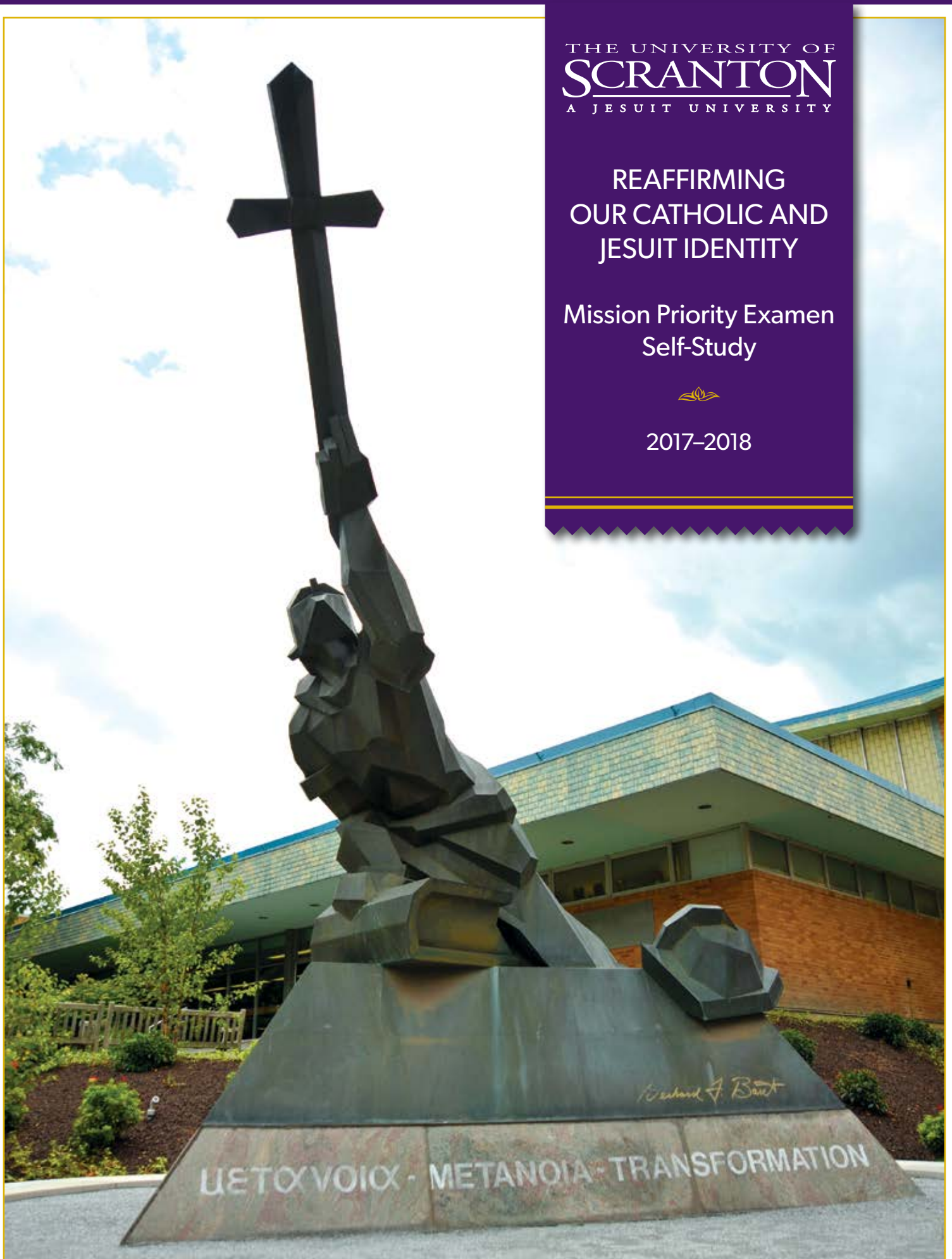
THE UNIVERSITY OF  
**SCRANTON**  
A JESUIT UNIVERSITY

REAFFIRMING  
OUR CATHOLIC AND  
JESUIT IDENTITY

Mission Priority Examen  
Self-Study



2017-2018



## MISSION AND VISION STATEMENTS: THE UNIVERSITY OF SCRANTON

### Our Mission:

The University of Scranton is a Catholic and Jesuit university animated by the spiritual vision and the tradition of excellence characteristic of the Society of Jesus and those who share its way of proceeding. The University is a community dedicated to the freedom of inquiry and personal development fundamental to the growth in wisdom and integrity of all who share its way of life.

### Our Vision:

The University of Scranton will be boldly driven by a shared commitment to excellence. We will provide a superior, transformational learning experience, preparing students who, in the words of Jesuit founder St. Ignatius Loyola, will “set the world on fire.”



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## LEADERSHIP'S COMMITMENT TO THE MISSION

“In a Jesuit school, there is a willingness on the part of both lay people and Jesuits to assume appropriate responsibilities: to work together in leadership and in service. Efforts are made to achieve a true union of minds and hearts, and to work together as a single apostolic body in the formation of students. There is, therefore, a sharing of vision, purpose and apostolic effort.”<sup>1</sup>

—From *The Characteristics of Jesuit Education*



### **Emboldened by our Distinct Charism**

Firmly rooted in the Catholic and Jesuit charism that gives meaning to its mission, The University of Scranton is a community of scholars and professionals committed to forming young adults in mind, body, and spirit.

<sup>1</sup> *The Characteristics of Jesuit Education* [119], September 1980, Rome, Italy.

Dedicated to academic excellence and freedom of inquiry, and a commitment to the formation of character, our faculty and staff challenge our students to seek the *magis* as a model for engagement in the classroom and in the world.

### **Ignatian Formation: The Call to Lead**

The University of Scranton is blessed to have in University leadership academics and professionals who are committed to upholding the values and ideals of the Catholic and Ignatian educational principles that animate our common mission.

Cabinet members, the Board of Trustees (BOT), provosts and deans, continue to renew their commitment to our foundational principles through engagement with national formation programs like the Ignatian Colleagues Program (ICP) and other leadership seminars run out of the Association of Jesuit Colleges and Universities (AJCU) programmatic offerings. They importantly also encourage others to partake in these (and other) formation opportunities.

Five current cabinet members have completed the ICP as well as three deans. Two of our most recent ICP participants have already implemented their Mission Projects: one project is a philosophy course called Self, Others, and Social Justice and the other is a year-long seminar designed to help first-year faculty better understand the foundational Catholic and Ignatian ideals that make our community truly unique. We also have a robust tradition of staff members participating in the AJCU Leadership Seminars.

All of our senior leadership team engages regularly with their corresponding colleagues at the other twenty-seven colleges and universities that make up the Jesuit network through attendance at annual conferences or personal collaboration. These cross-institutional relationships are invaluable in that they are wellsprings of inspiration and collegial learning. In April 2018, The University of Scranton is proud to host the AJCU Conference on Facilities, Public Safety and Sustainability.

### **The Formation of The Jesuit Center**

In the fall of 2012, President Quinn, The Board of Trustees, and the President's Cabinet approved of opening The Jesuit Center. The decision to have a center on campus devoted entirely to helping our community understand and incorporate the many varied aspects of Catholic and Jesuit identity was one of the most significant decisions of the last decade and one that will have lasting effect.

The Jesuit Center assists The University of Scranton in keeping its Catholic and Jesuit ideals at the center of our educational enterprise. The Jesuit Center does this by:

- ◆ Fostering faculty and staff participation in programs designed to help them better understand the Catholic and Jesuit higher educational mission
- ◆ Supporting faculty teaching and scholarship that advances the University's understanding of its Catholic and Jesuit character
- ◆ Promoting Ignatian spirituality within both a Christian and an inter-religious context
- ◆ Supporting Deans and department chairs in their desire to integrate mission values more intentionally into the hiring process
- ◆ Engaging with our alumni through social media postings, podcasts, and attendance at alumni gatherings

The Jesuit Center has a growing library of books to give away to any members of our community who seeks to deepen their understanding of the University's mission. Bibles, collections of poetry, books dealing with themes of justice, and a large variety of books related to Jesuit education and pedagogy are just a sampling of the offerings available for one's ongoing formation in the Ignatian tradition.

## Hiring for Mission

The Jesuit Center works with each of our University Deans to assist them, and the departments they oversee, with the resources they need to hire faculty who will not only be cognizant of the great educational tradition we hold, but also see themselves contributing to our common mission of forming young women and men of high moral character who contribute to the common good.

The University asks that those who are conducting searches consider how each candidate might contribute to the overall mission of the University. Once a candidate is hired, the administration will commit itself to the ongoing formation of each member of our faculty and staff to strengthen and deepen their understanding and commitment to the University's Catholic and Jesuit mission. These ongoing formation programs include those listed below.

## Faith in Daily Life Retreat

Taking a practical, healthy – Jesuit – approach to spirituality and the mission of The University of Scranton, these faith-based seminars cover topics ranging from the integration of Ignatian spirituality and values into our daily lives, to the role lay people play in Jesuit education.

## Ignatian Pedagogy Seminar

This week-long seminar explores the life and spirituality of St. Ignatius as well as the development of the Society of Jesus' efforts regarding the education apostolate. Particular attention is paid to reading primary source material (Jesuit Constitutions, Ignatius' biography etc.) coupled with vigorous analysis and discussion of said text with a particular eye for implementing this material into one's academic discipline.

## Catholic Intellectual Traditions Seminar

This week-long seminar explores a rich variety of Catholic intellectual thought that seeks to expand each participant's understanding of the profound effect Catholic thought and art have had on Western Culture. The reading of fiction, poetry, works of philosophy and theology as well as commentary on art and music are but a few of the subjects explored in this seminar.

## The Footsteps of Ignatius

The summer of 2017 saw the first annual pilgrimage to the Camino Ignaciano (The Way of St. Ignatius). Eleven administrators, faculty, and staff, along with three Jesuit Center staff, participated in this ten-day pilgrimage throughout Northern and Eastern Spain visiting the holy sites associated with the life of St. Ignatius. Its purpose was to help participants gain a deeper mastery of Ignatian spirituality, ideals, and educational principles while engaging one another in prayerful settings that consciously create bonds of mutual respect and admiration amongst colleagues. Of note was the participation of three out of five leaders from our faculty union, two cabinet members, and a number of participants from other faith traditions.

## Other Jesuit Center Initiatives and Programs

- ◆ **Jesuit Center Grants:** Help fund research (in any discipline) that seeks to articulate meaningful and tangible connections to the University Mission.
- ◆ **Kino Border Initiative:** An intensive five-day journey to the Mexico/Arizona border to engage in conversation with immigrants, law enforcement, and the local population in the hopes of understanding the many issues surrounding US immigration policy and the laws that govern that policy.

The Jesuit Center staff are available to assist in the investigation or implementation of broad Ignatian principles into particular coursework, class projects, or ICP mission projects.

### **Board of Trustees (BOT)**

Our University bylaws require that a minimum of four Jesuits be members of the Board. In practice, we have had a six Jesuit minimum. All new academic program proposals must state a mission case as part of the BOT's vetting process. All BOT members get an update about mission-related activities at each meeting, often accompanied by robust conversation. BOT leadership communicates the importance of ongoing formation by way of their involvement in the planning of mission-related programs and retreats. For example, the BOT has a biennial retreat and new board members participate in an introductory seminar intended to begin their official formation as board members. This seminar includes information about St. Ignatius and the early Jesuits, Ignatian spirituality, and Jesuit education pedagogy. Our Board Chair, coordinating with The University Chaplain and The Jesuit Center Staff, began the process of forming the content of the biennial retreat months before the retreat was to take place. Chairman Lynch recognizes, as do the other board members, that their ongoing formation in the spirituality of St. Ignatius is beneficial for them personally and collectively.

The Jesuit Center continues to work with the BOT on mission-related items. For example, two Board members contributed to the University-wide Advent devotional. The Jesuit Center staff is hopeful that members of the BOT will participate in the Ignatian Pilgrimage in the future.

### **Declaration of Shared Purpose**

Last promulgated in May 2011, the Declaration of Shared Purpose helps clarify the role of the University's BOT in relation to the Jesuit Community and the given responsibilities of each. The Declaration clearly states that the BOT is responsible for establishing policies that allow for the fulfillment of the University's Jesuit tradition and Catholic identity. Therefore, it is imperative that each member of the BOT receive ongoing formation in the Ignatian tradition while serving out their term.

### **Emerging Priorities**

- 1) Set up a permanent Mission Committee with the Board of Trustees to gain greater insights into how they envision our Catholic and Jesuit Mission be lived out through the many ways we engage our students and each other. This would also allow the BOT to have greater access to opportunities for formation in the Catholic and Jesuit ideals that are foundational to our common labors.
- 2) Devote one meeting a semester of the President's Cabinet to a mission-related topic presented by Jesuit Center Staff.
- 3) Convene a committee to review our University Mission and Vision Statements. While these statements are well-done and appropriate, neither mentions a commitment to justice nor makes reference to our call to care for the poor in our midst.





## THE ACADEMIC LIFE

At the heart of any university lies the commitment to seeking the truth and its “unselfish transmission to youth and to all those learning to think rigorously, so as to act rightly and to serve humanity better.”<sup>1</sup>



### The Academy

At the center of our University’s existence lies the academic work being done in our classrooms, laboratories, clinics, and library. Academic Affairs leads the University’s efforts to achieve excellence in teaching, learning, scholarship, and service within the University’s Catholic and Jesuit mission. As a Jesuit institution of learning, our community focuses on the education of the whole person and embraces the time-honored principles of *cura personalis* (care for the whole person in her or his uniqueness), *magis* (the more), and *rei sollicitudo* (social concern). Using this unique approach, Scranton creates outstanding civic and community leaders, and, most importantly, men and women for and with others.

<sup>1</sup> *Ex Corde Ecclesiae* (From the Heart of the Church) is an apostolic constitution issued by Pope John Paul II regarding Catholic colleges and universities. Given in Rome on August 15, 1990. (2)



In keeping with the nearly five-hundred-year-old Jesuit expectation of excellence in all things, expectations are high for our students, and they are encouraged to seek the *magis* in all their studies. Pursuing excellence in the search for truth was the guiding principle of the first lecture at Scranton given on September 6, 1892, in the building known as “Old Main.” Just as that inaugural class engaged with their professors in the search for truth, so too does academic excellence remain a hallmark of a University of Scranton education. We find amongst our faculty scholars who are committed to expanding the scholarship of their particular academic disciplines while helping their students explore ways in which the knowledge they seek, gain, and create can be applied for the greater good of humankind and the world.

### **Institutional Student Learning Outcomes**

Institutional Student Learning Outcomes reflect at every level the University’s commitment to its Catholic and Jesuit ideals. Graduates of The University of Scranton will move beyond the possession of the intellectual and practical skills that form the basis of professional competence and inspired by The *Magis* possess the knowledge and ability to address the most significant questions, engaging their colleagues successfully and ethically, and advancing towards positions of leadership in their chosen field of study. Furthermore, our graduates will, through their experience of *cura personalis*, demonstrate that they are persons of character and women and men for and with others, through their devotion to the spiritual and corporal welfare of other human beings and by their special commitment to the pursuit of social justice and the common good of the entire human community.

Our recent strategic plan, “The Scranton Plan 2015-2020: An Engaged, Integrated, Global Student Experience,” articulates the University’s institutional goals.<sup>2</sup> This plan guides the University’s on-going efforts to improve the education and formation of students in the Catholic, Jesuit educational tradition through learning experiences that are transformative and reflective. Integrated teaching and learning opportunities across disciplines and programs aim to emphasize understanding, discernment and action in a global context.

Our commitment to the Jesuit notions of the *magis* and *cura personalis* means that our faculty work with students to learn to “engage the world through a careful analysis of context, in dialogue with experience evaluated through reflection, for the sake of action and with openness, always, to evaluation.” (35th General Congregation of the Society of Jesus)

To this point, a recent alumni survey (2016-2017) notes that many graduates are pleased with the educational experience they had while on campus and desire to see that commitment to excellence in all academic areas increase even further.

### **Core Curriculum at The University of Scranton**

Inspired by early Jesuit educators, The University of Scranton requires all students to fulfill the First-Year Seminar (FYS) designation in the *Eloquentia Perfecta* component. The FYS is designed to foster students’ abilities to:

- ◆ Demonstrate critical thinking and reading skills
- ◆ Contribute to intellectual discussions
- ◆ Articulate components of the Ignatian identity and mission of The University of Scranton
- ◆ Demonstrate knowledge and competences necessary to acclimate to the intellectual and functional life of the University

Only full-time faculty and appropriate full-time staff are permitted to teach FYS courses. Course topics range from the traditional introductory courses in theology or philosophy to courses that explore immigration,

<sup>2</sup> See: [www.scranton.edu/strategicplan](http://www.scranton.edu/strategicplan).

citizenship, or business. Each course is also designed to include relevant material from the Ignatian Educational tradition that corresponds with the subject being taught.

First-Year Seminar professors receive a stipend to attend a two- to four-day workshop to discuss strategies for teaching FYS courses and their relation to the core curriculum and the overall mission of the University.

### **Philosophy and Theology Designation**

The philosophy/theology component of our general education curriculum continues educational principles laid out by St. Ignatius and the early Jesuits (Constitutions Part IV chapter 12). From the opening of the first Jesuit school in Messina, Italy, the study of theology and philosophy has been a hallmark of institutions of higher learning cast in the Ignatian tradition. These courses are intended to lead students to a critical understanding of God, the world, and the human person. A total of 15 credits is required for each student which includes every student taking a course in the Bible and a course in Ethics.

### **Academic Formation Regarding Cultural Diversity**

All students are required to take two courses designated Cultural Diversity. The purpose of the cultural diversity requirement is to help students understand the variety of cultures which they may encounter. Culture is the matrix of ideas, creeds, religions, attitudes, habits, artifacts, and institutions (social, educational, artistic, political, and economic) that condition the way people in a given society live. Just as the early Jesuits boldly went forth to encounter new peoples and cultures, our universities must enable and encourage the same. With this in mind, the goal of the cultural diversity requirement is to have students read, analyze, experience and/or discuss the different cultures and subcultures in the United States and/or throughout the world. Recently, The General of the Society of Jesus, R.P. Arturo Sosa, challenged those attending the International Conference for Jesuit Education to develop global citizens who are “conscious of, and have a critical vision of, their own culture and roots while at the same time being open to other cultures, realizing that the world is diverse and complex.”<sup>3</sup>

### **Core Curriculum and Mission: Flexibility and Engagement**

Each of our university colleges has a distinct approach regarding how Catholic and Jesuit values are to be incorporated into the curriculum. These programs, implemented by each dean in consultation with their academic advisors, are meant to facilitate a broad engagement with the Catholic and Jesuit ideals that animate our common work while allowing for flexibility.

### **College of Arts and Sciences (CAS) Passport Program**

The CAS Passport Program has been designed to introduce students enrolled in the College’s academic programs to its educational ideal through a series of required co-curricular activities. In this way, the Passport Program links a University of Scranton education with its roots in the liberal arts tradition, with the core values of our community, and with our students’ lives beyond the classroom.

### **Ignatian Values in Action Lecture & RoyalRead Program**

As part of their introduction to the academic life at The University of Scranton, all first-year students are asked to read a chosen text that is related to some aspect of our University’s Catholic and Jesuit identity. They also are asked to attend a lecture in their first month on campus as a follow up to the reading. Both of these programs

<sup>3</sup> R.P. Arturo Sosa, S.J. Keynotes address for the International Conference for Jesuit Education Delegates, October 2017, Rio de Janeiro, Brazil.

are aimed at introducing students to the Jesuit mission of the University, and both are discussed in all First-Year Seminar classes. Fr. James Martin, SJ was our speaker in the fall of 2017, and he encouraged an enthusiastic crowd of thousands to continue to search for God, and goodness, throughout one's life journey. His book *The Jesuit Guide to (Almost) Everything* was used for the RoyalRead.

### Kania School of Management: Responsibility, Sustainability, and Justice (RSJ)

First-year students at both the undergraduate and graduate level must take a RSJ course. This course is meant to frame all further coursework and act as a hermeneutic for business school programs. The RSJ rubric is enacted to form the thinking and habits of the students taking those classes. All professors are asked to incorporate RSJ principles into their coursework and each professor's engagement with RSJ principles is recorded and collated by the Dean's Office.

The KSOM Professional Development Passport Program provides students with essential events in career building and networking that correspond to the foundational values of their Catholic and Jesuit education through mentorship and training by alumni, business professionals, and University faculty and staff.

### Panuska College of Professional Studies (PCPS)

PCPS continues to articulate a bold vision for its students and the hopes they have for each student's integration of the Catholic and Jesuit values found at the heart of university life. They proclaim: "We will form men and women for and with others, providing education shaped by the service of faith and the promotion of justice, and emphasizing the development of adult faith." Higher evaluation scores are available to those faculty who demonstrate "evidence of incorporation of Ignatian pedagogy" in their course work.



T.A.P.E.S.T.R.Y. (Theory, Application, Professionalism, Excellence, Social Justice, Teaching and, You) is a four-year professional development program, with the first year focusing on the *magis*. This initiative provides each PCPS student with programmatic materials related to the Jesuit-Catholic identity that animates his or her work. In keeping with the Jesuit tradition, T.A.P.E.S.T.R.Y. programs are designed to help each student excel in the academic work that integrates one's head, heart, and hands.

### **Mission-Based Programs**

The University offers three distinct mission-based programs to the undergraduate population:

- ◆ Catholic Studies
- ◆ Environmental Studies
- ◆ Peace and Justice Studies

Each of these programs was created with the explicit intention of bolstering academic offerings that are directly related to our Catholic and Jesuit educational mission.

### **Catholic Studies Program**

All courses taught in the Catholic Studies Program seek to promote appreciation of the Catholic tradition through the faithful exploration of the Church's apostolic teaching.

### **Environmental Studies**

The Environmental Studies Concentration is an interdisciplinary program that introduces students to a diversity of perspectives on the environment and sustainability. The concentration enables students to understand the complexity of environmental problems by exploring a wide variety of approaches, both theoretical and practical.

### **Peace & Justice Studies**

Since the 32nd General Congregation of the Society of Jesus (1974-75), Jesuit institutions of higher education have aimed to reveal the link between the practice of faith and the promotion of justice. In this vein, the University's Peace & Justice Program was instituted to bring academic studies, including classes, community service and interdisciplinary research, into the process of building a more just and thus more peaceful society.

### **Community-Based Learning**

Community-Based Learning (CBL) is a way for students to connect their academic work with direct service in the community. By combining hands-on work in the community with the academic framework provided by coursework across the curriculum, students gain a rich understanding of social issues and their related causes. In keeping with the Jesuit, Catholic mission of The University of Scranton, CBL incorporates a global perspective and understanding through integration of theory with practice, direct engagement with community members and personal and critical academic reflection. Community-Based Learning prepares students to understand common challenges facing humanity, identify systemic problems, and develop a commitment to their communities, especially people who live and work in poverty, illness, inequality, hopelessness, and other social disparities.

Community Based Learning is not new to our University community. For example, in 2009, our University was among just 115 colleges and universities in the nation, and one of only 17 schools in Pennsylvania, to be named to the President's Higher Education Community Service Honor Roll with Distinction. In more recent years, The

University of Scranton is among the five Jesuits universities in the nation named to the President's Honor Roll with Distinction. As of the 2015-2016 academic year, the University offered ninety-five community-based learning courses from our 3 colleges as reported for the 2016 President's Honor Roll for Community Service.

The Honor Roll is the highest federal recognition colleges and universities can receive for its commitment to volunteering, service learning and civic engagement. Universities recognized were selected based on a series of factors including the scope and innovation of service projects, the percentage of students participating in service activities, incentives for service, and the extent to which the school offers service-learning courses.

### **CBL: The College of Arts and Sciences**

In keeping with the Jesuit, Catholic mission of The University of Scranton, CBL incorporates a global perspective and understanding through integration of theory with practice, direct engagement with community members and personal and critical academic reflection. CBL prepares students to understand common challenges facing humanity, identify systemic problems, and develop a commitment to their communities, especially "people who live and work in poverty, illness, inequality, hopelessness, and other social disparities."

Community-Based Research (CBR) involves faculty, students and community partners in the research process and recognizes the unique contributions of each. Research is action-oriented and focused on concerns relevant to the community. There is a reciprocal transfer of knowledge, skills and capacity to sustain a long-term commitment.

Several courses within the College of Arts and Sciences have a Community-Based Learning component, and the Special Jesuit Liberal Arts Program, housed in CAS, has a second-year requirement for CBL. Fifteen faculty and staff serve on the CBL Board. The number of courses with a CBL component was ninety-five for the year 2015-2016.

### **CBL: Kania School of Management**

While the Kania School of Management (KSOM) does not have a formal Community-Based Learning requirement, there are several faculty members who have embedded CBL into their courses. KSOM has two programs that are formal and community-based, and both come with academic supervision and credit.

**The Volunteer Income Tax Assistance (VITA)** program engages students with low-income tax payers in the region to prepare their tax returns. Students prepare over 2,000 returns each year under the supervision of a faculty member. Students later reflect on their experiences with the instructor. KSOM professors collaborate with the local United Way chapter to help with the process of identifying clients. The IRS has awarded KSOM many times for excellence in this CBL and service activity.

**The Women's Entrepreneurship Center (WEC)** (a KSOM program in collaboration with the Small Business Development Center) engages students to work with local low-income entrepreneurs in setting up businesses. The students learn about lower income women and their businesses, provide startup education, and accompany them through financial literacy training. Women entrepreneurs who complete the Center's program then have the opportunity to be financed by Women in Philanthropy, a Scranton-area organization that partners with the Women's Entrepreneurship Center. In recent years, over thirty-five students have worked with more than seventy-nine low-income entrepreneurs at the WEC.

### **Henry George Program**

The Economics and Finance Department hosts the Henry George Program, named after an American economist and social reformer. The program consists of a fall lecture and a spring seminar. The spring event, which started in 1992, is organized around the theme of economic justice and deals with issues such as economic development, poverty, inequality, asset-ownership, and taxation. In past years, the program has hosted speakers from a number of distinguished institutions, including Ivan Png of National University of Singapore, Ravi Kanbur of Cornell

University, and Howard Chang of the University of Pennsylvania Law School. The most recent speakers were Robert Hockett of Cornell who gave a talk on ownership in American society, Howard Chang of UPenn who lectured on immigration issues, and Jonathan Morduch of NYU who spoke about social investment.

### **CBL: The Panuska College of Professional Studies**

Community-Based Learning is integral to all of the disciplines housed under PCPS, and each department determines which of their courses are suitable for CBL experiences. All full-time, undergraduate students must complete a minimum number of CBL hours as a requirement for graduation, ranging in time commitment from 40 to 90 hours.

The following excerpt is taken directly from the PCPS Community-Based Learning Capstone Assignment and sums up beautifully the aspirations of this program regarding our University's commitment to the "Service of Faith and the Promotion of Justice."

The University of Scranton strives to graduate "men and women for and with others." Dedication to service, a concern for the common good, and a commitment to promoting justice have always been implicit in the Jesuits' works and world view. In recent decades, Jesuits and their colleagues have made more explicit these dimensions of their shared ministries. At a worldwide meeting in 1975, Jesuit leaders posed the question, "What is it to be a companion of Jesus today?"

Their answer echoes on our campus, shaping our priorities in teaching, research and institutional initiatives: To be a companion of Jesus today "is to engage, under the standard of the Cross, in the crucial struggle of our time: the struggle for faith and that struggle for justice which it includes." This assertion continues to reinvigorate Jesuits and those with whom they labor so that all people might participate in the promise of Christ, who came that we "may have life and have it to the full" (John 10:10).

The three rubrics for grading the Community-based Learning Capstone Assignments are listed below. Each iteration is coupled with its corresponding highest aspirational goal.

#### **1) Understanding of Jesuit Mission of Social Justice**

- Understands most aspects of the Jesuit Mission of Social Justice (deep versus surface)

#### **2) Reflections on four years of community-based learning experiences**

- Describes the community-based learning experiences and provides thoughtful insights about how the experience was transformative, what was learned, etc., linking the experiences where relevant to the Jesuit mission.

#### **3) Plan for implementing Jesuit Mission of Social Justice as a professional**

- Describes in clear and detailed ways how the mission can be lived as a significant part of his/her future professional role, at the interpersonal, institutional, or societal levels.

### **Centers and Institutes: Partnering to Further Student Formation**

The following campus centers regularly partner with faculty and staff from each of the three colleges to help strengthen the connections between various academic disciplines and social justice issues. These centers include:

- ◆ Center for Teaching and Learning Excellence
- ◆ Jane Kopas Women's Center
- ◆ Multicultural Center
- ◆ Center for Economic Education
- ◆ Office of Equity and Diversity
- ◆ The Jesuit Center

## Faculty policies in teaching, scholarship and service for promotion and tenure

University policies pertaining to teaching, scholarship, and service are up to date and approved on June 1, 2017 by the faculty union.

The Rank and Tenure Policy is clearly identifiable in the faculty handbook (20.0 E, 20.2 E, 20.3 E, 21.1 G, 22.0, Appendix II, 1, 2). This policy requires tenure-track faculty to perform “active service where the demonstrated contributions and accomplishments support the mission of the university.”

## The Center for Teaching and Learning Excellence (CTLE)

Faculty Development Specialist’s job is to assist the University faculty in areas related to pedagogy. This is a new initiative at the University of Scranton and one that has been well-received. CTLE Staff guide interested faculty through training exercises, presentations, and consultations meant to make them more effective teachers.

## Other Mission Related Faculty Development Programs

Two specific programs exist on campus to help new faculty members adjust to teaching and the tenure process. They are:

- ◆ First-Year Faculty Mentorship Program: a mentorship program focused on integrating new faculty into the campus community, as well as offering assistance with research, continued scholarship, teaching, grant writing, and publication.
- ◆ First-Year Faculty Program: a formational program that helps new faculty understand the Catholic and Jesuit charism that animates our academic community.

## Provost’s Office

In an effort to recognize outstanding achievements among our faculty, The Provost’s Faculty Enhancement Awards are intended to encourage, support, and promote the efforts of faculty who strive for, and achieve, distinction in teaching, scholarship and service, as well as excellence in numerous areas of interest of the University. Awards related to mission are:

- ◆ The Global Competency Award
- ◆ The Sustainability Award
- ◆ The Diversity in Learning Award
- ◆ The Mission and Justice Award

## Faculty Development Opportunities

Lilly Foundation participation: We are one of the nine AJCU schools to maintain membership in the Lilly Fellows Program in the Humanities and Arts (LFP), which since its establishment in 1991 has remained committed to the renewal and enhancement of “the connections between Christianity and the academic vocation at church-related colleges and universities,” across the Christian denominational divides.

## National Conferences at The University of Scranton

The University of Scranton is committed to broad and deep engagement with other religiously based private colleges and universities. To that end, in October of 2013, the University was pleased to host the 23rd Annual Lilly Fellows Program Conference titled: “Faith and Academic Freedom in Civic Virtue.” This national conference was supported by the President’s Office, the Provost’s Office and many other constituencies on campus. Approximately 150 representatives from Catholic and Protestant institutions of higher learning participated.



### NetVue Grant for First-Year Seminar

The program director for the First-Year Seminar secured a NetVue grant to infuse the First-Year Faculty workshops with discussions of vocation. An FYS instructor will be attending the NetVue workshop on vocation in 2018 with the idea that she will report back significant findings at the annual FYS workshop.

### Graduate Education

Graduate education at The University of Scranton is animated by the spiritual vision of St. Ignatius Loyola and the educational tradition of the Jesuits. Transformational education is the goal of our graduate programs, and our courses are designed to develop expertise and knowledge in a context that emphasizes personal responsibility and the ability to reflect about how one's expertise and knowledge can be best applied for the betterment of one's family, community, nation, and world.

A good example of how our graduate programs support the Catholic and Jesuit mission of the University as well as the needs of the local Church is the Master of Arts in Theology. This program is designed to provide rigorous, advanced study of theological topics that are historical and contemporary in nature. This program fulfills the important mission of advanced theological education in Northeastern Pennsylvania. Indeed, it is the only master's level theology program in the entire region. The MA in Theology is accessible and affordable (offered at half-price tuition) and serves as a vehicle for the further theological formation of its participants, especially for those preparing to serve the Church as clerics or religion teachers in the diocesan schools.



“The strength of our graduate programs derives from the mentoring relationships between faculty and students. Our faculty come to see the graduate students as colleagues working collaboratively on shared interests.” (*Dean Brian Conniff, Ph.D. CAS*)

## Nationally recognized graduate programs at The University of Scranton

Although graduate education at The University of Scranton continues to thrive, our deans, faculty and staff continue to incorporate new and innovative program offerings that continually seek the *magis*. A reflection of that search is found below with a listing of graduate programs that are recognized for excellence.

- ◆ *U.S. News & World Report's* “Best Colleges” has ranked The University of Scranton among the 10 top master's universities in the North for 23 consecutive years.
- ◆ Our MBA program was ranked among the top 15 in the nation for general management by *Entrepreneur* magazine and *The Princeton Review*.
- ◆ Our Master's in Health Administration (MHA) program ranked No. 1 in the nation for full-time enrolled students in a list published by *Modern Healthcare*, a health care business weekly magazine.
- ◆ In its 2018 guidebook, *U.S. News & World Report* ranked several of The University of Scranton's Master's degree programs among America's “Best Graduate Schools”.
- ◆ Rehabilitation Counseling (24)
- ◆ Healthcare Management (42)
- ◆ Physical Therapy (53)
- ◆ Occupational Therapy (58)
- ◆ Nurse Anesthesia (65)
- ◆ Part-time MBA Program (122)
- ◆ Nursing (155)
- ◆ Scranton's online Master's in Accountancy program was named Best in the Nation by Best Colleges, an independent online higher education resource.
- ◆ *U.S. News & World Report's* 2017 “Best Online Programs” ranked the University's online MBA program No. 91 in the nation. The University's graduate program in Education ranked No. 113.
- ◆ Our MBA in Health Care Management program is ranked #25 by *AffordableColleges.com* in a list of the most affordable online master's in healthcare management programs in the nation. Scranton's program stood out in both quality and affordability.

## Emerging Priorities

- 1) Articulate more explicitly mission-related program learning outcomes for each academic department.
- 2) Strengthen the relationship between mission related offices (Campus Ministries, University Chaplain, the Jesuit Center) and the colleges to help build community around mission-related topics.
- 3) Produce an “Ignatian Online Program” that will allow those teaching graduate courses the opportunity to engage their students more fully in the mission of the university.





## A CATHOLIC, JESUIT CAMPUS CULTURE

“Today our prime educational objective must be to form men and women for and with others; men and women who will live not for themselves but for God and his Christ- for the God-man who lived and died for all the world; men and women who cannot even conceive of love of God which does not include love for the least of their neighbors; men and women completely convinced that love of God which does not issue in justice for other is a farce.”<sup>1</sup>

—Pedro Arrupe, S.J.



The University of Scranton, as a Catholic and Jesuit educational institution, seeks to foster within its students, faculty, staff, and administrators, a sense of integration and wholeness while urging each to live with a sense of interconnectedness to their families, communities, country, and world. The laboratories and classrooms where our students explore new and exciting ideas are complemented by the hard work of those who educate outside the classroom, e.g., residence halls, clubs and activities, the Cross Cultural Centers, intramural sports, or health education initiatives. We also offer a full range of benefits to assist any and all students who manifest a need.

<sup>1</sup> From Pedro Arrupe’s 1973 talk in Valencia, Spain entitled: *Men and Women for Others*.

We care for the sick in body, mind, and spirit through our University Health Center, Counseling Center, and a multitude of opportunities through the Office of Campus Ministries to attend retreats, perform community service, or speak with a professional about one's faith life in a one-on-one setting. Many students feel as if The University of Scranton is a family that welcomes them and seeks to meet their academic and personal needs.

We also know that at times there is tension in our community about how to articulate our Catholic and Jesuit identity while respecting the freedom of those members of our community who are from other faith traditions. How do we inculcate our students into this rich and ancient tradition when many of them do not regularly attend Mass or other religious services? This is a difficult task and one that is shared by most, if not all, of our partner Jesuit colleges and universities. The world is changing in many drastic ways and those that give themselves to this community are being formed by many powerful forces in their lives. In order to assure that the inspiration for our own Catholic and Jesuit campus culture continues we must:

- ◆ train administrative personnel in Ignatian Spirituality and educational pedagogy
- ◆ provide a wide array of spiritual and religious programs that help form our students to become “women and men for and with others.”
- ◆ use The Jesuit Center staff as a resource for deans and faculty in their personal spiritual formation (through the 19th Annotation retreat) and by offering their expertise in mission-related hiring practices
- ◆ use The Jesuit Center staff as a resource for professional staff in their personal spiritual formation (through the 19th Annotation retreat) and by offering their expertise to those who are implementing programs, dealing with disciplinary issues, or hiring new staff, among other things.

The University of Scranton is proud of its Catholic and Jesuit heritage, and the great majority of those who matriculate here have a very positive experience: over 90% of alumni have a good or excellent opinion of the University, while 95% promote their *alma mater* to others.<sup>2</sup> The majority of those who teach or work at the University have a very positive experience, as well, and desire to expand the Catholic and Jesuit principles that are foundational to our mission.<sup>3</sup>

### University Ministry and Liturgical Life

The Office of Campus Ministries is a vibrant center for student formation and serves the mission of The University of Scranton by making visible and effective our Roman Catholic and Jesuit identity with a spirit of inclusivity of all religious traditions. Inspired by the Gospel of Jesus Christ and the charism of St. Ignatius Loyola, the Office of Campus Ministries offer students opportunities to become women and men for and with others, express their faith in reflective service, become immersed in the cultures and experiences of developing countries, and work towards the transformation of unjust societal structures. All of Campus Ministries programming is virtue-based, designed to help students discover who they are as children of God and to then respond accordingly.

### Sacramental Life

Students have the opportunity to attend Catholic Eucharistic Liturgy each day of the week while classes are in session, with three Masses offered on Sunday. Reflections are facilitated prior to Sunday liturgies, inviting students to consider their role in the liturgy as members of this faith community. RCIA and Confirmation candidates, along with their sponsors and team leaders, meet weekly to discuss the Scriptures in preparation for

<sup>2</sup> See Alumni Attitudes Survey 2017.

<sup>3</sup> See 2017 Document: *Assessing the Understanding of Mission among Faculty, Staff and Administrators in Jesuit Catholic Institutions*. In a large nation-wide survey conducted this past fall with twelve Jesuit Colleges and Universities the “most cited hope was that in the future, ‘Jesuit Catholic institutions would continue to offer an excellent education through Jesuit Catholic values and would grow in its commitment to these values even more.’”

the reception of the sacraments. Campus Ministries supports students of all religious traditions and seeks ways to honor the multiple religious expressions of our students.

- ◆ The Sacramental work of the University is performed by the Jesuits of the Jesuit Community in Scranton
- ◆ Three Sunday Masses during the Fall and Spring semesters, two during intercession, and one during Summer Session
- ◆ Two daily Masses
- ◆ The Sacrament of Reconciliation is offered daily before the 12:05 Mass and during business hours in the Jesuit Community
- ◆ Special promotions for holy days of obligation

### **Reconciliation**

- ◆ Offered daily before the noon mass and by request at the Jesuit Residence, The Jesuit Center, or from The University Chaplain
- ◆ Communal Reconciliation Services during Advent and Lent

### **Weddings**

Open to all Alumni, The University of Scranton offers the use of its chapel for Catholic marriages. A complete guide to how to secure this venue is available online. Marriage formation is done by the presiding Jesuit (if he is the celebrant) or by an appropriate pastor or pastoral associate identified by the couple.

### **Training of Student Liturgical Ministers**

- ◆ Extraordinary Ministers of the Eucharist
- ◆ Hospitality
- ◆ Lectors
- ◆ Cantors
- ◆ Musicians

### **Spiritual Formation: Retreats**

The University's Retreat Center, located just twenty minutes from campus, is a place where students, staff, faculty, and alumni go to deepen their relationship to God by way of a retreat. Our creative retreat directors offer many different types of retreats so as to appeal to as many people as possible. Our retreat programs have a reputation for innovation and excellence which appeals to many students and employees from many different spiritual perspectives.

Twenty-two different types of retreat experiences were offered during the 2016-2017 academic year with 1,610 student participants. Retreats are offered to students in three categories designed for them to consider which retreat would best suit them depending on where they are in their faith development.

An integral component of the University Retreat Program involves the formation of over 100 student leaders. The student leaders begin their formation process eight to ten weeks before each retreat begins in order to prepare themselves spiritually, emotionally, and mentally, to expertly lead their fellow students through the experience. The student formation process does not end after the retreat for there are a number of "renewals" that bring the leaders and retreatants together to reflect on the ongoing graces experienced during the retreat. For the 2017-2018 academic year, just over 100 different students will have been placed on some kind of spiritual formation leadership team such as retreat teams, RCIA team, and Lent/Advent program teams.

One such retreat is titled "A Desert Experience." This spiritual experience is unique and transforming in that it insists that students not be complacent on their faith journey but go to deeper places, perhaps even to

places that feel uncomfortable at first. This retreat won the Ignatian Medal for Outstanding Campus Program or Initiative at the Jesuit Association of Student Personnel Administrators' annual conference in 2017. Other spiritual formation programs include:

- ◆ RCIA
- ◆ Spiritual Direction
- ◆ Grads and God
- ◆ University Advancement and Jesuit Center Collaborations
- ◆ Moments for Mission: email messages to the entire Scranton community
- ◆ Advent/Lent Devotional: email messages to the entire Scranton community daily during these liturgical seasons
- ◆ Podcasts series for Advent: email messages to the entire Scranton community
- ◆ Talks by Jesuit Center staff at alumni events
- ◆ Alumni Weekend Retreat (annual)

We have faith-filled students from various religious traditions who seek to deepen their own relationship with God in fulfillment of the doctrines and history of their respective faith traditions. In order to fulfill the Office of Campus Ministries mission of “making visible and effective our Roman Catholic and Jesuit identity with a spirit of inclusivity of all religious traditions,” resources to expand offerings for students outside the Catholic faith should be a priority.

### Building a Culture Committed to Relationality and Responsibility

Inspired by its Catholic and Jesuit identity, the Division of Student Formation & Campus Life challenges students to recognize their unique gifts and talents, reach beyond their perceived capabilities, develop a restless desire for excellence grounded in gratitude, and discover and embrace who they are called to be. It aims to advance students' understanding of and lifelong commitment to:

- ◆ developing adult faith and spirituality;
- ◆ fostering a healthy and balanced lifestyle;
- ◆ cultivating a sense of personal responsibility and accountability;
- ◆ honoring diverse thoughts, perspectives, and cultures;
- ◆ integrating knowledge into lived experiences,
- ◆ engaging in service for and with others; and
- ◆ discerning one's vocation and direction.

### University Centers: Formation in a Diverse Environment

The University of Scranton supports many different centers that aid students in their professional and personal development. These centers do everything from helping students discern their vocation in life to feeling at home in a culturally diverse place like The University of Scranton. Centers on campus that contribute to the Catholic and Jesuit Culture of our University include:

- ◆ The Gerard R. Roche Center for Career Development
- ◆ Center for Student Engagement
- ◆ Jane Kopas Women's Center & Multicultural Center
- ◆ The Center for Health Education and Wellness
- ◆ Counseling Center

## Human Dignity: The Heart of *Cura Personalis*

To ensure a Catholic and Jesuit campus environment that upholds the dignity of each individual, the University Office of Equity and Diversity has issued policy notifications on its website and on outgoing publications that clearly define expectations concerning sexual misconduct, discrimination, and harassment.

The Sexual Harassment and Sexual Misconduct Policy and the Non-discrimination and Anti-harassment Policy, both managed by the Office of Equity and Diversity, prohibit discrimination based upon a number of protected characteristics including race, sexual orientation, gender identity, and gender expression. Below is the official Non-discrimination Statement:

*“The University of Scranton is committed to providing a safe and nondiscriminatory employment and educational environment. The University does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, sexual orientation, or other status protected by law. Sexual harassment, including sexual violence, is a form of sex discrimination prohibited by Title IX of the Education Amendments of 1972. The University does not discriminate on the basis of sex in its educational, extracurricular, athletic, or other programs or in the context of employment.”*

The Office of Equity and Diversity conducts training and programming, in conjunction with the Cross Cultural Centers, on issues related to race and ethnicity. The University also offers “Safe Zone” training which seeks to create an awareness of personal ideas, stereotypes, and assumptions related to the LGBTQ community and to create a safe and affirming environment for our entire campus community where all are treated with dignity and respect. “Green Zone” training is offered, as well, to train faculty and staff to support our veteran students.

## Recreational and Intramural Sports

More than 1,500 students are involved in recreational sports and intramurals, including leagues, tournaments and weekend special events every year.

## Office of Residential Life

The University Office of Residential Life oversees the formation of students in their residence halls through a variety of programs both big and small. Resident Assistant (RA) training and management remains one of the mainstays of assisting students in their overall formation as young adults seeking to integrate mind, body, and soul. Our dedicated RA’s, Hall Directors, and Area Directors, teach their communities through programming and example the expectations our University community holds regarding respect for, and intentional engagement with, one’s neighbors.

Residence Life staff contribute to the formation of “men and women for and with others” by providing students with opportunities and skills to create safe, inclusive, and supportive environments in which students are able to pursue their academic interests while developing meaningful interpersonal relationships.

## Learning Outcomes

As a result of engaging in opportunities provided by the Office of Residence Life, students will:

- ◆ develop self-awareness of, and the ability to articulate, one’s values, goals, and identity;
- ◆ identify University resources and support services;
- ◆ learn how to make informed choices by considering consequences for self, others, and community;
- ◆ enhance interpersonal, critical thinking, and problem-solving skills;

- ◆ demonstrate an awareness of communal living through successful integration into and ownership of one's community; and
- ◆ cultivate an understanding of and appreciation for people, beliefs, and current issues, both locally and globally.

### Residential Learning Communities (RLC)

The Office of Residence Life offers six optional and exciting experiences for our first-year students, called Residential Learning Communities (RLCs). RLCs at The University of Scranton provide students with a distinctive experience that allows them to live, learn, and belong in and to a community of diverse peers with common interests and goals. RLCs are classified as either Living Learning Communities (LLCs) or Themed Communities (TCs); all First-Year RLCs are LLCs, while upper-class RLCs are TCs. The University also offers RLCs for sophomores, juniors, and seniors.

### Student Health Services

Maintaining good health is an essential component of student success both academically and personally. Student Health Services is committed to the promotion of student learning and personal development through the provision of direct health care, health promotion and education, and preventative care. This philosophy is rooted in the Jesuit educational tradition in which there is integration of learning with the development of the whole person. The University of Scranton was named among the Nation's Top 26 Healthiest Colleges by Greatist.com, an online source for health and fitness information. This is the second time in the past five years that Scranton was ranked among the nation's "Healthiest Colleges in the U.S." The University of Scranton is the only Jesuit university listed and one of only two colleges in Pennsylvania.



## Student Behavior Concern Committee

In accord with the Ignatian ideal of *cura personalis*, The University of Scranton's Student Behavioral Concern Committee seeks to assist students who are struggling. The SBCC is an integrated team representing departments from across the University that meets to discuss and offer informed and planned responses to students of concern. The goal of the SBCC is to identify, assess, and coordinate interactions for the benefit of our students.

## Student Conduct

The Office of Student Conduct seeks to educate students regarding their behavioral responsibilities as members of the University community and to ensure the process used to adjudicate matters of misconduct is consistent and fair-minded. Recognizing the uniqueness of each student, the conduct process is grounded in the Ignatian ideal of promoting the development of the whole person. The discipline process is educational and formative in nature.

The student conduct process is an educational process that is designed to help students grow and learn from their decision making. Students are regularly challenged to reflect on their values, goals, and decisions, as well as any congruence or incongruence in our efforts to guide them to strive for the *magis*. Students who are found responsible for violating the Student Code of Conduct are issued administrative as well as developmental sanctions that are specifically designed to foster growth. One sanction of particular interest is a decision-making workshop titled "Seeking the Magis." This workshop, developed from our foundational principles regarding mission, challenges students to engage in deep reflection regarding their prior decisions and future plans with a goal of fostering improved decision making.

## University Police Department

In everything we do, we believe in creating and maintaining a safe and welcoming environment to foster the spiritual, intellectual, and physical growth of the University Community. It is the mission of the University of Scranton Police Department to serve and protect the University Community through the delivery of caring, competent, and professional police service, and by upholding the sanctity and integrity of the law and the institution that is the University of Scranton.

The dedicated men and women who make up our University Police Department exhibit a care for the Catholic and Jesuit mission of the University through their vigilant care for our community and the professional conduct which is their hallmark. Keeping the balance between *Cura Personalis* and *Cura Apostolica* (Care for the Individual Persona and Care for the Apostolate) is an important component of the overall mission of the University Police Department. For example, our officers train individuals in the art of self-defense (*cura personalis*) yet also train the student officers who help ensure the overall safety of our University community (*cura apostolica*).

In 2016, The University of Scranton Police Department was recognized for its great professionalism, integrity, and dedication and became one of only six Pennsylvania state-accredited police departments on college and university campuses.

## Athletics

### The Royal Way

Over the course of the 2014-2015 academic year, the Athletics Department, in partnership with the Institute for Excellence & Ethics, the Office of the President, and the Jesuit Center, initiated a review, planning, and implementation process with an end goal of creating a distinctly Jesuit culture of excellence across its athletics



department in order to assure that each student's athletic experience provides a transformative learning experience. This program is called The Royal Way.

The department of athletics provides a distinctly Jesuit athletic experience rooted in the religious and spiritual foundations of the University's Jesuit and Catholic mission. This approach to athletics is one that integrates Catholic, Jesuit themes and values to ensure that the athletic experience acts as a core driver of the University's mission to provide superior, transformational learning experiences, and brings to life the motto of the University: *Religio, Mores, & Cultura*.

### **Distinctly Jesuit (*Religio*)**

We strive to make the athletics experience distinctly Jesuit, deeply rooted in the traditions and teachings of the Society of Jesus. In particular, we draw inspiration from and integrate into our workplace culture and our formation of student-athletes the following foundational ideas:

- ◆ *Magis*
- ◆ *Cura Personalis*
- ◆ Men and Women for and with Others
- ◆ Finding God in All Things
- ◆ Transformational Love and Justice

### **Intentional Formation of Individual and Collective Habits (*Mores*)**

"We don't leave formation to chance hoping that student-athletes will learn Jesuit values elsewhere in their University experience. We are intentional in providing formation that ensures that in and through athletics student-athletes are deeply impacted and ultimately transformed." (*From The Royal Way Mission and Vision Statement*)

### **Intentional Culture and Community (*Cultura*)**

As a result of their unique formation, intentional culture and distinct community, The University of Scranton develops student-athletes who are mindful, reflective, tough, and capable leaders. They are also equipped to lead in diverse workplaces, communities, and church settings: prepared in mind, body and soul for thriving at the university and after they graduate.

### **Lay Formation for Ministry**

The University remains committed to forming young women and men who wish to serve as lay ministers in a variety of pastoral roles. By our best account, we know that the University has graduated fifteen alumni who work in campus ministry positions (one of whom is a campus minister here). Five alumni who work in parish ministry and one alum who works in diocesan ministry. Out of that group, ten have graduate degrees in pastoral ministry/theology/Divinity and one is currently enrolled in graduate school for pastoral ministry.

The University class of 2016 saw seventeen graduates participate in Catholic volunteer programs. Of those graduates, eight spent a year doing work with the Jesuit Volunteer Corp (JVC). The class of 2017 saw fifteen graduates join the JVC or similar volunteer programs. Some of these organizations are: Alliance for Catholic Education (ACE), Americorps/VISTA, St. Joseph's Prep Alumni Service Corp, Operation TEACH, PLACE (Partners in LA Catholic Education), Redeemer Ministry Corps, St. Joseph's University ACE Program, and Bon Secours Voluntary Ministry.

## Formation for Ministry in the Church

The Catholic and Jesuit charism of the University has long been recognized as a pillar that prepares men and women to serve as leaders in Catholic religious communities. For example, there are many Jesuits currently in the Society of Jesus who either graduated from The University of Scranton or had worked here at one time. Indeed, many came to discover their vocations to the Society of Jesus on our campus or had those inclinations confirmed through their involvement with University faculty, staff, and administration.

One recent graduate who entered the Society of Jesus had these words to offer concerning the spiritual formation he received at The University of Scranton.

*“Thanks to Scranton, I knew who the Jesuits were and what they were about both in Northeastern Pennsylvania and around the world, in 2008 and 1608. It was not difficult for me to see in myself a desire to carry on that life and mission in today’s world that needs it more than ever. I’m deeply and profoundly grateful to the University for serving as a ‘fire that kindles other fires’ by living out the Jesuit and Ignatian mission honestly and proudly.”*  
(Doug Jones, nS.J. ’08)

Historically, the University has formed many noted Church leaders from both the Latin and Eastern Rite Churches. These graduates have served, and are serving, the people of God with great distinction. Currently, the number of priest and women religious who have been formed on our campus is close to five-hundred. These dedicated graduates serve in apostolates in nearly every state of our union and in the District of Columbia. We count among our graduates the following:

- ◆ One Archbishop and one bishop
- ◆ Over 300 priests
- ◆ Close to 200 Religious Sisters
- ◆ 7 Brothers
- ◆ 5 Deacons

The University also acclaims the many ministers, rabbis, and imams who are serving their religious congregations with great distinction throughout our nation. They include:

- ◆ Dozens of Protestant Ministers working in a variety of congregations and ministries
- ◆ 6 Rabbis
- ◆ 1 Imam

## Emerging Priorities

- 1) Student Evangelization: developing creative ways to engage the “nones”, the uncatechized, the dissenters or those who have fallen away from the Church.
- 2) Reimagine how we develop and offer specific catechetical programs for better student formation in the faith.
- 3) Develop more opportunities for faculty and staff to experience the Spiritual Exercises.
- 4) Continue to allocate resources to expand religious and spiritual offerings for students of other religions.





## SERVICE

“In the Catholic tradition, concern for the poor is advanced by individual and common action, works of charity, efforts to achieve a more just social order, the practice of virtue, and the pursuit of justice in our own lives.”<sup>1</sup>



### Service

As a Jesuit university, The University of Scranton is committed to “the service of faith and the promotion of justice.” A significant dimension of this commitment is a concern with how social, political, and economic structures impact individuals and groups, especially the poor and oppressed. Our concern must also find ways to serve and protect the environment for we realize that “the climate is a common good, belonging to all and meant for all. At the global level, it is a complex system linked to many of the essential conditions for human life.”<sup>2</sup>

<sup>1</sup> U.S. Catholic Bishops, *A Place at the Table: A Catholic Recommitment to Overcome Poverty and to Respect the Dignity of All God's Children*, 2002

<sup>2</sup> *Laudato Si* (23).

Taking our inspiration directly from the Gospel accounts of Jesus' teaching to His disciples, we hold that to be authentic to our Catholic and Jesuit ideals we must promote the performance of service to all those with whom the University has contact as well as the needy in our midst. We are reminded by Jesus' washing of His disciples' feet, "I have given you a model to follow, so that as I have done for you, you should also do" (John 13: 12-15). In Luke's Gospel, Jesus prompts his disciples: "I am among you as the one who serves" (Luke 22: 27b).

While it is impossible to know exactly how many hours of direct service to the poor our community gives each year, the number is considerable. Best estimates approximate that our students, faculty, staff, administrators and alumni volunteer upwards of 150,000 hours of service annually. As a sign of our commitment to serving the needy in our midst, every student club that desires to secure funding by way of the Student Government must commit to doing three service projects over the course of the academic year. Many of our athletic team also engages in service work as part of their development towards being women and men for, and with, others. Our generous alumni regularly come together to perform service work as a way of giving back to their communities while others participate in the National Jesuit Alumni Service Initiative (which The University of Scranton had a hand in founding).

### **Solidarity with the Poor**

The poor can, and do, find a home on our campus. The University has programs to identify and assist with financial resources to students (or their families) who are struggling financially. The University also offers free English language classes to anyone in the community. With a recent influx of refugees to Scranton, the need for such services has increased. The Leahy Clinic for the Uninsured provides a number of services to those who do not have regular health care.

### **Solidarity with Workers**

Companies who are contracted to fulfill specialized needs in our community are greatly appreciated for their hard work and dedication to making The University of Scranton the thriving, joyful community it is. Contract workers are invited to participate in the University Family Picnic, Safe Trick or Treating, and Employee Celebrations. They enjoy discounted tickets to on-campus sporting events or concerts. They are also included in the following university events:

- ◆ Wellness Day for Staff & Faculty
- ◆ University Fitness Challenge
- ◆ Craving to Quit Tobacco Cessation Program and free Nicotine Replacement Therapy
- ◆ Access to University of Scranton Leahy Clinic for those who are uninsured
- ◆ Discounted items at the University bookstore

A number of contracting partners mentor our young people by leading service trips, and all those who labor on this campus are invited to participate in events like the Mass of the Holy Spirit.

Solidarity with others is an expression of profound respect in the Catholic and Jesuit tradition and recognizes the inherent dignity and value of each individual. As Saint John Paul the Great expressed in his encyclical *Sollicitudo Rei Socialis*: "We are all one family in the world. Building a community that empowers everyone to attain their full potential through each of us respecting each other's dignity, rights and responsibilities makes the world a better place to live" Pope Saint John Paul II, *Sollicitudo Rei Socialis* 'On Social Concern' (1987).

### **The Ellacuría Initiative**

The Ellacuría Initiative, a programmatic branch of The Jesuit Center, introduces programming related to issues of solidarity, which, in turn, enables our University community to reflect on the meaning of justice in our

current cultural milieu. The University of Scranton is committed to “the service of faith and the promotion of justice.” A significant dimension of this commitment is “A Faith that Does Justice,” a concern with how social, political, and economic structures negatively impact the poor and the environment. Various methods of sociological analysis are employed so that we may respond quickly and appropriately to the presence of injustice.

### **The Ellacuría Initiative has three areas of focus**

- 1) Biennial Themes (health and its relationship to justice is the theme for this cycle)
- 2) Justice issues of importance to Northeastern Pennsylvania (living wage initiative)
- 3) Justice-related programming that emerges because of opportunity or unfolding circumstances either locally, nationally, or internationally

### **Other Initiatives**

- ◆ The Jesuit Center and the Ellacuría Initiative were major sponsors of the Panuska College annual DisAbility Conference attended by over one thousand individuals
- ◆ The Ellacuría Initiative hosts an annual teach-in on topics relating to Catholic Social Teaching in Northeastern Pennsylvania or related to the biennial theme and is a main sponsor of our university’s annual participation in the Ignatian Family Teach-In for Justice
- ◆ The Ellacuría Initiative leads investigation of what constitutes a living wage for local Northeastern Pennsylvania families with the assistance of various academic departments on campus
- ◆ The Ellacuría Initiative regularly supports events that bring attention to the plight of the sixty million global citizens who have been forced to flee their homes because of violence

### **Jesuit Universities Humanitarian Action Network (JUHAN)**

The University started a JUHAN chapter in 2017. That year we named JUHAN Fellow Jessica Wenke and sent students to the conference to present “Beyond the Statistics: The University of Scranton’s Call to Address the Refugee Crisis.” Our campus will host the 2019 Conference thanks to generous support from The Jesuit Center.

### **Refugee Solidarity Initiative**

In response to Pope Francis’ call to encounter and support our refugee brothers and sisters, in 2015 The University of Scranton created In Solidarity With Syria, “a coordinated advocacy effort involving university administrators, faculty, staff, alumni, and students to aid those most affected in the current immigration crisis through education and advocacy. As the refugee crisis grew, encompassing communities from many countries around the world, this advocacy effort was renamed in 2017 to The Refugee Solidarity Initiative.” The Refugee Solidarity Initiative is an ongoing collaborative effort of Campus Ministries, Community and Government Relations, Scranton’s CRS Student Ambassadors, and various members of the University’s students, faculty, and staff.

The Refugee Solidarity Initiative raises awareness about the global refugee crisis and ministers to our refugee friends in a number of ways:

- ◆ Presenting the Refugee Crisis Simulation, a part educational/part interactive experience of a mock refugee camp. Our CRS Student Ambassadors presented their work with the simulation at the Ignatian Family Teach-In in 2016 and won the campus award for “Best Student Program” that year.
- ◆ Leading the Refugee Friendship Network, a program that allows faculty, staff, and students to engage directly with newly immigrated families from Syria and The Congo, helping them integrate into life in Northeastern Pennsylvania by teaching them about school registration and homework practices, sorting household mail and budgets, shopping for groceries, and other daily activities.



- ◆ Offering the Refugee Tutoring Program, wherein students from the University tutor the children of local refugee families to help them learn and practice English language skills as well as assist with homework. This program is done in partnership with a local pastor and students from the Geisinger Commonwealth School of Medicine.
- ◆ Supporting Global Tastes, an annual pop-up restaurant event wherein members of a local refugee community act as guest chefs with a local restaurant to feed and educate over 200 community members.
- ◆ Sponsoring lectures, most recently by William Canny, '77 H'07, Executive Director of Migration and Refugee Services (MRS) of the U.S. Conference of Catholic Bishops, joined by Maggie Walsh '12, a teacher at Scranton High School, who will share her experiences teaching refugee students.
- ◆ Showing films on the refugee crisis like *White Helmets* and *Salam Neighbor*
- ◆ Organizing postcard and letter-writing campaigns to communicate with our elected officials about supporting refugees in the US and worldwide
- ◆ Greeting families at the airport with Catholic Social Services when they arrive in Scranton

### **Disaster Relief**

In response to the many dramatic weather events that did great damage to many American and International communities, the Natural Disaster Relief Committee was formed in fall of 2017 through the Office of the University President. The committee coordinates fundraising initiatives and discerns appropriate places for that aid. Over \$4,000 dollars have been raised and distributed to charities or schools that were affected.

## Domestic and International Service Programs (ISP) for undergraduates

Service programs that give students direct encounters with the poor and oppressed are a pillar of Jesuit education and are held in high esteem here at The University of Scranton. Our dedicated team of directors, volunteers, and student leaders prepare our students well for the missions they undertake, keeping in mind the spiritual formation of participants as they encounter marginalized peoples. Faculty and staff from across the University community happily participate as supervisors for these faith-based programs and witness through their participation that service to those in need is an integral part of embodying Gospel values.

The Domestic and International Service Programs are year-long processes that provide students with the opportunities to connect their faith to service while they are preparing for, processing during, and reflecting on their service after their trips through the lens of Catholic Social Teaching. In 2017, 169 students participated in trips, a 46% increase from the previous year. There are four components to ISP student formation:

- ◆ Country education—includes extensive cultural education as well as education about justice issues that relate to the plight of the local poor with whom our participants engage
- ◆ Prayer—participants learn to pray Jesuit prayers like the *examen* and other communal prayers
- ◆ Reflection—regular reflections are given on the prayers or readings at every meeting as well as a follow up retreat upon the groups return to Scranton
- ◆ Community Building—team building exercises meant to form each group in mutual respect and Christian love

ISP students and leaders engage the entire Scranton community through fundraising efforts that also act to build awareness around issues of global injustice. These efforts include:

- ◆ ISP Great Commons Ball Roll
- ◆ Letter Writing Campaign to alumni, faculty, staff, families, and friends
- ◆ Gift Basket Raffle

Our international and domestic service trips are faith-based and are undertaken as a response to the Gospel call to help those in need. This call, found in Matthew's Gospel, teaches its leaders that it is by service to those in need that humanity will find the road to God. Service for any person of faith is not optional but a response to a Divine call to help the other in need in order to foster greater peace and justice in a world more respectful of human life and dignity.

### Some highlights from 2017

- ◆ Eleven international service trips to seven Central and South American countries in May and June
- ◆ One hundred and five student participants, eleven of whom were peer facilitators who, along with their mentors, began preparations in November 2016
- ◆ Sixty-two participants in eight service trips that served local Northeastern Pennsylvania communities as well as Syracuse, NY, Washington, DC, and Kentucky
- ◆ Journaling and daily reflection are integral to all of these programs and promote a habit of reflecting on one's experience to gain insights about how best to engage the situation at hand and integrate it with hearts that seek the *magis*

## Services for the Local Poor: Community Health Outreach

### The Edward R. Leahy Clinic for the Uninsured

The Leahy Clinic is committed to developing innovative opportunities for faculty, students, and community to work together to fill gaps in health, wellness, and educational services to the poor, marginalized and underserved population in the community in which the University of Scranton is located. The Clinic makes a commitment to improve access to health care for the uninsured while fulfilling the University's Jesuit tradition of education "young men and women for and with others".

In 2017, 296 graduate and undergraduate students provided 4,118 hours of service along with faculty and community professional providing an additional 1,064 hours of service in the Center and Clinic.

- ◆ Community volunteers: 689 hours
- ◆ Faculty volunteers: 375 hours
- ◆ 1,023 low income uninsured patient were provided free healthcare in 2017.

### Programs for the community at the Edward R. Leahy Jr. Center Clinic include:

- ◆ Acute Medical Care
  - Primary and urgent medical services for any person who is unable to access health care or medical insurance.
  - Wellness programs for diabetes and chronic disease self-management that is culturally sensitive and linguistically specific.
  - Nutrition and exercise program promoting a healthy lifestyle
- ◆ Behavioral health and counseling
  - Individual
  - Parenting Group for at risk women in vulnerable living conditions
  - Shoplifting Group
  - Play Therapy for children with behavior and counseling needs
- ◆ Physical therapy
- ◆ Occupational therapy including specialized Low vision services

### Direct Service to the Local Community

Approximately 1,700 students a semester engage in some type of service work in the local community through programs offered through the Center for Service and Social Justice. Just a few of the most prominent programs are:

- ◆ St Francis Soup Kitchen
- ◆ Community Intervention Center
- ◆ Friends of the Poor

The Alice V. Leahy Food Pantry is a student organized pantry in the Leahy Center, on the campus of the University of Scranton providing healthy food options and fresh produce to 2,062 families and 6,000 individuals since 2008.

### Service Awards and National Recognition

The University of Scranton has received national recognition for its commitment to community service and engagement. It has received the prestigious Community Engagement Classification from the Carnegie Foundation,



been selected for the President's Higher Education Community Service Honor Roll, and noted as a leading service-oriented college by *Washington Monthly*.

### **Carnegie Foundation Community Engagement Classification**

The University of Scranton is among just 311 colleges in the nation to have earned the highly selective Community Engagement Classification designated by the Carnegie Foundation for the Advancement of Teaching. Scranton is among only 23 Pennsylvania colleges and universities to receive the classification.

The Carnegie Foundation recognized the University in 2008 for its success in both Curricular Engagement (the connection of teaching, learning and scholarship to community) and Outreach and Partnership (the extent of focus of institutional resources on community collaboration). To receive the prestigious classification, the University undertook an extensive voluntary application process, in which it demonstrated institutional commitment and support for community service partnerships, as well as documented the impact such programs have had on the community. The University was proud to have been renewed for this prestigious national designation.

### **President's Higher Education Community Service Honor Roll**

The University of Scranton was among just 115 colleges in the nation, and one of only 17 schools in Pennsylvania, to be named to the 2009 President's Higher Education Community Service Honor Roll with Distinction. Launched in 2006, the President's Honor Roll recognizes institutions of higher learning that support innovative, effective and exemplary community service programs. Scranton is among the five Jesuits universities in the nation named to the Honor Roll with Distinction. The Honor Roll is the highest federal recognition colleges and universities can receive for its commitment to volunteering, service learning and civic engagement.

Universities recognized were selected based on a series of factors including the scope and innovation of service projects, the percentage of students participating in service activities, incentives for service, and the extent to which the school offers service-learning courses.

### ***Washington Monthly* Recognition as Leading Service-Oriented College**

A "different kind of college ranking" – one that measures how well universities are meeting their public obligations of providing research, service and social mobility – ranks The University of Scranton among the nation's leading service-oriented colleges. Scranton is ranked 14th in the nation among the top 50 Master's Universities listed in the September/October 2010 issue of *Washington Monthly*.

The national ranking recognizes universities inclined to "spend energy and resources on encouraging students to give back to their communities and their nation," according to the article in *Washington Monthly* that accompanies the listings. "After all, colleges and universities ... conduct cutting-edge research that drives economic growth, provide upward mobility to people of humble birth and mold the characters of tomorrow's leaders."

### **Afterschool Programs**

Tutoring programs are very popular with our students. Below are a number of educational ministries students engage in with local students.

### **Nativity Miguel**

The Nativity Miguel School of Scranton is an independent Catholic, co-educational school that empowers students to reach their full potential as students, leaders, and role-models in their families and community.

### **Big Friends/Little Friends**

Each week, over 40 students from The University of Scranton volunteer at The Valley View Housing Project to provide individual attention to disadvantaged pupils from Scranton-area elementary schools. This program allows pupils mostly in kindergarten through fifth grade a place to go for at least two days a week instead of returning from school to an empty home (and frequently empty refrigerators).

### **Peacemakers After School Program**

Peacemakers is a free, six-week after school program for children ages 9 thru 13 years old. This multi-cultural, inclusive program is facilitated by the University of Scranton counseling and community education students and faculty. The goal is for students to experience and explore the meaning, history and vision of peacemaking and to develop the skills necessary to carry these experiences into the world and the future. The program is implemented on campus in the Leahy Community Health and Family Center.

### **University of Success**

The University of Success is a pre-college program developed and facilitated by the University of Scranton Leahy Community Health and Family Center staff and faculty. It is designed to provide academic, social and cultural enrichment to high school students. These students are mentored by University students during four years of high school with the ultimate goal to assist participating students to successfully completing high school and gain entrance into a college or university.

### **Scranton Mentors Actively Reaching Teens (SMART)**

Named after a recently deceased long-time University staff member Meg Cullen Brown, this mentoring program matches The University of Scranton students with Scranton School District freshmen who demonstrate high academic ability but also may have exposure to elements that could inhibit their future success. The free program matches thirty University mentors to twenty mentees in teams of three mentors and two mentees. The mentors train for ten to twelve hours with professional staff members and graduate students before embarking on a series of eight interactive sessions that will cover topics such as studying skills, healthy relationships, career goals, social media, interpersonal and decision-making skills, adjusting to high school, building a support network, and managing finances.

### **SPARK SUMMER PROGRAM (with Scranton Prep)**

This program is similar to the Scranton Mentors Actively Reaching Teens (SMART) except that in the summer program students from Scranton Preparatory School team with students from The University of Scranton to mentor incoming first-year students from the Scranton School District. This program is unique because of the intentional pairing of incoming senior students from Prep with those from the University.

### **Other Programs of Interest**

#### **LEAP Program:**

- ◆ Created by student Laura Bopp in her junior year, approximately fifteen students worked with female prisoners to teach creative writing on weekly visits to the Lackawanna County Prison. Bopp spoke about creating this program as one of the Ignatian Solidarity Network speakers at the 2017 Teach-In.



#### **Christmas Day Breakfast:**

- ◆ Between 500-600 guests are served by approximately 100 volunteers from the University's faculty and staff and their families

#### **Thanksgiving Food Drive:**

- ◆ 200 families are served directly by university volunteers who donate the money to purchase goods for the food baskets, prepare the baskets for delivery, and deliver the baskets to needy families.

#### **Community Garden-Food Pantry**

- ◆ The University of Scranton Community Garden is the 7,500-square-foot planting area that is offered to the local community and neighbors free of charge. People from the neighborhood, staff, faculty, eight families from Nepal, and a family from the Democratic Republic of the Congo participated in 2017. The garden is managed by the University Sustainability Office.
- ◆ The Sustainability Office and the Sustainability Club Garden Volunteers participate in the garden and grow produce on approximately 1,000 square feet. All produce grown is donated to the Alice V. Leahy Food Pantry on the University of Scranton campus.

### **Emerging Priorities**

- 1) Increase transportation to service sites. We own a seven-passenger van and have access to a minivan, but more transportation is necessary to accommodate the needs being presented.
- 2) Find a consistent revenue stream to help defray the costs of international service trips so that students of less economic means can participate.





## SERVICE TO THE LOCAL CHURCH

“I call us to be servant leaders who engage in service to our neighbors near and far and who work for justice and stewardship to hasten the Reign of God.”<sup>1</sup>

—Bishop Joseph Bambera, D.D.  
Diocese of Scranton



### Formation Programs for the Laity

The formation of the laity has been a hallmark of Jesuit education from the inception of the Society of Jesus. We continue that great tradition and understand that religious and spiritual formation is a life-long journey. There are a number of opportunities here at the University for employees to deepen their relationship with God through study, liturgy, prayer, and faith sharing.

<sup>1</sup> Most Reverend Joseph C. Bambera, D.D., J.C.L., Bishop of Scranton, *Wounded and Loved, Regathering the Scattered: A Pastoral Vision for the Church of Scranton*, 2011.

Formation programs are run at the national and local levels. Some of the programs that we participate in, or sponsor, in order to form the laity on campus are:

### **AJCU National Programs**

- ◆ Ignatian Colleagues Program (ICP)
- ◆ ACJU Leadership Seminar

### **Jesuit Center Programs**

- ◆ Catholic Intellectual Tradition Seminar
- ◆ Faculty Seminar in Ignatian Vision and Pedagogy
- ◆ Faith for Real Life Seminar
- ◆ Facilities Operations Department Retreats
- ◆ Women's Spirituality Group: Retreat, monthly renewals and education

### **Jesuit Center International Immersion Programs and Pilgrimages**

- ◆ Footsteps of Ignatius Pilgrimage (Spain)
- ◆ Jesuit Center International Programs (Mexico/Arizona border and El Salvador)

### **Ongoing Student Formation**

Almost 400 students served in leadership positions with campus ministries in 2016-2017 as liturgical ministers, retreat coordinators, service trip facilitators, sacristans, office staff, service leaders, various program facilitators, and Catholic Relief Services Student Ambassadors. These student leaders participate in substantial team formation meetings leading up to the event or program that they are planning which include reflection and discernment on their faith. A Servant Leadership Development Program for work study students has been in place for the past two years.

### **Student Catechesis**

Campus Ministries offers the following catechetical opportunities for Catholic students and those inquiring about the Roman Catholic religious tradition:

- ◆ The Mystery Retreat and renewal is a three-day retreat & renewal process designed around the four pillars of the Catechism
- ◆ The three-day Manresa Retreat and a three-day Silent Retreat are based on the Spiritual Exercises of St. Ignatius
- ◆ The five-day Desert Experience retreat in Death Valley, California is based on the mystical tradition of the Church
- ◆ The Busy Student Retreat invites students to make a commitment to set aside time daily and weekly for guided spiritual reflection and experiential catechesis during the 40 days of Lent
- ◆ The RCIA and Confirmation Preparation process uses a lectionary-based model that invites participants to journey with the Church as the Paschal Mystery is unfolded for us week by week. Lectionary themes are used as springboards into catechesis around the basics of Catholicism. All students are invited to participate

### **Graduate Student Faith Formation Programs**

Grads and God is an opportunity for graduate students from all faith traditions (or no faith tradition) to gather in fellowship in a casual forum where relevant and challenging presentations on faith, religion, and spirituality are discussed. The first presenter, Bishop Bambera, spoke to a packed house as have the other presenters. This thriving program will continue into the spring semester.

### **Women's Spirituality Group**

The Women's Spirituality Group is designed to give formative training in matters of religion and spirituality to women on our faculty and staff. Special attention is paid to the various aspects of the Catholic and Jesuit heritage that animates our work on campus. This group meets monthly over the lunch hour for good food, a good lecture, and good companionship.

### **Public Forums and Diocesan Relations**

There are a number of ways the University promotes mission and identity ideals through public forums. All of their offerings are open to university faculty and staff.

#### **The Schemel Forum**

Founded in July 2006 as a resource for the entire Scranton Community, The Schemel Forum provides a space for internationally recognized scholars, across a variety of disciplines, to engage the entire Scranton community (university and local) in the important issues of our particular time and place. It has become clear that there is a hunger in the larger Scranton community for cultivating the intellect and imagination through the study and discussion of classical and modern texts. Recent scholarly insights about the arts, history and philosophy, or technology and theology are also explored. The spirit that created and guides The Schemel Forum reflects an energy and determination that bodes well for the quality of life in the greater Scranton area well into the future.

The Schemel Forum offer three courses each semester (at minimum cost to participants) as well as twelve World Affairs Luncheons spread over the course of the academic year. Schemel Forum programs are often done in collaboration with academic departments or centers on campus so that our students, faculty, and staff might also gain insights into the problems and opportunities in our rapidly changing world.

#### **Relationship to The Local Ordinary**

The University of Scranton is blessed to have as its local ordinary a man who knows the University well: Bishop Joseph Bambera. Bishop Bambera, who at one time took graduate level theology classes here and has also served on the Board of Trustees, is well acquainted with developments on campus because he enjoys a close relationship with our current and former presidents. Our most recent presidents have continued to cultivate a rich relationship with Bishop Bambera, recognizing his special role as our diocese's principal Teacher, Priest, and Shepherd.

The Jesuit Center Staff reached out to the bishop and informed him of the Mission Priority Examen and he was later given a copy of the self-study and asked to offer comments about the report. The Jesuit Center Staff then met with Bishop Bambera to receive any feedback he might have about the document or ways in which the University might strengthen its ties to the Diocese. The Bishop was thankful for the opportunity to participate in the Mission Priority Examen and added nothing to the self-study. Bishop Bambera has a profound understanding and appreciation for Ignatian Spirituality and educational pedagogical principles and anticipates continued collegial collaboration between the University and the local Church.

#### **Jesuits and Their Work in the Diocese**

The Jesuits genuinely enjoy a good reputation in the Scranton Diocese because of the many ways they assist the pastors in their duty to administer the sacraments to the people of God. One of the members of our Jesuit Community is the pastor of a local parish (St. Mary's Byzantine) and the administrator for another parish (St. John's Byzantine). A number of men offer regular coverage for masses and other sacramental needs like confessions. Some of the local clergy seek out Jesuits to act as spiritual directors.

The University of Scranton is proud to host a number of diocesan events on our campus throughout the year for large gatherings of the faithful.

- ◆ Diocesan Worship Conference (annually)
- ◆ Deacons from the Trenton (NJ) diocese have a weekend retreat here annually
- ◆ Bishop Bambera often attends large community gatherings on campus like the Mass of the Holy Spirit, the Baccalaureate Mass, and Graduation
- ◆ 2018 is the Sesquicentennial Anniversary of the Diocese of Scranton and The University of Scranton will honor the diocese with a number of events to commemorate the diocese and celebrate our mutual friendship. Bishop Bambera will receive the Arrupe Award from the University, on behalf of the diocese in April of 2018.

## Engaging Other Faith Traditions

Through the dedicated ministry of Imam Riaz Hussain, a Professor of Finance here for the past fifty-one years, the University has been able to offer the weekly Jumu'ah prayer in a mosque provided on campus. The presence of Imam Hussain has been an important religious and cultural touchstone for the University of Scranton for a number of reasons. Religiously, Imam Hussain offers religious services and gives pastoral care for our Muslim students, faculty, and staff. Culturally, having a well-known professor on campus who can articulate the tenets of Islam and their intersection with Catholic and Jesuit ideals has been an invaluable resource for our entire University and local community. The University is also pleased to offer a weekly Byzantine Catholic Divine Liturgy in our Byzantine Chapel.

## Collaborative Projects Between Departments and Centers

The Theology/Religious Studies Department and The Jesuit Center collaborate on a number of projects that highlight a commitment to both inter-religious understanding and the theological underpinnings of contemporary political and social issues. They also partner on important scholarly events which are open to the local community. For the 2016 presidential election, T/RS and the Jesuit Center held an event titled, "Can a Christian Vote for Trump (or Clinton)?" in order to examine the positions and actions of the two candidates from a theological and religious perspective.

A collaboration between the Theology/Religious Studies department and the University's Mission Center which allows for the exploration of a pressing theological/cultural matter in the public sphere. The keynote speaker for February 2018 is a scholar named Erin Cline from Georgetown University who will engage us in a series of conversations about sharing the Ignatian Spiritual Exercises with people of other religious traditions.

### Scranton Area Ministerium (SAM)

This group is dedicated to inter-religious understanding and ecumenism in the local community and have monthly meetings and other programs that support a culture of respect and understanding across faith traditions. Jesuit Center Fellow Fr. James Redington, S.J. is a member of Scranton Area Ministerium and a recognized advisor for our local bishop about inter-faith and inter-religious issues if needed.

### Preparing of the next generation of Catholic Intellectual Leaders

Available by invitation to incoming freshmen, the Special Jesuit Liberal Arts Honors Program (SJLA) provides an alternate way of fulfilling General Education requirements. Courses for SJLA program participants, who are drawn from all different majors, attempt to foster skills that University graduates have found particularly useful in law, medicine, business, and graduate school.

### Special Jesuit Liberal Arts Program Outcomes

- ◆ Students will display a comprehension of the history of and major texts in Western philosophy, theology, and literature.
- ◆ Students will demonstrate *eloquentia perfecta* in speech and writing, stemming from a mastery of the elements of critical thinking, reading, and listening.
- ◆ Students will show evidence of personal formation – a thoughtful sense of their relationship to themselves, to others, and to God – and of the role of cultivated community in personal growth, discernment, and life-long learning.
- ◆ Students will demonstrate, based upon study and on personal experience, the ideal of being men and women for others.





## Academic Honor Societies

### Theta Alpha Kappa

This national honor society recognizes excellence in the field of theology and religious studies. Membership is given only to those who have consistently shown excellence in the field of theology or religious studies and maintained a high cumulative grade point average.

### Alpha Sigma Nu Jesuit Honor Society

The National Jesuit Honor Society was founded in 1915 with chapters in thirty Jesuit universities throughout the United States. The Scranton chapter was founded in 1943 and is the oldest Honor Society in the University. It is the only Honor Society open to students and faculty in all disciplines and all colleges of the University and its admission standards are the most rigorous. Juniors and seniors who have distinguished themselves in scholarship, loyalty, and service are eligible for membership. Appointment is made by the president of the University on the recommendation of the moderator and nomination by chapter members of the Society. Currently, our chapter has 115 active members with approximately 40 more faculty and staff.

### Blessings Returned

As a sign of thankfulness, many of those who work and teach here at The University of Scranton volunteer their time and talents in their local parishes, and/or in the communities where they live. Recently, The Jesuit Center asked all faculty and staff to fill out a simple poll asking about the places they volunteer and how many hours they typically give back in any given week.

Of the 129 respondents (out of a possible 669) 73% reported that they volunteer at their parishes/houses of worship or at an organization in their local community. Respondents also reported that they normally volunteer between one and five hours a week. If we take just these respondents and presume the most conservative estimates when considering the amount of volunteer hours given back to local communities, they give back over 6,000 hours.

## Emerging Priorities

- 1) Organize or Sponsor specific lectures given to the larger University community by Jesuit Scholars addressing issues of the intersection of faith in public life.
- 2) Continue to develop engaging programs as recruitment tools for high school students, especially those who are the first in their families to have a chance of attaining a college degree.
- 3) Dedicate an annual lecture to bringing to campus prominent experts from other religious traditions to better educate our community about that faith tradition while demonstrating possible shared values and fruitful differences.





## JESUIT PRESENCE

“My experience at The University of Scranton helped me to hone the shortest version of my vocation story, which has the extra bonus of being true: ‘I joined the Jesuits because I knew happy Jesuits.’ I am grateful for my experience at the University, and recall my brief time there often and fondly.”

—Keith Maczkiewicz, S.J.



### The Witness of the Jesuits

Jesuits are active in a variety of administrative roles here at The University of Scranton including the President, the University Chaplain and the Executive Director of The Jesuit Center. Nine Jesuits are currently employed at the university and three other Jesuits offer indirect support through their work in the Jesuit Community. It is clear that the University community admires the work of the Jesuits and enjoys having them participate in campus programs. It is common for Jesuits in the community to be invited into various classrooms (across a range of disciplines) to discuss specific topics relating to the Church, Ignatian spirituality, or their academic specialty.

Jesuits teach in a variety of departments and their scholarly expertise support the following academic departments:

- ◆ Biology
- ◆ Mathematics
- ◆ Philosophy
- ◆ Political Science
- ◆ Sociology, Criminal Justice, and Criminology
- ◆ Theology/Religious Studies

### **Jesuit presence at University of Scranton**

- ◆ Jesuits are present to students, faculty, and staff in many informal ways, as well.
- ◆ Three Jesuits live in the residence halls and provide our students with advice, companionship, and support.
- ◆ Jesuits often attend sporting or cultural events to support the hard work of the students and those that coach or instruct them.
- ◆ Jesuits generously give of their time and talent to assist with retreats or various sacramental duties on campus.

### **University Chaplain**

Scranton's University Chaplain is a man of many gifts who possesses great energy and apostolic zeal. His role as chief pastoral contact for the University community fits him well. Just a glimpse of some of his activities include:

- ◆ Being a major support person for the local Jesuit Volunteer Corp Community
- ◆ Giving many well-regarded lectures on campus on a variety of academic or cultural topics
- ◆ Being pastorally present to any and all on campus who have recently lost a loved one
- ◆ Presiding at many funerals of the above-mentioned people
- ◆ Organizes, with colleagues in Campus Ministries, healing services when moments of national tragedy transpire

### **The Jesuit Community**

The Jesuits dedicate themselves in particularly meritorious ways through the care they show our students. Some of these expressions of care and concern given by Jesuits are:

- ◆ helping with the production of theater projects
- ◆ writing letters of recommendation
- ◆ being available to students in order to help those who might be struggling with the complicated subject matter or spiritual issues
- ◆ acting as a chaplain to an athletic team or moderating a club like the Knights of Columbus

### **Declaration of Shared Purpose**

Just as the Board of Trustees has responsibilities towards the University and the Maryland Province of the Society of Jesus, the local Jesuit Community and the Maryland Province have responsibilities toward the University and the BOT. The Jesuits missioned to the University will help animate the Catholic and Jesuit mission and identity of the University in the following ways:

- ◆ Serve as faculty, staff, and administrators

- ◆ Collaborate with University Ministries in pastoral and spiritual ministry to the University community, giving particular attention to the Spiritual Exercises and the principles of Jesuit education
- ◆ Celebrate Mass and hear confessions on campus
- ◆ Assist in the recruiting process for fellow Jesuits
- ◆ Practice the ministry of hospitality

### Vocation Discernment

Vocation promotion is strong on campus as attested to by the numerous Jesuits who have either attended or worked at the University. Five men with deep ties to our university community have either recently been ordained priests or are in formation for ordination. One reason why vocation promotion is strong here is because the local community is supportive of the current Jesuits and religious on campus and actively encourage the young people they interact with to consider a vocation to the priesthood or religious life. The same is true of young women who are considering vocations to religious life. The people of Scranton are proud of their Catholic faith and supportive of religious life.

Some of the programs offered on campus concerning religious life:

- ◆ Annual visits from the province vocation director
- ◆ Jesuit Vocation Sunday
- ◆ Regular discernment retreats held by the Office of Campus Ministries
- ◆ Regular contact with the diocesan vocations promoter. This priest often co-presides at our large liturgies in order to let students know he supports the university.

### Challenges

There are many challenges present at this time regarding the presence of Jesuits at The University of Scranton. Just twenty years ago there were forty-one Jesuits living on campus, almost all of whom had an appointment to the University. By 2007, that number dropped to twenty-five and as we begin 2018, we stand at fifteen in the community with fewer than ten working directly for the University. The lack of Jesuits to fill academic and pastoral roles on campus is not unique to our University community. Every Jesuit apostolate is currently feeling the strain between apostolic opportunities and initiatives and the lack of Jesuits to help undertake those initiatives. Our University community must find creative ways to address this issue with the University Jesuits taking the lead. Some suggestions for garnering a more robust Jesuit presence are:

- ◆ Recruiting actively qualified Jesuits from this and other countries.
- ◆ Inviting Jesuit scholastics (Jesuit Seminarians) to campus for specific academic or Jesuit seminars.
- ◆ Working with the Province Formation Assistant and Provincial to identify qualified candidates for possible recruitment and actively seeking them out.

The Jesuit Center and Jesuit Community might also consider increasing the opportunities for members of the University community to experience the Spiritual Exercises. Many of the Jesuits on campus give spiritual direction to students, faculty, and staff. Some also act as spiritual directors for members of the diocesan clergy or members of religious orders. The Jesuit Center staff is currently looking into programs that will train them in the art of giving the Exercises so that all who seek this powerful experience of God working in her or his life can have the opportunity to do so. The offering of the Exercises will remain a top priority for the Jesuit Center staff moving into 2018.



### Emerging Priorities

- 1) Encourage Jesuits to continue their participation on committees, senates, and search committees, as well as various academic forums like the Schemel Forum or the Faculty Research Seminar.
- 2) Host a series of lectures, talks, demonstrations etc. given by young Jesuit scholars. This would create a sense among young Jesuits that The University of Scranton wants to continue supporting Jesuit academicians and would show our students the same.
- 3) Create a more comprehensive way in which the Jesuit Community offers hospitality to our colleagues and students, with a special emphasis on young people who feel called to discern the possibility of a vocation to the priesthood or religious life.





## INTEGRITY

“Words have meaning; if a college or university describes itself as “Jesuit” or “in the Jesuit tradition,” the thrust and practice of the institution should correspond to the description.”<sup>1</sup>

—Peter Hans Kolvenbach, S.J.



### University Management and Administration reflect its mission and identity

In the day-to-day operation of The University of Scranton, there are a multitude of examples that express our commitment to the Catholic and Jesuit ideals that are foundational to our mission. The University Office of Human Resources continues to craft policies that demonstrate a clear and convincing commitment to fairness in the workplace regarding pay and promotion as well as a profound commitment to ensuring fairness in hiring and promotion practices.

### Human Resource Policies that demonstrate a commitment to mission

#### Compensation and Benefits: A Commitment to Fairness and Equality

Historically, the University has endeavored to provide annual salary increases to faculty and staff at levels matching or slightly exceeding the Consumer Price index. For the past five annual increase cycles, the University has

<sup>1</sup> Peter Hans Kolvenbach, S.J., *Address of the Very Reverend Peter-Hans Kolvenbach*, given at Assembly 1989.

established tiers for the percentage amount of the annual salary increase for staff to provide a higher percent calculation for lower paid staff and to ensure a more equitable and just distribution of our resources.

In May 2017, the University implemented the first phase of an updated staff compensation program. The revised program included market assessments of staff jobs and updated salary bands. Also of note:

- ◆ Base start rate increased from \$10.00 an hour to \$10.77 an hour
- ◆ The University has discounted the health insurance individual cost share for staff earning less than \$50,000 per year
- ◆ Ninety-one employees received a pay increase in the first phase of implementation
- ◆ Full implementation to be scheduled over several budget cycles as University finances allow

The University continues to provide a comprehensive health insurance plan, short- and long-term disability, life insurance, and a generous retirement plan benefit to assist employees with increased financial security in the event of an illness and in retirement. The University also provides:

- ◆ Paid time off for staff including sick, vacation, personal, bereavement, holiday, etc.
- ◆ Paid time for the days the University is closed between Christmas and New Year's.
- ◆ Paid time off for mission-related development or activities

### **Fairness in promotion practices and to gender, racial, and ethnic opportunity**

Job announcements are advertised through various sites and organizations specifically targeted to ensure a highly diverse and qualified applicant pool. All search committees are required to attend non-discrimination training, including information on identifying internal biases, prior to reviewing the applicant pool and choosing candidates to progress in the process.

The Office of Equity and Diversity, which administers the University's *Non-discrimination and Anti-Harassment Policy*, reviews hiring practices and internal promotion procedures for compliance with both federal law and University policies, and according to the non-discrimination statement:

*“The University of Scranton is committed to providing a safe and nondiscriminatory employment and educational environment. The University does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, sexual orientation, or other status protected by law. Sexual harassment, including sexual violence, is a form of sex discrimination prohibited by Title IX of the Education Amendments of 1972. The University does not discriminate on the basis of sex in its educational, extracurricular, athletic, or other programs or in the context of employment.”*

### **The process for academic advancement among new professors**

The process of academic advancement and evaluation of all faculty was written through collective bargaining between faculty and administration and is clearly articulated in the Faculty Handbook.

### **Formation for Mission and Leadership**

There are a number of programs specifically meant to help form leadership for the mission here at The University of Scranton, and they are explained in greater detail in Characteristic One of this self-evaluation. These programs do not include the many everyday conversations between senior leadership and The Jesuit Center staff concerning issues of implementation of mission-oriented objectives nor the many articles and books being disseminated throughout the University specifically addressing issues related to Catholic and Jesuit identity.

## Professional Development and advancement for Employees

The University provides a 100% tuition remission benefit for staff and faculty who enroll in University catalogue/credit courses. Other benefits include but are not limited to:

- ◆ Professional development funds given by individual departments
- ◆ Staff Senate Professional Development committee, in partnership with HR and the Center for Health, Education and Wellness, offers many opportunities to learn about communicating effectively or learning about good management skills.

## Financial Management that gives evidence of a commitment to mission

### Discernment, Investment Strategies, and Resources

The Senior VP for Finance and his team have continued to focus on producing balanced operating budgets and stabilizing the University's overall financial position during very challenging times in private higher education. This emphasis has been crucial in order to preserve and protect the University's mission and the transformational experience we provide our students. Like many other Jesuit and private institutions, ongoing undergraduate enrollment volatility and significantly increasing freshman discount rates have continued to create great stress on the University's operating budget over the last few years which has generated an ongoing sense of urgency to stabilize the University's financial operations. During this period, the Finance Division has led the University through some difficult budget conversations in a thoughtful, mission-sensitive way, which we believe has minimized the negative impact of these very real pressures.

### Financial Management practices that give evidence of the University's ongoing commitment to mission

In terms of our endowment investments, The University of Scranton's Endowment Investment Committee has moved, where practical, to managers and vehicles that are screened based on USCCB SRI Guidelines. In terms of the University's operating budget and financial management practices, we have numerous examples of our ongoing commitment to the mission. These include the development of a strategic financial plan called the "Comprehensive Resource Review." The principle of the CRR has been to:

- ◆ anticipate the financial challenges the ongoing volatility in undergraduate enrollment and related net revenues has on our overall financial health
- ◆ create an institutional roadmap to help the University chart a responsible plan of action

While we have had to implement budget cuts or reductions in certain fiscal years, we have gone about these difficult decisions from the context of "responsible stewardship." This has been demonstrated by way of:

- ◆ Salary increases for staff throughout this period while maintaining a strong benefit package
- ◆ An increase in the living wage
- ◆ Regular across-the-board salary increases for faculty, with some merit increases in some years

As part of our overall "budget balancing" exercise, the Finance Division has looked for ways to keep a Scranton education affordable and accessible. This philosophy was grounded in the principles that were part of our latest Strategic Plan. The Finance Division fundamentally believes that the age-old debate over "Margin versus Mission" is best described as "without adequate margin, the University's mission will suffer." The University manages its finances and operations with a long-term focus on fulfilling and sustaining the mission of the University.

The Finance Division has continued to promote "*Cura Apostolica*." This emphasis has required the Division



to lead difficult campus conversations around our institutional cost structures and expenditure patterns. We need to continue to live within our means, which is starting to become more challenging given our ongoing enrollment challenges. Finance Division efforts have included:

- ◆ A series of bond refinancings which have significantly lowered our overall debt service costs.
- ◆ Targeted staffing reviews to ensure efficiency and maximize resource utilization
- ◆ Higher emphasis on leveraging our substantial investments in technology to increase efficiency and enhance the student experience.
- ◆ Development of a “cost of education” database so the campus better understands academic program contributions and costs which should lead to better utilization of limited financial resources.

To conclude, the Finance Division has continued to keep the mission of the University front and center. The Finance Division has continued to manage the financial affairs of the University in a responsible way, evidenced by the clean, unqualified opinion we receive each year from our external auditors. When difficult decisions have to be made, we continue to emphasize the need to treat our faculty and staff in a very respectful way. In their commitment to excellence, the Finance Division will continue to look for ways to strengthen and preserve the University and its Catholic and Jesuit mission through effective fiscal management practices.

## Physical Resources Management that gives evidence of a commitment to mission

### Environmental Sustainability: Integral to our Catholic and Jesuit Mission

The University of Scranton Facilities Management department’s commitment to the principles laid out in Pope Francis’ encyclical *Laudato Si* is manifested through its efforts to welcome all members of the campus community to engage in a variety of activities that promote the caring for the environment. Just one example among many is the presence of a robust Community Garden that strengthens our community by educating our students about gardening and supplying fresh food to our Leahy Center food pantry. Many annual events are held on campus to promote issues that speak to our common responsibility to care for the earth that sustains all life.

We have incorporated energy efficient technology in our new construction and renovations over the past twenty years. Three of our campus buildings have the distinction of being LEED certified. University facilities have energy saving lighting, equipment that conserves over 10 million gallons of water each year, filtered water bottle filling fountains, and green cleaning products and equipment. Our aggressive recycling program includes composting over forty tons of pre-consumer food waste, tons of oil and grease, and thousands of light bulbs annually.

The Office of Sustainability resides within the Facilities Management department. It employs ten work-study students who collaborate on dozens of sustainability initiatives each semester. The University offers free public transportation for students, faculty, and staff. Students take advantage of an Enterprise CarShare program on campus. Student Government and the Sustainability Club are active in projects, programs, and events on campus that raise awareness about caring for our creation.

We recognize the largest impact our University can have on changing the world is by teaching and inspiring our students, faculty, staff, and local community. Our campus is our sustainable classroom. In 2017, the University was recognized by the *Princeton Review* among the most “green” colleges in the nation. The Northeast Pennsylvania Environmental Partners and the Commonwealth of Pennsylvania Office of the Governor have also recognized the University of Scranton for its immense contribution to the education of not only our campus population but the local community, as well, in disciplines of sustainable practices and initiatives.

“Environmental education should facilitate making the leap towards the transcendent which gives ecological ethics its deepest meaning. It needs educators capable of developing an ethics of ecology, and helping people, through effective pedagogy, to grow in solidarity, responsibility and compassionate care.” *Laudato Si* (210).

## Art, Architecture, and Landscape: Transcendence Touches our Campus

Our campus reflects the beauty of creation and the beauty of the artistic human spirit. There are a number of places for people to pray or reflect on campus, signifying the University's desire, inspired by its Catholic and Jesuit ideals, for all to engage in ongoing reflection and prayer. We take St. Paul's words to the good people of Thessalonica to heart and resolve to "Rejoice always, pray without ceasing, give thanks in all circumstances; for this is the will of God in Christ Jesus for you." (1 Thessalonians 5:16-18)

- ◆ Chapman Lake retreat center and chapel (accommodates up to 75 persons)
- ◆ Madonna Della Strada Chapel
- ◆ Leahy Prayer waterfall
- ◆ Leahy rooftop garden
- ◆ Leahy prayer room
- ◆ Sacred Heart Chapel
- ◆ Rose Garden
- ◆ Ciszek Hall
- ◆ Weinberg Memorial Library Heritage room reflection and meditation murals
- ◆ Champion Hall Jesuit residence and chapel
- ◆ The campus Mosque
- ◆ Many religious statues with outdoor seating (Christ the Teacher, Joseph the Worker, Metanoia, St Ignatius, Jacob wrestling with the Angel)
- ◆ Hyland Hall Art Gallery (for outside artists, photo, sculpture, paintings etc.)
- ◆ Religious poetry and quotes found on buildings and walking paths
- ◆ The Community Garden as a location for reflection/rest
- ◆ Brennan Hall religious stain glass artwork
- ◆ The Estate contemplative walkway to be completed in Spring 2018

## The promotion of community, conversation, and collegiality rooted in the Catholic commitment to the social nature of the human person

### First-Year Programs

One way we promote community and conversation among students is through myriad programs when they begin their studies at the University. Below are four key programs that are grounded in our Catholic and Jesuit mission:

#### New Student Orientation

Each summer, the University holds four Orientations sessions for new students and their families to introduce them to the University family and to ensure they feel welcome and have the necessary information to fully engage the University community. Coordinated by the Center for Student Engagement, new students and their families are welcomed to our University through various sessions, some of which speak directly to our Catholic and Jesuit mission and offer opportunities for furthering their spiritual development.

#### Royal T.A.P.S. (Teaching Alcohol Preparedness for Students)

Coordinated by the Center for Health Education and Wellness, Royal T.A.P.S. is a mandatory program for all first-year students focused on alcohol education and decision making within the University environment. We are committed to offering this and other alcohol education programs because of our "care for the whole person" *cura personalis*.

### Promoting Awareness of the College Transition (P.A.C.T.)

PACT is a mandatory program for all first-year students that is given in September each year. Through this one-hour program, peer facilitators engage first-year students in conversations about the importance of healthy relationships with relationships defined broadly to include family, friends, intimate partners, faculty, and others.

### Promoting Civil Conversations: Bursting Our Political Bubbles

In an effort to meet the growing demand for persons in our nation to engage in political conversation that is based on mutual respect, The Office of Community Relations, the Jesuit Center, and an outside contractor are hosting a workshop to train interested faculty and staff in the art of facilitating healthy dialogue across political divides. The workshop, “Bursting Our Political Bubbles,” has attracted more than thirty faculty and staff with the end goal being that these newly minted facilitators will help our student participants navigate these difficult conversations in the open forums to be held in the spring of 2018. The political dialogue forums will be open to all students.

## Emerging Priorities

- 1) Support shared responsibility for the fiscal health of the University at each and every level.
- 2) Continue our good work on efforts to promote environmental justice by way of a deeper commitment to using sustainable energy and reducing our community’s overall waste production.

## Institutional Priorities

Along with the emerging priorities our community has identified in each of the seven Mission Priority Examen characteristics, we affirm in a special way three other university-wide priorities that are institutional goals. These goals, which were identified and affirmed by our community, outline areas of specific growth around diversity, mission driven collegiality between leadership bodies, and the larger availability of the Spiritual Exercises for faculty, staff, and administrators. They are articulated below:

- ◆ Inspired by the Catholic, Jesuit values that are foundational to the mission of The University of Scranton, the campus community will continue to explore effective strategies for enhancing the diversity and inclusion of The University of Scranton Community.
- ◆ Inspired by the concept of the *magis*, the University seeks to continue an effective, collegial, mission driven culture between leadership bodies on our campus.
- ◆ Acknowledging the formational and transformational impact of the Spiritual Exercises, the Jesuit Center will expand and organize current offerings of the 19th Annotation retreat to members of the faculty, staff, administration, current students, and alumni.

## Conclusion

The University of Scranton enthusiastically affirms the Catholic and Jesuit values that are foundational to the mission of our community. One of the many gifts of the Mission Priority Examen process has been our energetic conversations about the Catholic and Jesuit values upon which this great institution of higher learning has been built. The members of The University of Scranton Community renew once again our commitment to these values and dedicate our collective energies to their manifestation on our campus and in our city, state, nation, and world.





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