

THE UNIVERSITY OF  
**SCRANTON**  
A JESUIT UNIVERSITY

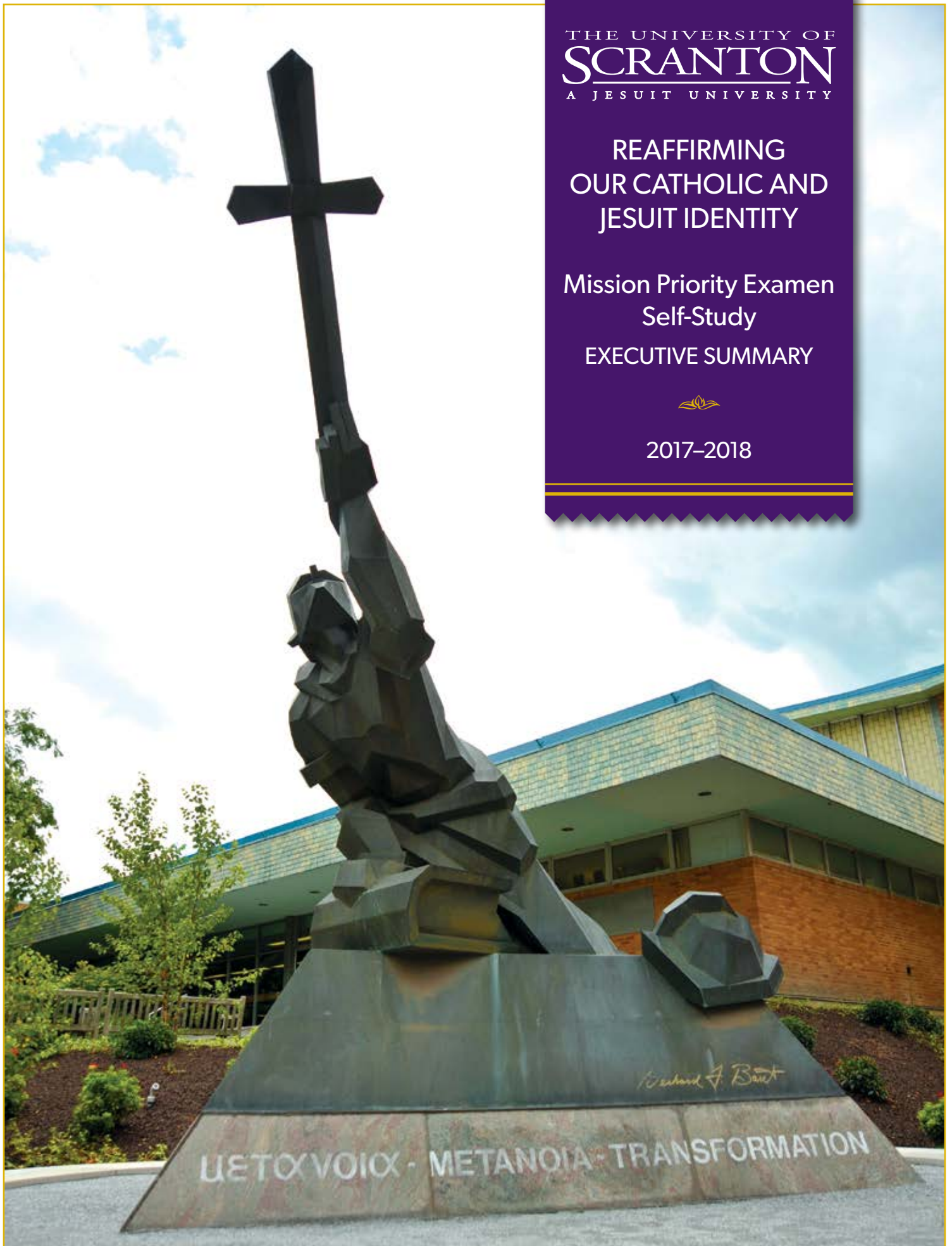
REAFFIRMING  
OUR CATHOLIC AND  
JESUIT IDENTITY

Mission Priority Examen  
Self-Study

EXECUTIVE SUMMARY



2017-2018



ΜΕΤΑΝΟΙΑ - METANOIA - TRANSFORMATION

## Mission Priority Examen Committee

### Jesuit Center Senior Staff

Rev. Patrick Rogers, S.J., DLS (*Executive Director, the Jesuit Center*)

Ryan Sheehan, J.D. (*Assistant Director, the Jesuit Center*)

Rev. Jim Redington, S.J., Ph.D. (*Jesuit Center Fellow, Scholar in Residence for Interreligious Dialogue; Theology, Adjunct Professor*)

### Jesuit Center Student Staff

Luis Melgar '18 *Exercise Science*

Virginia Farrell '20 *Art History*

Jake Brown '21 *Biology*

Stephanie Adamec (*Director: Center for Health Education and Wellness*)

Michael Allison., Ph.D. (*Departmental Chair: Political Science, Professor*)

David Angeloni (*Director of Field Placement: Education*)

Donald Bergmann (*Chief of Police*)

Rev. Timothy Cadigan, S.J., Ph.D. (*Biology, Assistant Professor*)

Brian Conniff, Ph.D. (*Dean of College of Arts and Sciences*)

Harry Dammer, Ph.D. (*Associate Dean: College of Arts and Sciences*)

Robert Davis, Ed.D. (*Chief of Staff*)

David Dzurec, Ph.D. (*Departmental Chair: History, Associate Professor*)

Tara Fay, M.S. (*Biology, Faculty Specialist*)

Teresa Grettano, Ph.D. (*English, Assistant Professor; Director: First Year Writing*)

Rev. Herbert Keller, S.J. (*Interim President; Rector of the Jesuit Community*)

John Kirrane (*Assistant Director Student and Staff Development for Residence Life*)

Christian Krokus, Ph.D. (*Departmental Chair: Theology, Associate Professor*)

Catherine Lovecchio, R.N., MSN, Ph.D., (*Interim Chairperson: Professor of Nursing and ICP*)

Rev. Richard Malloy, S.J., Ph.D. (*University Chaplain*)

Michael Mensah, Ph.D. (*Dean of Kania School of Management*)

Fred Mercadante, M.S. (*Campus Minister for Retreats and Sacramental Formation*)

Julie Nastasi, Sc.D., O.T.D., O.T.R/L., S.C.L.V., F.A.O.T.A. (*Occupational Therapy, Assistant Professor*)

Debora Pellegrino, Ed.D. (*Dean of Panuska College of Professional Studies*)

Bryn Scofield (*Administrative Assistant to the Associate Dean College of Arts and Sciences*)

Gretchen Van Dyke, Ph.D. (*Political Science, Associate Professor*)

Kate Yerkes (*Assistant Provost for Institutional Planning*)



**“It is for you to put your shoulder to the wheel and to see this institution of learning rising up, and it is the great desire of our heart to see your children gather therein to learn first the faith and then to learn those other branches necessary for their welfare in the world.”<sup>1</sup>**

—Bishop William G. O’Hara, D.D. August 12, 1888



From its inception in 1888 as St. Thomas College to the present day, The University of Scranton has dedicated itself to its primary apostolic mission of offering an educational experience that is intellectually stimulating while forming young people of high moral character who will continue to engage in the never-ending task of building families, communities, and nations that are more just and peaceful. The ancient source and strength of The University of Scranton flows from the teachings of the Catholic Church and is amplified by the unique educational charism of the Society of Jesus.

This unique charism primarily concerns itself “in the education and formation of our students for the sake of the kind of persons they become and their wide influence for good in society in their lives, professions, and

<sup>1</sup> Gayle White and Frank X.J. Homer ’64, Ph.D., *The University of Scranton: A Legacy To Hold, A Future To Build 1888-2013* (Riverbend Books: Covington, GA, 2013), 1.

service.”<sup>2</sup> Father General Peter Hans Kolvenbach said of this charism: “The real measure of our universities lies in who our students become.”<sup>3</sup>

The unique nature of our Catholic and Jesuit charism is determinative in that our charism helps us stand firmly rooted in Church tradition and doctrine yet labor at the crossroads of faith and reason, Church and state, nation and world. Far from diminishing each other, faith coupled with reason helps us seek the *magis* (the “more”) in all things.

The University of Scranton will continue to renew and expand its commitment to its Catholic and Jesuit identity as well as the service of faith and the promotion of justice in every aspect of our common goal of forming women and men for and with others.

The University of Scranton’s identity “is shaped by its heritage in the Catholic Church, the Society of Jesus, and its location in the heart of the former coal-mining country of Pennsylvania’s Lackawanna River Valley. The University is steeped in a tradition that puts spirituality at the core of learning and sees scholarship as a means to greater service.”<sup>4</sup>

## About The University of Scranton

A private, coeducational university located in northeastern Pennsylvania, The University of Scranton is situated on a 58-acre urban campus, located in the heart of the city of Scranton, a community of 75,000 within the Scranton/Wilkes-Barre/Hazleton metropolitan area of approximately 560,000. The University is, by tradition, choice, and heartfelt commitment, a Catholic and Jesuit University,<sup>5</sup> one of the 28 colleges and universities which make up the Association of Jesuit Colleges and Universities (AJCU) consortium. In 2013, the University of Scranton proudly celebrated its 125th anniversary. 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; in the 2017 edition, Scranton placed sixth and was also recognized for “Service Learning” as well as one of the “Best Colleges for Veterans.” In the last 10 years, Scranton students earned five Truman scholarships, 11 Goldwater Scholarships and a Mitchell Scholarship. Since 2009, 34 University of Scranton students have been awarded Fulbright scholarships.

## Academic Structure, Enrollment, and Programs

The University is categorized as a Master’s (Larger Programs) institution by the Carnegie Foundation for the Advancement of Teaching and Learning. Although primarily serving undergraduate students, the University offers a robust graduate and professional degree portfolio, including two professional practice doctoral degrees. The University is comprised of three colleges: the College of Arts and Sciences (CAS), the Kania School of Management (KSOM), and the Panuska College of Professional Studies (PCPS). In addition to the three academic colleges, the Dean of the Library and Information Fluency provides leadership for the faculty and programming of the Weinberg Memorial Library (WML), and oversight for the University’s Center for Teaching and Learning Excellence (CTLE).

The University frames its approach to student learning in terms of its commitment to *cura personalis*, a Jesuit way of proceeding that emphasizes the care and development of each individual. Many learning outcomes reflect various attributes of learning and experience emphasized in the Jesuit educational tradition.

Applications and acceptances continue to rise steadily. The University’s total enrollment reached 5,373 students in fall 2017. Of this number, 3,810 are undergraduate students, the vast majority of whom are

<sup>2</sup> *The Jesuit, Catholic, Mission of Jesuit Colleges and Universities* (A.J.C.U. 2010), 3.

<sup>3</sup> Peter Hans Kolvenbach, S.J. “The Service of Faith and the Promotion of Justice in American Jesuit Higher Education” (Keynote address, *The Santa Clara Lecture*. Santa Clara University, 6 October 2000).

<sup>4</sup> White and Homer: *The University of Scranton*, 2.

<sup>5</sup> See: <http://www.scranton.edu/about/jesuit-tradition/index.shtml>.



full-time. 1,563 graduate students enrolled in fall 2017; of these, 699 are on-campus and 864 are enrolled in online programs. The majority of Scranton students (63%) are residential. The University enrolled 109 international students in the fall of 2017. The undergraduate retention rate as of fall 2017 is 87%.

Racial diversity amongst Scranton students has increased over the past several years, rising to 17% in fall 2017. 48% of these students are Hispanic or Latino. By contrast, since 2008, the minority population among the full-time faculty has decreased from about 10% to 7%. There are 29 full-time and 143 part-time minority faculty at the University as of fall 2017. The student to faculty ratio is 12.8 to 1. Among the full-time faculty, 70% were tenured in fall 2017.

There are over 60 programs<sup>6</sup> of study in 26 departments at the University; the University offers graduate degrees and several types of certification in 29 subject areas. Programs with the highest undergraduate enrollment include nursing, exercise science, occupational therapy, biology, accounting, finance, and business administration. Of these programs, many hold programmatic accreditations: in the PCPS, six out of seven departments have programs with specialized accreditation, and KSOM is accredited by the AACSB. In the CAS, the Department of Chemistry adheres to the standards established by the American Chemical Society, and the undergraduate programs in Computer Science, Electrical Engineering, and Computer Engineering are accredited by ABET. In February 2016, the University's Department of Sociology and Criminal Justice & Criminology received certification from the Academy of Criminal Justice Sciences.

### **Administrative Structure**

The University administration includes the Office of the President and five major divisions headed by vice presidents or vice provosts (Academic Affairs, Finance & Administration, Institutional Advancement, Student Formation and Campus Life, and Enrollment Management & External Affairs). In addition, the positions of General Counsel and University Secretary and the Chief of Staff to the President report directly to the President. All of these positions, with the addition of the Associate Vice President for Human Resources, Chief Information Officer, and Executive Director of the Jesuit Center serve on the President's Cabinet. The University's Dean of Students reports to the Vice Provost for Student Formation and Campus Life. In fall 2017, a total of 619 full-time staff and administrators were employed at the University, 34 of these in administrative roles. There are 50 part-time staff employed.

The University's Board of Trustees currently consists of 29 members (22 male, seven female, and six members of the Society of Jesus). Each member of the Board serves for a three-year term with a limit of two successive terms. The Faculty Senate, Staff Senate and Student Senate each play a role in the shared governance of the institution.

### **The Mission, Vision, and Goals of The University**

As stated in the University's 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 in its way of proceeding, a community dedicated to the freedom of inquiry and personal development fundamental to the growth in wisdom and integrity of all who share in its life." Our vision is to "provide a superior, transformational learning experience, preparing students who, in the words of Jesuit founder St. Ignatius Loyola, will 'set the world on fire.'" Together, our Mission and Vision statements are the foundation for both institutional goals and our goals for student learning.

### **University Mission Statement**

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

<sup>6</sup> This figure includes all programs of study available, including those that do not lead to a degree.

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 life.

### University Vision Statement

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.”

### 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>7</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.

One assessment tool that has proven to be beneficial in helping our University understand how its Catholic and Jesuit values are understood by the people who live out their vocation here came from the recent AJCU sponsored national survey entitled: *Assessing the Understanding of Mission among Faculty, Staff and Administrators in Jesuit Catholic Institutions: University of Scranton Results*.<sup>8</sup> Some of its key finding were:

- ◆ Our University’s aggregate response was 6% higher than the national aggregate.
- ◆ 85% of our respondents to the assessment felt they had a good understanding of the mission of the University and its commitment to forming men and women for and with others.
- ◆ Our assessment also indicated that The University of Scranton had higher mean scores on all questions regarding speaking to others about Jesuit and Catholic values and our institutional dedication to helping those most in need.

## THE UNIVERSITY OF SCRANTON: 1888-2017

### A Short History

From the time he first arrived in Scranton in 1868, Bishop William O’Hara hoped to establish a Catholic college. Not until two decades later did his dream become a reality when, on August 12, 1888, a cornerstone was laid for a building to house St. Thomas College dedicated to St. Thomas Aquinas in the 300 block of Wyoming Avenue adjacent to the Bishop’s residence in downtown Scranton. Four years of intense fundraising

<sup>7</sup> See: [www.scranton.edu/strategicplan](http://www.scranton.edu/strategicplan).

<sup>8</sup> *Assessing the Understanding of Mission among Faculty, Staff and Administrators in Jesuit Catholic Institutions: University of Scranton Results*. Office of Institutional Research: Xavier University, Cincinnati, Ohio. November 2017.



followed before the construction of what came to be known simply as Old Main was completed, and St. Thomas College admitted its first student in September, 1892. After four years of initial operation under the administration of diocesan priests and one year under the Xavierian Brothers, the Christian Brothers were invited to take over St. Thomas College in the fall of 1897 and they remained in Scranton for the next forty-five years as its teachers and administrators.

Under the Christian Brothers St. Thomas College gradually attained maturity. The first four-year baccalaureate degrees were awarded in 1901, although the lack of a state charter authorizing St. Thomas to confer degrees required these diplomas to be issued in the name of other Christian Brother colleges. During World War I St. Thomas was forced briefly to become a two-year junior college, before a state charter was finally obtained in 1924 enabling the College to award its own four-year baccalaureate degrees beginning in 1925. Enrollments then grew, surpassing 1,000 by the late 1930's. Of all of the graduates of St. Thomas College during those years, one man in particular stands out, Frank O'Hara, a member of the graduating class of 1925 who would serve as Registrar from then until 1957, and who was still active as Alumni Director until his death in 1976. He was the first of only six individuals whose full-time employment at the University spanned fifty years or more. The late Marilyn Coar would serve as presidential secretary from 1948 until her retirement in 1999; the late Dr. Joseph Zandarski, Professor of Accounting, served as a faculty member for 53 years before he retired in 2004; Dr. John Beidler, Professor of Computing Sciences, is presently in his 54th year of full-time employment; and Dr. Michael DeMichele, Professor of History, is in his 51st year of full-time service to the University, as is Dr. Riaz Hussain, Professor of Finance.

The University's original physical plant was for a long time confined to Wyoming Ave. where, in addition to Old Main, a residence for the Christian Brothers was constructed next to Old Main in 1908. In April 1941, the Diocese purchased the former Thomson hospital on the same side as Old Main on the corner of Wyoming and Mulberry. In December of that year, the Scranton family donated much of their family's estate in the lower Hill Section to the University, including the mansion which has come to be known simply as "The Estate." The donation, however, came when the University was about to undergo a major transition.



While St. Thomas College enjoyed great success academically – and in athletics – during the 1920’s and 1930’s, the coming of the Depression after 1929 brought growing financial deficits which the Diocese, still the school’s owner, found increasingly difficult to bear. Brother Denis Edward, F.S.C., president from 1931-40, had made aggressive efforts to expand the school’s operations, including the admission of women to the evening school in 1938. Later that same year he brought about a change in the name of St. Thomas College to the University of Scranton. The deficits, however, continued to mount until by the beginning of 1942 the then Bishop of Scranton, William J. Hafey, decided to seek a replacement for the Brothers as the University’s administrators. Bishop Hafey, himself a graduate of a Jesuit college (Holy Cross), then invited the Society of Jesus to assume not only the school’s administration, but its ownership as well. Transfer of the University to the Jesuits was completed in the summer of 1942.

Considering that the University was deeply in debt and that with the start of a World War the immediate future for higher education was quite bleak, the willingness of the Jesuits to accept Bishop Hafey’s invitation represents a remarkable act of faith on their part. Certainly the University’s first years under the Jesuits saw minimal enrollments. The Jesuits used the Scranton Estate house as their community residence and used the former Thomson hospital building as the original home for a Jesuit high school, the Scranton Preparatory School, which opened in 1944. Until the war’s end Old Main provided more than enough space for the few college students that remained as enrolled students.

The passage of the G.I. Bill of Rights, however, meant that after 1945 more young men would be seeking college degrees than ever before, and the University of Scranton, like schools across the country, soon had a



larger number of entering students than at any time in its history. To accommodate this flood of students, temporary classrooms, constructed with surplus Navy barracks, were erected in Scranton's lower Hill Section on properties close to the former Scranton estate. The "A" (for Arts) Building was located where the front portion of the Weinberg Library now stands; the "B" (for Business) Building was where the upper part of St. Thomas Hall is located and the "E" (for Physics & Engineering) Building where the lower portion of St. Thomas Hall is at the bottom of the Commons. For some fifteen years after 1947 the University's operation were divided between Old Main on Wyoming Avenue and the "barracks" some five or six blocks away.

During the ten-year presidency of the Rev. John J. Long, S.J. (1953-63), an entirely new campus was created as the University gradually moved all of its operations from Wyoming Avenue to the lower Hill Section. Between the time he took office and the end of his Presidency, Fr. Long literally replaced every office, every classroom, every laboratory, and every student residence in use as of 1953 with a newly-built or newly-acquired facility, with the sole exception of the Jesuit residence which remained in the Estate until a new residence, Champion Hall was built by the Jesuit community in 1987.

Following in quick succession after the opening of the Loyola Hall of Science in 1956, (the first new construction by the University since Old Main), came Alumni Memorial Library (1959), a Student Center later named the Gunster Center (1960), St Thomas Hall (1962), the eight dormitories in the upper and lower quads (1958 & 1962), Driscoll and Nevils Halls (1965), and finally in 1967 the Long Center. By the fall of 1963 Old Main and the former Brothers' Residence (renamed LaSalle Hall by the Jesuits) were completely vacated and returned to the Diocese. Old Main was eventually razed, but LaSalle Hall remains standing and is now a convent for the IHM sisters serving in downtown Scranton.

The 1970's brought further major changes, including coeducation, a revised curriculum and a new governance structure which placed the University under its own Board of Trustees separate from the Jesuit community. Student enrollments began to rise steadily and by the early 1980's had more than doubled creating a need for additional physical plant that was initially met not by further new construction, but rather through the acquisition of existing buildings located close the University's campus. In 1970 the former Glen Alden Coal Company headquarters at the corner of Linden & Jefferson became O'Hara Hall, and within the next few years the former YWCA building on the opposite side of the same corner became Leahy Hall. It was also during that decade that University was able to fulfill a long-standing desire to close off the 900, 1000 and 1100 blocks of Linden Street which for so many years cut through the center of its campus, thus creating what has become known as the Commons.

The presidency of the Rev. J.A. Panuska, S.J., (1982-1998), the longest-serving chief executive in the University's history, witnessed the return of new construction on a scale beyond that of even John Long's era, all of it designed to meet the needs of a student body that by the end of the 1990's had grown to just under 5000 students. This period of construction produced the Redington and Gavigan student residences, along with a third quadrangle of smaller dorms; the Byron athletic complex; the magnificent Weinberg Memorial Library; the McDade Center for Literary and Performing Arts; two entirely new academic buildings, Hyland Hall and McGurrian Hall; substantial additions to both the Student Center and St. Thomas Hall; a parking pavilion; and major renovations to Loyola Hall and Alumni Memorial Hall, converting the latter from a library to a multi-use academic facility.

Beyond its physical plant, the University gained international recognition for the quality of its education which, in keeping with its Jesuit traditions, goes far beyond the limits of the classroom. Few, if any, schools in the country have produced more Fulbright scholars over the past twenty-five years, and University of Scranton graduates regularly go over to graduate and professional studies at the most prestigious institutions worldwide. Further additions to the campus continued beyond the Panuska years under the leadership of the Rev. Joseph M. McShane, S.J, president from 1998-2003, with the completion of Brennan Hall, the new home of the School of Management, the construction of two complexes of student townhouses on the corners of Mulberry

and Madison, the complete renovation of O'Hara Hall, and an expansion of the University's Conference and Retreat Center at Chapman Lake.

While the presidency of the Rev. Scott R. Pilarz, S.J. (2003-2011) began with a few years of relative quiet on campus, the sounds of new construction again returned with the construction of the new DeNaples Campus Center whose opening at the beginning of 2008 was followed quickly by the demolition of the old Gunster Center. The space where Gunster stood has now been transformed into a magnificent green space dedicated in 2009 as the Dionne Green. Also opening in the fall of 2008 was an imposing seven-story student residence for second-year students, Condrion Hall. In 2009 construction began on the single largest piece of new construction in the University's history – an integrated Science Center erected in what had been the St. Thomas Hall parking lot. A year later the construction of a large new residential complex on Mulberry Street directly across from the DeNaples Center was started.

Physical plant growth has also been accompanied by the introduction of new curricular programs, including the University's first doctoral program in Physical Therapy and the merger of the Graduate School and Dexter Hanley College into the new College of Graduate and Continuing Education. In its graduate programs The University has begun offering more in the area of distance-education, including two online Master's programs in Education. Just this summer the University and the Commonwealth Medical College announced the creation of a joint degree program allowing students to earn both their MD and Master's degree in Health Administration, only the third such program in the country.

In the fall of 2011, the Rev. Kevin P. Quinn, S.J., became the University's twenty-fifth President just as both the new Loyola Science Center as well as the two large student residences on Mulberry Street, Montrone and



Pilarz Halls, were opened for occupancy. Work on the ground floor facilities in the new residence halls was completed by the end of that year adding a new fitness center and food store. The second phase of the Science Center project was then undertaken incorporating what had been the Harper-McGinnis wing of St. Thomas Hall into the Science Center with an entirely new entrance off of the Commons. When this project was fully completed by September 2014 the clamor of bulldozers and cranes only ceased for barely a month before shifting to the lower end of the campus where the original Leahy Hall was razed to make way for the construction of a new Leahy Hall, a towering eight-story Rehabilitation Education Center in 2015. The opening of the Rehabilitation Educational Center was followed by the demolition of the old Loyola Hall of Science and the creation of a green space allowing for the Scranton Estate to be more visible to the rest of the campus. Meanwhile, the University's purchase of a building on the corner of Adams Avenue and Linden Street extended the campus to the edge of Courthouse Square. What had been known as the Ad-Lin Building was renamed Louis Stanley Brown Hall honoring the first African-American to graduate from St. Thomas College.

One of Fr. Quinn's first steps as President was the creation of a Jesuit Center whose mission would be to provide faculty and staff with a deeper understanding of Ignatian spirituality and the principles of Jesuit education. Fr. Quinn also promoted efforts to create for students an educational experience, both in and out of the classroom, that would be both integrated and global. Student service programs have grown significantly and have served to strengthen the interaction between the University and the local community. After Fr. Quinn indicated he would step down as President at the conclusion of the 2016-2017 academic year, the University's trustees announced that a new Athletic Campus under construction in South Scranton would be named in his honor. In March 2017, the Board of Trustees announced that Fr. Scott Pilarz would become the first former President to return to the University as President. Since Fr. Pilarz's commitment as President of the Georgetown Preparatory School would not end until 2018, the Trustees chose the Rev. Herbert B. Keller, S.J., Rector of the Scranton Jesuit Community, to serve as the University's interim President until Fr. Pilarz's return.

As The University of Scranton approaches the 130th year of its existence, it remains firmly committed to the vision set forth by Bishop O'Hara in 1888, the education of its students within a university community that recognizes all of us, whether our formal job descriptions be administrative, faculty, staff, security, maintenance or clerical, as vital parts of that mission.

The arrival of the Jesuits seventy-five years ago brought even more depth to the University's mission and identity. Those two remarkable acts of faith made by Bishop O'Hara in laying the cornerstone in 1888 and by the Jesuits in coming to Scranton in 1942 continue to energize us today.

Frank X.J. Homer  
*Emeritus Professor of History*  
 November, 2017

## The Self-Study Process

We began the self-study process in January of 2017. At that time, the Jesuit Center Senior Staff, together with their faculty and staff advisors, identified and invited others on campus to assist in the gathering of relevant information for our evaluation. Twenty-one staff, faculty, and administrators were divided up into seven teams of three and asked to identify material that would be appropriate for each of the characteristics. The first task of each team member was a thorough reading of the evaluative document *Some Characteristics of Jesuit Colleges and Universities – A Self-Evaluation instrument*.<sup>9</sup> In the spring of 2017 the Jesuit Center staff met with each of the seven characteristic teams to begin the process of determining where to gather the relevant information for each

<sup>9</sup> AJCU, *Some Characteristics of Jesuit Colleges and Universities – A Self-Evaluation instrument*, 2011.

characteristic and from which constituencies. Decisions were then made about the dividing up of tasks. Each characteristic team gathered information in a variety of ways. Some of these included:

- ◆ Gathering documentation
- ◆ Interviewing students, faculty, and staff about their experience with the Catholic and Jesuit values we hope to give to the entire University Community
- ◆ Characteristic Teams then gave the information back to the Jesuit Center Staff who then examined the material carefully and began the process of identifying what material was most appropriate to include in the self-evaluation
- ◆ Surveys

One of the major benefits of engaging in the Mission Priority Examen self-evaluation process during the 2017-2018 academic year was the natural collaboration between our self-evaluation team's work with our colleagues collecting information for our Middle State's self-evaluation.

The material garnered has proven to be mutually beneficial on a number of levels to both processes.

Importantly, as our team engaged in the work of identifying all the ways in which our University proudly expresses its Catholic and Jesuit identity, we recognize the need for those values to be readily identifiable by way of an overarching framework. The framework for all of our work on this self-evaluation came from our University's Mission and Vision Statements, our Institutional Student Learning Outcomes, and our 2015-2020 Strategic Plan.

The Mission Priority Examen team intentionally reached out to every part of our University Community in an attempt to get the clearest understanding of where we thrive in articulating our Catholic and Jesuit values and where we still need to grow. Our priorities concerning a thoughtful, continued engagement with our Catholic and Jesuit values are:

### **CHARACTERISTIC 1: Leadership's Commitment to The Mission**

- ◆ 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.
- ◆ Devote one meeting a semester of the President's Cabinet to a mission-related topic presented by Jesuit Center Staff.
- ◆ 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.

### **CHARACTERISTIC 2: The Academic Life**

- ◆ Articulate more explicitly mission-related program learning outcomes for each academic department.
- ◆ 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.
- ◆ 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.

### **CHARACTERISTIC 3: A Catholic, Jesuit Campus Culture**

- ◆ Student Evangelization: developing creative ways to engage the "nones", the uncatechized, the dissenters or those who have fallen away from the Church.



- ◆ Reimagine how we develop and offer specific catechetical programs for better student formation in the faith.
- ◆ Develop more opportunities for faculty and staff to experience the Spiritual Exercises.
- ◆ Continue to allocate resources to expand religious and spiritual offerings for students of other religions.

#### **CHARACTERISTIC 4: Service**

- ◆ 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.
- ◆ Find a consistent revenue stream to help defray the costs of international service trips so that students of less economic means can participate.

#### **CHARACTERISTIC 5: Service to the Local Church**

- ◆ Organize or Sponsor specific lectures given to the larger University community by Jesuit Scholars addressing issues of the intersection of faith in public life.
- ◆ 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.
- ◆ 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.

#### **CHARACTERISTIC 6: Jesuit Presence**

- ◆ 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.



- ◆ 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.
- ◆ 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.

### CHARACTERISTIC 7: Integrity

- ◆ Support shared responsibility for the fiscal health of the University at each and every level.
- ◆ 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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