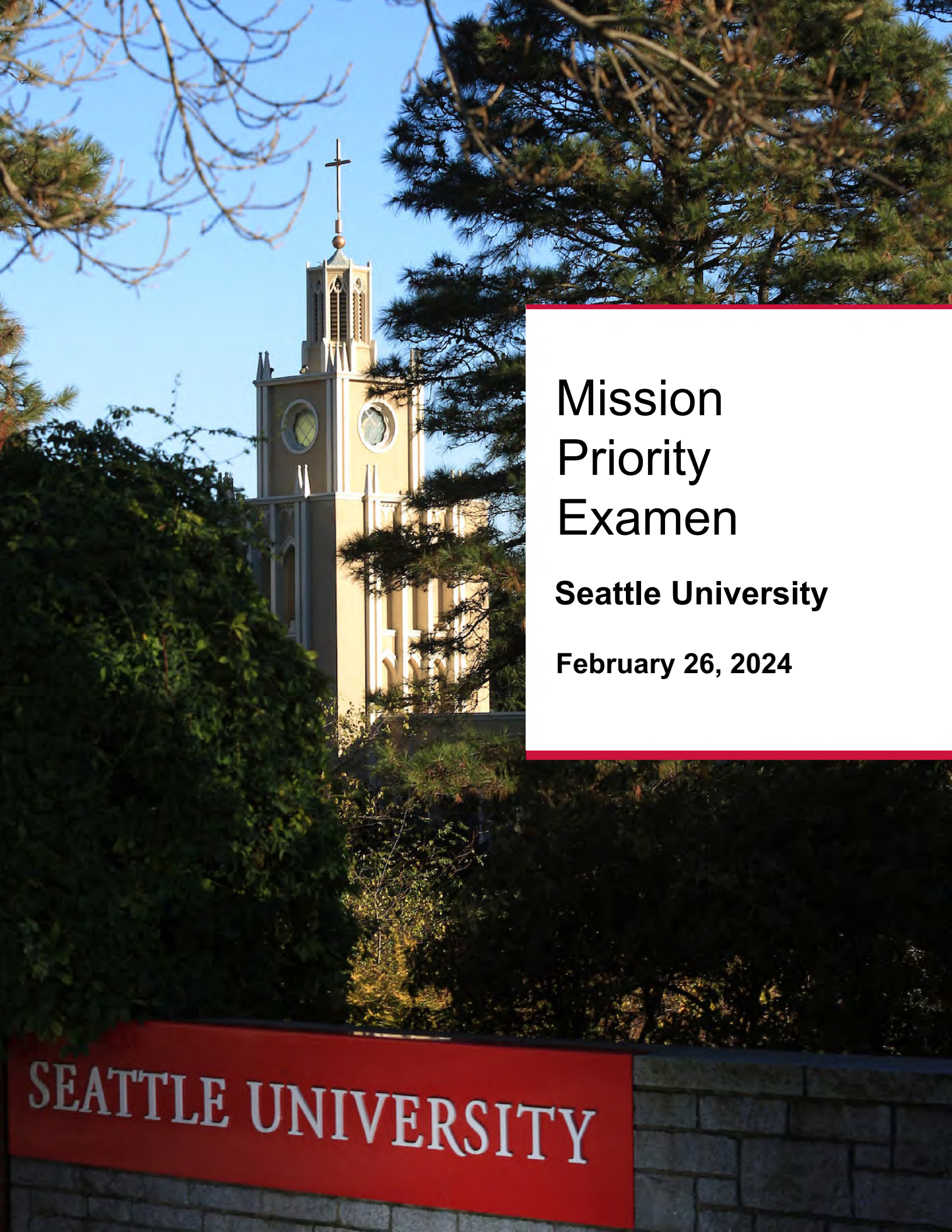

Mission Priority Examen

Seattle University

February 26, 2024

Table of Contents

I. Institutional Information 1

Seattle University and Peer Visiting Team 2
Executive Summary of Seattle University's Mission Priorities 3
President Eduardo Peñalver's Letter to Father General Arturo Sosa 5

II. Progress on Previous Jesuit Mission Priorities 7

III. MPE Process 12

IV. Presenting Input from the MPE: The Characteristics of Jesuit Education at Seattle University 16

Characteristic 1: Leadership and Public Commitment to Mission 19
Characteristic 2: The Academic Life 21
Characteristic 3: The Pursuit of Faith, Justice, and Reconciliation 28
Characteristic 4: Promoting an Ignatian Campus Culture 32
Characteristic 5: Service to the Church 35
Characteristic 6: Relationship to the Jesuit Community 37
Characteristic 7: Institutional Integrity 39

V. New or Adapted Jesuit Mission Priorities 43

VI. Implementation and Integration 47

VII. Conclusion and Additional Comments 50

President Eduardo Peñalver's Concluding Letter to Father General Arturo Sosa 51
Report Conclusion 53

VIII. Appendices 54

Appendix A: Reigniting Our Strategic Direction
Appendix B: PowerPoint Presentation Introducing the MPE
Appendix C: List of Input Sessions
Appendix D: MPE Input Session Guide
Appendix E: Letter of Invitation to Undertake the MPE from Provincial Sean Carroll, S.J.
Appendix F: Center for Jesuit Education Mission Developmental Model
Appendix G: List of Current and Past Participants of ICP and the Leadership Institute
Appendix H: Letter to the University from President Peñalver, Provost Martin, and Vice President Punsalan-Manlimos of the Jesuit and Catholic identity of Seattle University
Appendix I: Statement of Collaborative Principle

Institutional Information

Institutional Information

A. Seattle University and Peer Visiting Team

1. President: Eduardo M. Peñalver
2. Provost: Shane P. Martin
3. Board Chair: Patrick Callans
4. Chief Mission Officer: Catherine Punsalan-Manlimos
5. Steering Committee Chair: Catherine Punsalan-Manlimos
6. Steering Committee Members:

   Arturo Araujo, S.J., Rector and Associate Professor, Visual Arts

   Cynthia Dillard, Dean, College of Education

   Kent Koth, Executive Director, Sundborg Center for Community Engagement

   Joseph Orlando, Special Assistant to the Provost for Strategic Initiatives

   Jessica Palmer, Associate Director, Institute for Catholic Thought and Culture

   Laurie Prince, Director, Parent and Family Engagement

   Jennifer Tilghman-Havens, Assistant Vice President for Mission Integration and Executive Director, Center for Jesuit Education

   Donna Teevan, Chair and Associate Professor, Theology and Religious Studies Department and Louis V. Gaffney, S.J., Chair

   Monica Scott, Senior Executive Coordinator to the President and MPE Staff Support

7. Peer Visitor Team Chair: Tania Tetlow, President, Fordham University
8. Peer Visitor Team Members:

   Kevin Burke, S.J., Vice President for Mission, Regis University

   Xavier Cole, President, Loyola University New Orleans

   Michael Kaufman, Dean, School of Law, Santa Clara University

   Claire Noonan, Vice President for Mission and Ministry, Loyola University Chicago

B. Executive Summary of Seattle University's Mission Priorities

Seattle University (SU) puts forward the following to guide its work toward deepening the integration of its Jesuit and Catholic mission into the life of the university. These priorities will inform the continued implementation of the university's strategic plan, *Reigniting Our Strategic Directions 2022-2025* (Appendix A), with a particular focus on Foundational Goal 0 of that plan: Remaining Anchored in Our Jesuit and Catholic Character. Through the Mission Priority Examen, we identified three mission priorities:

Priority 1: Strengthen understanding and commitment to Seattle University's Jesuit and Catholic educational mission (tied to RSD Goal 0 and woven throughout RSD)

1) Develop a shared understanding of the Jesuit and Catholic educational mission of SU (with special attention to how this will inform the choices made in Goal 1: Reimagine and Revise Our Curriculum and tied to Universal Apostolic Preference "Accompanying young people in a hope-filled future")
2) Cultivate a more robust Ignatian Campus Culture (tied especially to RSD Goal 3: Enhance the Student Experience and to the Universal Apostolic Preference "Showing the way to God through the Spiritual Exercises and discernment")
3) Institutionalize/establish support for mission-conscious hiring, on-boarding, professional development and promotion for mission alignment (tied to RSD Goal 2: Strengthen Professional Formation for All and Goal 4: Promote Inclusive Excellence)
4) Build capacity for the work of Mission Integration (attentive to Goal 5: Reposition for Growth)

Priority 2: Promote Inclusive Excellence as a Jesuit and Catholic Value (RSD Goals 1, 2 and 4)

1) Develop initiatives that ground the Institutional Commitment to Diversity and Inclusion in Catholic intellectual traditions and Jesuit commitment to Justice (tied to the Universal Apostolic Preference "Walking with the excluded in a mission of reconciliation and justice")
2) Fully implement RSD Goal 1 – Revise and Reimagine our Curriculum
3) Fully implement RSD Goal 4 – Promote Inclusive Excellence, which includes the *LIFT* SU Action Plan

Priority 3: Continue to advance and strengthen SU's commitment to care for our common home as articulated in Seattle University's Laudato Si' Action Platform (LSAP) (tied to RSD Goals 0, 1 and 3 and tied to the Universal Apostolic Preference "Care for our common home")

1) Continue to develop and implement SU's LSAP and its four main priorities:
   (a) Integrate Integral Ecology Across the Curriculum and Research
   (b) Achieve Climate Neutrality and Reduce Seattle University's Environmental Footprint
   (c) Practice Socially Responsible Consumption, Purchasing and Investment
   (d) Develop a Sustainable Campus Climate and Deepen Community Engagement and Public Advocacy
2) Deepen the connection between the institutional commitment to care for our common home and Catholic social thought

(a) Develop interdisciplinary and interdivisional initiatives that explore the category of integral ecology as expounded in Laudato Si' and the Universal Apostolic Preference

(b) Support and expand student focused programming that links a Catholic theological vision of creation and ecospirituality with environmental justice and sustainability

September 1, 2023

Father General Arturo Sosa, S.J.
The Society of Jesus
Borgo Santo Spirito, 4
00193 Roma RM
Italy

Dear Father General Sosa:

The first stage of the Ignatian pedagogical paradigm is the consideration of the context. Context encompasses the present time and place, but also past events and decisions that have a continuing impact on the present. For Seattle University's Mission Priority Examen, our context is a crossroads in several different senses of that word.

As the Jesuit university in Seattle, we sit at a literal global crossroads. Seattle is a world city, a dynamic hub of international trade and commerce. Over the past several decades, the greater Seattle region has become a center of the technology industry in the United States, rivaling the San Francisco Bay area in scale and influence. The region's population has more than doubled since 1980. At the same time, the signs of Seattle's growing pains are all around our campus, in people experiencing homelessness, a polarized political culture, and widening economic inequality. Just as importantly, Seattle University finds itself at a crossroads in its institutional history as it navigates a transition to lay leadership and explores what it means to be a Jesuit university even as the number of Jesuits living and working on campus has declined. And Seattle University is navigating this transition at a time of increasing skepticism towards organized religion, particularly among young people, and in a region of the United States that is known for its aggressive secularism.

Each of these features of our context presents opportunities and challenges for Seattle University. Our city's dynamism and growth create tremendous potential for Seattle University to attract new generations of undergraduate students and to expand offerings in graduate and professional education that respond to the great educational and workforce needs of the local economy. The university's location in the heart of the city creates opportunities for students to encounter the underside of such rapid growth and its ethical demands. Similarly, our transition to lay leadership presents an opportunity for Seattle University to reflect in a concerted and thoughtful way about how the university can remain anchored in its Jesuit and Catholic character. Even our context within a highly secular regional culture that can be hostile to religious faith represents an opportunity to find innovative ways to bring to bear the richness of Ignatian Spirituality to students' search for meaning, purpose and hope, inviting them to the possibility of encounter with transcendence.

PRESIDENT'S OFFICE

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The fruits of Seattle University's efforts are replete throughout these materials generated by the Seattle University Mission Priority Examen committee as part of our self-study process. Those fruits include strong support within our university community for Jesuit values, particularly as they relate to engaging with the most vulnerable members of our community and to building a sustainable future. These are expressed especially in the university's commitment to diversity, equity and inclusion as well its enthusiastic embrace of Pope Francis's Laudato Si Action Platform. As you read through these materials, and borrowing the words of the Catholic philosopher Charles Taylor, I hope you recognize in them the steps we have taken since our last MPE "to find our authentic voice in the eventual Catholic chorus, to try to do for our time and place what Matteo Ricci was striving to do four centuries ago in China."

Respectfully,

Eduardo M. Peñalver
President

Progress on Previous Jesuit Mission Priorities

II. **Progress on Previous Jesuit Mission Priorities**

A. 2017 Mission Priorities

Seattle University successfully implemented its first Mission Priority Examen in the 2016-2017 academic year (AY), with campuswide input sessions over the fall leading to the submission of a Mission Examen Self Study in January; a February visit by a Peer Visiting Team; and a Peer Visiting Team Report that was submitted to the university in March 2017 listing observations, commendations and recommendations.

In its self-study, the university listed five mission strengths and five mission challenges. The mission challenges, which have been used to guide mission priorities, were articulated in the following fashion:

Mission Challenges:

1. Maintaining the University's commitment to the Catholic, Jesuit character of the University during the next 25 years and beyond.
2. Increased intentionality in mission-focused hiring, promotion and development for faculty and staff, and clear communication of our Jesuit Catholic mission.
3. Polarization between the administration and some elements of the university community calls for increased efforts to build procedures of mutual listening, respect, and openness as we face together a challenging future in higher education.
4. In this era of social change, the University must continue to build its capacity to engage with students, faculty, and staff on timely issues of transparency and effectiveness.
5. A recurring challenge heard in the input sessions of Fall 2016 is the strain put on university life, student access, and program support by limited financial resources.

The visiting team recognized the relevance of these five challenges, though they considered the fifth challenge regarding limited financial resources a university-wide challenge, and not a mission challenge *per se.* As such, they chose to highlight and endorse the four other mission challenges as guides for our efforts going forward. They noted the challenge of capitalizing on an "existing array of excellent formation programs"[1] to achieve priorities 1 and 2 due to the recent sunsetting of the Division of Mission and Ministry leading to the decentralization of the mission office. They also noted "the distinctly secular environment and even at times anti-Catholic sentiment in Seattle and the Pacific Northwest"[2] as an opportunity to make explicit the connection between spiritual humanism and commitment to social justice of the tradition and the hunger for deeper meaning and for attending to the need of those plagued by poverty in this context.

[1] Seattle University Mission Examen Self-Study Peer Visiting Team Report (March 30, 2017), p. 4.
[2] ibid.

B. Mission Priority Implementation and Evidence of Progress

The university has made strides forward in each of these five areas as will be more fully demonstrated in the Input section of this report. Here we note the following:

Regarding **mission challenges/priorities 1 and 2**, there are several ways that the university has taken intentional steps to maintain our commitment to the Catholic and Jesuit character of the university, to communicate our mission commitment and to pursue mission-focused hiring, promotion and development. Evidence of progress can be seen in the following ways:

- **The hiring of key leaders imbued with a mission commitment** during this period, including a new role of Vice President for Diversity and Inclusion in 2017, a new provost in 2018, a new president in 2021, and the creation of the role of Vice President for Mission Integration and the hire of new deans and vice presidents in other areas with a core commitment to mission in 2022. From 2001-2015, the university had a Vice President for Mission and Ministry, and the newly named role in Mission Integration represents a strengthened commitment in this area.

- **The convening of a planning group to develop a 2-year cohort-based induction program for all new full-time faculty.** The process was fairly well along before being disrupted by Covid but will continue in the upcoming year and move on to implementation. A major focus will be on inducting the new faculty to the mission of Seattle University. Additionally, **a new faculty hiring manual focused on mission and inclusion** is a major achievement.

- **The foregrounding of our Jesuit and Catholic commitment in the Reigniting Strategic Directions 2022-2027 document,** an updating of *Strategic Directions for Seattle University 2020-2025: A Jesuit University of Distinction for a Time of Change*, including the creation of a foundational goal titled Remaining Anchored in Our Jesuit and Catholic Character, and the document's articulation of our vision:

  *To be one of the most **innovative and progressive Jesuit and Catholic** universities in the world, educating with excellence at the undergraduate, graduate, and professional levels.*

- **Considerable progress in aligning faculty performance expectations and reward structures with our mission.** Through a multi-year National Science Foundation Grant, the SU Advance Program has enabled the institution to make significant strides in its overall goal of "institutional, cultural, and structural transformation to align our expectations and faculty reward structures with our educational mission." SU Advance and the creation of the *Faculty Hiring Guide for Mission and Inclusive Excellence* are significant steps in the institutionalization of priorities 1 and 2 within the realm of faculty life.

- The substantial commitment to a university-wide **Laudato Si Action Platform initiative**, and close collaboration with the Archdiocese of Seattle to plan and host a major conference in July 2024 titled Together for Our Common Home: A Climate Action Summit

- The founding of a new **Center for Ecumenical and Interreligious Engagement** in 2021, joining with other key campus units such as the **Institute for Catholic Thought and**

Culture to help carry forward the institutional commitment to being Jesuit and Catholic even as the School of Theology and Ministry closed in June 2023 due to severe financial challenges.

Regarding the **3rd and 4th mission challenges/priorities**, which had emerged out of contextual realities at the time, such as the sit-in of Matteo Ricci College students and the unionization efforts of non-tenured faculty, evidence of response and progress can be seen in the following ways:

- **A curricular review and revision for the Matteo Ricci College** took place, leading to increased diversity of authors and significant course adjustments and the shifting of the organizing unit to be an institute within the College of Arts and Sciences rather than a separate college.

- To encourage the cultivation and strengthening of an institutional culture of dialogue, **the university has developed a new speaker policy** grounded in a Jesuit vision of the university and the value of *cura personalis.*

- The Office of the Provost worked closely with the Academic Assembly and faculty leaders to create **new titles and advancement opportunities for what were previously called "non-tenured faculty" and who are now called "term faculty."** This change, along with multi-year commitments to improve salaries across all categories of faculty, addressed some of the key concerns regarding the condition of contingent faculty labor.

- **An intentional, collaborative and successful effort by the university community to address the pandemic's challenges.** This included the creation of a cross-unit, university-wide coordinating committee; the dramatic efforts of the Center for Digital Learning and Innovation to prepare faculty for online teaching/learning; a university-hosted vaccination clinic in partnership with a leading Seattle hospital; technological innovations for tracking and reporting; and the development of flexwork policies for staff members.

- **A collaborative, university-wide effort to implement the Reigniting Strategic Directions plan, including a focused effort to invite and rely upon faculty and staff leadership.** Included here is the newly created role of Provost Fellows, initially composed of 33 faculty leaders who bring their experience and expertise to the strategic effort to strengthen the education the university offers in the Jesuit, liberal arts tradition.

- **Active efforts by the new president, provost and senior leadership to build effective relationships and cultivate better communication and transparency with the university community,** especially through work with leaders of the Student Government of Seattle University, the Academic Assembly and the Staff Council, a new consultative body created since the last MPE.

C. Ways the Previous Set of Mission Priorities Remain Stalled or Unaddressed

Although as evident above, great progress has been made on the mission priorities identified in 2017, there are a few ways that progress on some of the previous mission challenges/priorities has been limited or hindered. Chief among these is the effort to advance mission-focused hiring. Work is being done to improve this work and mission-focused hiring does take place at the university, albeit unevenly especially regarding the specifically Jesuit and Catholic dimension of the mission. As noted by the 2017 visiting team, the decentralization of mission, including responsibility for mission-focused hiring, posed a challenge to the coordination of mission-related initiatives to achieve highest impact. The absence of the role of a Vice President for Mission contributed to slower progress, as did the onset of the pandemic, significant leadership transitions and the institutional energy required to generate and begin to implement a strategic plan.

However, the university is now well-positioned to attend to this priority more effectively with the hire of a Vice President for Mission Integration and with it the creation of a new Division for Mission Integration; a mission-driven provost; and a new president who is now two years into his tenure and has assembled a leadership team committed to the university's Jesuit and Catholic mission and identity. These advances are being buoyed by the university's work on the RSD's goals, which have as their foundation a commitment to Seattle University remaining anchored in its Jesuit and Catholic character. This MPE will further support these efforts by fleshing out the objectives and strategies that ensure that this foundation becomes an even more vibrant part of Seattle University's sense of its mission. In addition, there is active conversation among the provost, Vice President for Diversity and Inclusion, Vice President for Human Resources and Vice President for Mission Integration regarding the continued development of an integrated approach to hiring for mission and inclusive excellence.

The ongoing work of advancing understanding and commitment to our Jesuit and Catholic mission among our faculty and staff remains a priority. Especially with the significant turnover in personnel since 2018 and a decline in the number of Jesuits working and living on campus over the last six years, that ongoing work has increased in size, scope and importance.

MPE Process

III. MPE Process

A. Engagement with Senior Leadership and Boards

Seattle University's first Vice President for Mission Integration, Catherine Punsalan-Manlimos, stepped into her role August 1, 2022, and in that capacity, was asked to spearhead the university's Mission Priority Examen for AY24. Provincial Sean Carroll, S.J.,'s invitation to President Eduardo Peñalver to commence the MPE was shared with the president's and provost's direct reports and subsequently with the Board of Trustees during its September 2022 meeting. At its November 2022 meeting, the board was provided a fuller explanation of the purpose of the MPE, including the various elements for consideration in the process and a proposed timeline. Trustees were invited to review the *Characteristics of Jesuit Education* document and to reflect on specific questions pertaining to each characteristic in relation to the Universal Apostolic Preferences. Soon after, Vice President Punsalan-Manlimos was introduced to the Board of Regents and the Alumni Board of Governors, who were also made aware of the MPE and their own anticipated participation in the process. These three groups participated in input sessions in Spring 2023.

B. MPE Steering Committee

During fall quarter 2022, members of the MPE Steering Committee were recruited to lead the process. The Steering Committee was invited to review key documents in preparation for their work.[3] The fall quarter focused on deepening their understanding of the MPE process, especially noting its distinction as an Examen process, not an accreditation, and on planning for engagement with the community. During Winter Quarter 2023, a strategy for gathering input and engaging with different constituencies was developed. A timeline for community engagement and a website were created. With these pieces in place, a communication to the university community from the Office of the President was issued in March 2023 that explained the MPE process and invited the participation of students, faculty, staff, the Jesuit community, trustees, regents and other university constituents. Throughout this process, members of the steering committee were invited and guided through a reflective and prayerful process, emphasizing, and deepening their understanding and experience of discernment.

C. Opportunities for Input

All members of the university community were invited to participate in the Mission Priority Examen. A Zoom gathering to learn more about the MPE process was offered in advance of the launch of input sessions. A common explanatory slide deck that could be modified for varying audiences was created (Appendix B). Input sessions began in earnest during spring quarter 2023 and members of the Steering Committee facilitated input opportunities during scheduled meetings of key constituencies, including the Board of Trustees, leadership groups and the Jesuit community, among others. Additional input sessions were offered to specific constituencies

[3] Among the sources that guided the work of the Steering Committee are a) Mission Priority Examen 2017 documents, b) the 2019 "Seattle University Strategic Planning Steering Committee Institutional Identity Task Force Report," and c) Seattle University Mission Council "Communal Discernment Winter 2021: Process and Fruits."

(students, faculty and staff) and as open sessions to all members of the SU community. Both in-person and Zoom formats were offered. An online survey was made available via the MPE website to the entire university. Each open session and the survey were advertised to the community using *SU Today*, the university's primary mode of communication of news and events. Direct communication with students was facilitated by Student Development staff as well as engagement with student government by the Vice President for Mission Integration. At President Peñalver's final Town Hall for AY23, he announced the remaining opportunities to provide input and encouraged participation. A total of 19 input sessions and an online survey were offered to members of the community. (See Appendix C.)

The MPE Steering Committee intentionally crafted the SU MPE process as an Examen, offering each input session as an opportunity for reflection and conversation modeled on the Canadian Jesuits' model of spiritual conversation. Participants were invited to begin in a spirit of gratitude as they considered where they saw mission flourishing, where there was need for growth and what they imagine as paths forward. Participants were invited to share their reflections with one another to deepen the communal experience of discernment. Many MPE participants commented about how much they appreciated the space for reflection and conversation about the SU mission, which holds immense importance to them. (See Appendix D for the reflection guide used in each session.)

Members of the Steering Committee were invited to engage in deep listening in all the spaces they entered, even outside these formal input sessions, to notice where the mission is made visible in their day-to-day work. With the input sessions concluded, the committee spent a day on retreat with the information gathered from the community to discern emergent themes. The committee reconvened the following day to confirm the priorities they drew from the input sessions and consideration of data they brought from other engagements in the university.

D. Sharing of Draft MPE Self-study Report

The MPE Steering Committee spent the months of June and July collectively writing the MPE Self-study with the goal of completing a draft to be reviewed and discussed by Seattle University's Senor Leaders and Trustees prior to being shared with the visiting team. In mid-August, the provost and president were given the opportunity to comment on the initial draft, which informed the version shared with Senior Leaders in preparation for engagement with the document during their annual leadership retreat. Senior leaders engaged with the self-study as part of a half-day conversation focused on the future of Catholic higher education. In addition to conversation during the retreat, senior leaders were invited to provide additional comments and suggestions to inform a further refined draft to be shared with the Board of Trustees at the September board meeting. The Board of Trustees were presented with an updated draft of the self-study. The Mission Committee of the Board of Trustees was invited to provide feedback and comments during the committee meeting. Four members of the MPE steering committee were present at the meeting to respond to queries from committee members. Aware that the report can still undergo revision, the trustees were invited to provide feedback during the full board meeting and in writing after the meeting to arrive at a document they would be able to endorse.

The same draft shared with the trustees was also shared with Archbishop Paul Etienne. President Penalver informed the archbishop of the Mission Priority Examen process during one of his quarterly conversations with the archbishop during AY23. The intent was to discuss the draft report during their September meeting. The archbishop's involvement with the Synod on Synodality prevented him from being prepared to engage regarding the MPE at that meeting. We anticipate hearing from the archbishop regarding the MPE Self-study after the Synod.

It is worth noting that while there were minor edits offered to the drafts throughout the process outlined above, the comments were consistently positive. The self-study allowed senior leaders and trustees to become more aware of the various ways that mission informs the life of the university.

The draft to be sent to the visiting team will be shared with the university during the fall quarter, with several opportunities for engagement that hew closely to the engagement during the input process. The mission priorities outlined in the self-study have been shared with some units of the university during area retreats at the beginning of the academic year.

Presenting Input from the MPE: The Characteristics of Jesuit Education at Seattle University

IV. Presenting Input for the MPE: The Characteristics of Jesuit Education at Seattle University

In his letter of invitation to undertake the MPE, Provincial Sean Carroll, S.J., noted that "[b]uilding upon your diverse campus community, SU can engage the justice and faith conversations with persons representing global faith traditions and include persons who resist or even reject transcendental values. SU can help AJCU institutions and other Jesuit ministries respond to Father Nicolas' challenge by engaging your campus reality."[4]

The areas of focus offered by Fr. Carroll are a) strengthening SU community's understanding and commitment to the university's Catholic and Jesuit Mission values; b) promoting its Diversity, Equity and Inclusion initiatives and commitment to students from under-resourced families and communities through its Catholic and Jesuit tradition and mission; and c) engaging the Laudato Si' campus pledge to ground this commitment as an example of the University's Care for our Common Home. (See Appendix E.)

Considering its location in the Pacific Northwest, Seattle University is poised to take up this invitation as it seeks to rearticulate and reinterpret what it means to be a Jesuit and Catholic university in an area of innovation and rapid technological change that is coupled with increasing secularity and economic inequality.

Context for the MPE

The context in which Seattle University undertakes the current MPE is noteworthy. Seattle University undertakes this Mission Priority Examen during the second year of President Peñalver's tenure. President Peñalver has brought together the most diverse leadership team in the history of the university. Characteristic of this team is that it is composed of all lay leaders except for the rector of the Jesuit community, who is an ex officio member of senior leadership. The historic shift to lay leadership is also marked by the official transition from a Board of Members composed of Jesuits responsible for ensuring the mission of the university to a "Statement of Collaborative Principles" between the local Jesuit community and the US Jesuits West Province and the Board of Trustees and president of Seattle University. In this new relationship, what the Jesuit community at Seattle University has been preparing for over the last three decades is now official, with the Board of Trustees charged to "promote the understanding and appreciation of the Jesuit Catholic mission and identity" of the institution and the president to "maintain structures within the university designed to promote the Jesuit Catholic mission and identity" of Seattle University.

AY23 is also the first year of the institution's implementation of Reigniting our Strategic Directions, which re-calibrated the strategic plan completed at the end of Fr. Stephen Sundborg, S.J.,'s presidency. One marked addition to the original strategic plan is the Foundational Goal 0, Remaining Anchored in Our Jesuit and Catholic Character.[5] The explicit addition of this goal in

[4] Letter from Sean Carroll, S.J., to President Eduardo Peñalver inviting Seattle University to undertake the MPE (November 11, 2022), p. 1.

[5] It should be noted that in the original strategic planning process under Fr. Sundborg, there was an Institutional Identity Articulation Taskforce whose findings and recommendation were not included as a separate goal in the strategic plan. Instead, these were "integrated" into the other goals.

AY22, along with the hire of the inaugural Vice President for Mission Integration in AY23, underscores the importance of mission and thus of the Mission Priority Examen for Seattle University. The MPE is an opportunity to gather data for the development of the strategies for Foundational Goal 0 and the priorities for the newly created Division of Mission Integration considering the university's broader strategic directions.

The MPE is being undertaken during the first full post-pandemic year for Seattle University,[6] and the impact of the Covid years on faculty, staff and students is still deeply felt. Faculty, staff and students continue to bear the exhaustion of living through not only a global pandemic, but also a national racial reckoning and political and social divisiveness. SU classrooms are populated with students who carry the trauma of these past three years, and SU faculty and staff have been offering robust holistic student care often at personal sacrifice. Many participants in the MPE process noted how grateful they were to be engaged in such authentic reflection and communal conversation after experiencing the separation brought on by the pandemic.

Added to this is the notable change in the composition of the Seattle University community. Approximately 50 percent of staff have been at the university for five years or less and in AY23, approximately 75 faculty members participated in the New Faculty Institute. In addition to the departure of several seasoned members of the SU community, this five-year period also saw the loss of many Jesuits at the university, with a number who served in senior leadership or as faculty in the humanities. Many Jesuits traditionally lived in the residence halls, giving them additional opportunities to engage students that are fading. Today, while there are currently ten Jesuits missioned to the university, only five are in the classroom, with three serving part-time in their academic departments. This new context brings both opportunities and challenges to the work of Jesuit education.

The institution has made great strides in its goal to increase diversity across campus while continuing to keep its commitment to diversity and inclusive excellence a priority, setting as institutional goals becoming a Hispanic Serving Institution (HSI) and an Asian American and Native American Pacific Islander Serving Institution (AANAPISI). In addition to its first lay president, who identifies as Latino, the university has hired BIPOC (Black, Indigenous and People of Color) leaders in eight of the last ten senior leadership hires (deans, vice presidents and vice provosts). SU currently boasts the most diverse student body and most diverse leadership team in its history.

The university is heavily focused on advancing its strategic goals and is intentional in centering its Jesuit and Catholic mission in the process. Significant energy is committed to advancing already identified strategies for the various goals of RSD, which is leading to rapid change at the institution. The MPE process will enable us to identify ways to draw on the Ignatian educational

[6] It is worth noting that Seattle University was online for Spring Quarter 2020 and all of 2020-2021. The university returned to in-person classes in Fall Quarter 2021 but had some Covid outbreaks in 2021-2022, leading to a pivot to remote learning. The fact that the university was all online for over a year is significant. AY23 is the first year of a return to largely in-person teaching uninterrupted by Covid and the first opportunity for the university to begin to establish a new normal.

tradition as we move toward our vision to become one of the "most innovative and progressive Jesuit and Catholic universities." The implementation of a strategic direction informed by mission will guide us on our future path with confidence and assurance of our identity and purpose.

Leadership and Public Commitment to Mission

Characteristic 1: Leadership and Public Commitment to Mission

Seattle University is blessed with leaders who have a core commitment to the Jesuit and Catholic mission of the university and a deep curiosity and eagerness to learn more about the deep tradition at its root.

President

President Eduardo Peñalver is deeply committed to the Jesuit and Catholic mission of Seattle University. He takes every opportunity to define for diverse audiences what it means for Seattle University to "be an innovative and progressive and Jesuit and Catholic university." He offers reflections at the closing of key liturgies at the university, connecting institutional values like inclusion to Gospel values. President Peñalver and Provost Shane Martin invite reflection on the distinctive contribution of a Jesuit education within the vibrant context of the city of Seattle, the Puget Sound region and the greater Pacific Northwest, naming the connection between faith and the work of justice and reconciliation demanded by our distinct context. Senior leaders regularly reference the institution's mission in leadership conversations and deliberations and speak about the importance of the Jesuit and Catholic educational mission of Seattle University. President Peñalver demonstrates his mission commitment in decisions like the creation of the Division of Mission Integration and addition of RSD Foundational Goal 0: Remaining Anchored in Our Jesuit and Catholic Character. The foundational goal highlights SU's intention "to honor, sustain and enhance Seattle University's Jesuit identity, ensuring it is represented at the highest level of the university's leadership"[7] and its institutional commitment to care for our common home through the Seattle University Laudato Si' Action Platform (LSAP). Reflecting the importance of Laudato Si to Seattle University's mission, the LSAP Executive Committee includes the president, provost, chief financial officer, the Vice President for Mission Integration, the Director

[7] Seattle University, "A University of Distinction in a Time of Change: Reigniting Our Strategic Direction 2022-2027 (Full Plan),",p. 3. August 15, 2023. https://www.seattleu.edu/media/seattle-university/strategic-directions/Seattle-University-Reigniting-Our-Strategic-Directions-2022-2027.pdf

of the Institute for Catholic Thought and Culture and the Associate Director of Sustainability, with the provost, CFO and vice president serving as executive sponsors of specific priorities.

President Peñalver considers Board of Trustee formation a key goal, which he supports through trustee participation in the AJCU Trustee Forum and the allocation of considerable time in board meetings to trustee formation in mission and inclusive excellence. He also supports the engagement and participation of new senior leaders in AJCU formation programs, including Ignatian Colleagues Program and the Jesuit Leadership Institute.

Senior Leadership

There have been several leadership changes since the 2017 Mission Priority Examen. Senior leaders have been carefully selected to advance the university mission and commitment to inclusive excellence. Drawn to Seattle University's mission and vision, new leaders speak of a strong alignment with Jesuit values and possess an ardent desire to be formed by and lead from a Jesuit approach to higher education. Some name the attraction and power of an educational tradition grounded in a spiritual tradition and that invites reflection and discernment as integral to the way of proceeding.

The Division of Mission Integration is charged with the development and oversight of the programs for the ongoing professional development in mission of institutional leaders to empower them to be mission leaders. Senior leaders have consistently demonstrated eagerness to learn more about the specifically Jesuit and Catholic educational mission of Seattle University, drawing on the resources of the division. To help guide this work, the Center for Jesuit Education (CJE) has created a mission developmental model that structures the work of the center. (See Appendix F.)

Leadership commitment to mission is also made visible in its commitment to diversity, equity and inclusion (DEI). RSD Goal 4 specifically states that "[b]ecause diversity, equity and inclusion are integral to our Jesuit and Catholic character, our values and to the excellent education we provide, we will strengthen our institutional DEI structures to ensure progress with impact."[8] An important strategy to pursue this commitment is the assembling of the most diverse team in the university's history. It is also made visible in the newly created *Faculty Hiring Guide for Mission and Inclusive Excellence*. The president meets bi-weekly with the Vice President for Diversity and Inclusion, the Vice President for Mission Integration, the Vice President for Human Resources and the provost to discuss institutional culture and the intentional creation of a diverse educational environment that reflects Seattle University's mission and values.

Senior leaders are engaged with their respective AJCU affinity groups and draw on the experience and expertise of colleagues within the network. Many have participated or are slated to take part in AJCU leadership programs, including the Ignatian Colleagues Program and the AJCU Leadership institute. (See Appendix G for a list of current and past participants of these programs still at the university.) Institutional leaders attend and participate in SU Mission Day, Colleagues in Jesuit Education, Soul Sessions for campus communities, Racial Equity Summits,

[8] Ibid. p. 7.

and other mission-focused campus activities. At this year's Senior Leadership Retreat, they engaged with the work of Rev. James Heft, SM, specifically *The Future of Catholic Higher Education*, along with this MPE Self-Study Report.

SU leadership is guided by the mission of Seattle University in their decision-making and management of the university, but the campus community is not always aware of the consideration of mission in leadership decisions. With leadership's increased familiarity with the Jesuit educational tradition, they can better communicate and demonstrate how mission informs decision-making. The recent controversy regarding the inclusion of specifically Jesuit and Catholic language in the faculty handbook illustrates both the senior leadership's commitment to the Jesuit and Catholic mission and the need to continue to work on the creation of a culture of trust to facilitate dialogue about our shared Jesuit educational mission which values the gifts and contributions of all members of the university community. (See Appendix G.)

Board of Trustees

Board of Trustee members, currently including six Jesuits, have regular opportunities at every board meeting for discussions and discernment regarding mission. They have engaged in ongoing conversations regarding racial equity, discussed the Universal Apostolic Preferences and actively participated in the Mission Priority Examen process. Mission formation opportunities occur during the Board of Trustees Mission Committee meetings, board retreats, dinners and lunches, as well as during immersions through the Sundborg Center for Community Engagement (CCE). Members of the board participate in the AJCU Trustee Forum. The Vice President for Mission Integration is charged with the continued development of board formation opportunities.

The Academic Life

Characteristic 2: The Academic Life

Mission is deeply woven into the academic life of Seattle University. An education that seeks to prepare students holistically not only to be professionals but also to be leaders for a just and humane world is evident in many ways: in the themes and structures of the current Core Curriculum; in the faculty's commitment to community engaged learning both in the classroom and in their scholarship; in the integration of mission in many faculty research agendas; in the intentional mission focus of many undergraduate majors and graduate programs; and in the opportunities provided for professional development in teaching and learning with a mission lens. More importantly, it is visible in the care of faculty and staff for students and their well-being and the desire to create a community of learners among faculty, staff and students. RSD builds on these commitments and seeks to strategically focus energy and resources to deepen and

improve the institution's capacity to form students as whole persons who have a well-educated solidarity, to borrow former Father General Peter-Hans Kolvenbach, S.J.'s words, and to support and recognize faculty for their contribution to this end.

Support for Faculty

Many varied opportunities invite faculty to reflect on their teaching and to incorporate Jesuit educational principles and Ignatian pedagogy into their work with students. The Provost Fellows Working Groups include one focused on Ignatian Pedagogy, Experiential Learning and Universal Design. Faculty development opportunities in Ignatian Pedagogy are offered through a partnership between the Center for Faculty Development and the Center for Jesuit Education through the Ignatian Pedagogy Series, which offers multi-session units on Active Learning, Reflective Practices for Teaching and Learning and Inclusive Pedagogies, each of which utilizes the framework of the Ignatian Pedagogical Paradigm. New faculty learn about Teaching in the Jesuit Tradition at the New Faculty Institute each fall, and the Arrupe Seminar on the Foundations and Vision of Jesuit Education features sessions on Jesuit Education and Ignatian Pedagogy. An "Introduction to Teaching in the Jesuit Tradition" workshop is also offered to faculty who teach in the Core and to part-time faculty.

Seattle University's Institute for Catholic Thought and Culture (ICTC) is an invaluable resource for deepening the understanding of the Catholic Intellectual Tradition on campus and more fully engaging Catholicism on the local and global levels. ICTC "invites the community to renew the Catholic intellectual tradition of engagement at the crossroads where faith and reason, religion and culture, church and world meet through academic research, reflection and dialogue." It offers lectures, faculty seminars and fellowships to accomplish the following:

- Ignite students' curiosity to explore the Catholic intellectual tradition in all its richness and complexity.
- Encourage faculty to expand the horizon of Catholic thought through rigorous scholarship.
- Engage in a vibrant, community-wide discourse on Catholicism in dialogue with the issues of our day.
- Highlight the university's commitment to Catholicism as a global and diverse tradition concerned with lifting up the most marginalized of our society.[9]

Each year, faculty are invited to apply for ICTC Summer Research Fellowships that "encourage the exploration of a rich Catholic intellectual tradition that has made contributions in the humanities, literature and the arts, natural and social sciences, social movements, and ethics across disciplines."[10] The stipends that come with this fellowship support a summer of research that is followed by a presentation of the work accomplished, thus enriching the entire campus and not just the faculty member. The ICTC also offers Course Development grants to help faculty incorporate the Catholic Intellectual Tradition more fully into their courses. This grant

[9] "About", Institute for Catholic Thought and Culture, Seattle University. August 15, 2023. https://www.seattleu.edu/institute-for-catholic-thought-and-culture/about/

[10] "Course Development Fellowships," Institute for Catholic Thought and Culture, Seattle University, August 15, 2023. https://www.seattleu.edu/ictc/faculty/course-development-fellowships/.

program is designed to "encourage faculty who are interested in engaging with the Catholic intellectual tradition but do not feel adequately prepared to do so."[11] Recipients are provided with a seminar and a mentor to help them grow in their knowledge of the Catholic Intellectual Tradition. In both programs, multiple fellowships are awarded annually, making a significant impact on the kind of scholarship and course development happening on campus.

The Sundborg Center for Community Engagement also offers Ignatian inspired professional development for faculty interested in the process and practice of community engaged learning. The Sundborg Center's faculty professional development offerings include introductory workshops, a year-long fellows program and multi-day local immersions. The Sundborg Center has a fund for innovation for faculty and departments to develop long-term systemic partnerships that bridge academic departments and local organizations.

Two recent developments represent excellent examples of mission-aligned policies that support faculty in living out the mission. The first is the more mission-informed tenure and promotion process developed through Seattle University Advance. For example, the Faculty Handbook now lists "institution-building" and not just service as an expectation of faculty and introduces a holistic faculty development plan into the process of promotion. SU Advance seeks to "reimagine the professoriate." It encourages faculty stewardship of mission by rewarding university citizenship and community-engaged research and teaching that is aligned with SU's mission. It recognizes and rewards the often-unrecognized labor of women and faculty of color.

The second development concerns "term faculty," formerly known as "non-tenure track faculty." One dimension of this development is the nomenclature change. This transition in terminology is clearly mission-related in that it reflects the recognition that the designation for these faculty members should not be a negative, highlighting the kind of position that they do not have. The former nomenclature failed to acknowledge the dignity of their personhood and their contributions to the university. The other change related to term faculty is that some full-time term faculty are now eligible for promotion through the creation of Clinical Professor, Teaching Professor and Professor of Lawyering Skills series that provide multi-year appointments and potential promotions that parallel the tenure-line categories of Assistant, Associate and Full Professor. The university has also tried to increase funding for professional development opportunities for these faculty members.

University Core Curriculum

It is primarily through the UCORE Curriculum that Seattle University ensures that the Jesuit and Catholic intellectual traditions and Catholic social thought are incorporated into the curriculum so that every graduate has achieved at least a basic understanding of what it means for a university to be Jesuit and Catholic.

This is evident in the University Core's requirements and in its learning objectives for individual courses. Every student, including students who transfer in with an AA or AS degree, take at least

[11] "Research Fellowships," Institute for Catholic Thought and Culture, Seattle University, August 15, 2023. https://www.seattleu.edu/ictc/faculty/research-fellowships/

one theology course (University Core (UCOR)2100-Theological Explorations) and two philosophy courses (UCOR 2500-Philosophy of the Human Person and UCOR 2900-Ethical Reasoning). The first of the Core learning objectives for UCOR 2100-Theological Explorations states that the course helps students "understand key theological foundations of the Christian, Catholic, and Jesuit traditions." The first of the Core learning objectives for UCOR 2900-Ethical Reasoning states that the course helps students "understand key philosophical foundations of the Jesuit intellectual tradition, particularly insofar as that tradition has addressed issues of ethics." The proposed syllabi for all courses taught in the Core are reviewed by two Curriculum Committees staffed by faculty to ensure that they are designed to achieve the required objectives.

Seattle University values the humanistic tradition so prized in the Jesuit educational tradition. The current Core Curriculum offers students a grounding in the humanistic intellectual tradition through courses in each module of the curriculum. Module I (Engaging Academic Inquiry) includes humanities courses like UCOR 1300-Creative Expression and Interpretation and UCOR 1400-Inquiry Seminar in the Humanities. Module II focuses on engaging Jesuit traditions through the courses like UCOR 2100-Theological Explorations (which emphasizes theology in the Catholic tradition), UCOR 2500-Philosophy of the Human Person, and UCOR 2900-Ethical Reasoning. A global perspective on the humanistic intellectual tradition is offered through courses in Module III (Engaging the World), especially UCOR 3100-Religion in a Global Context and UCOR 3400-Humanities and Global Challenges. In keeping with Jesuit education's emphasis on the importance of reflection, the Core Curriculum closes out with Module IV (Reflection), which is part of a required Capstone course in each major that invites students to reflect on their overall educational experience, attending to their own academic strengths and weaknesses as well as their sense of purpose and vocation.

Undergraduate Majors and Graduate Programs

Beyond the University Core, commitment to mission is evident throughout the students' academic experience, both in the undergraduate majors and graduate programs. Programs in the College of Arts & Sciences, School of Law, College of Education and College of Nursing attend to the mission of preparing students not only for their profession but to be "leaders for a just and humane world." Similarly, whether it is business analytics in the Albers School of Business and Economics or data science in the College of Science and Engineering, programs strive to produce not only competent professionals but ethically sensitive leaders. If a program deals with modern technology, for example, it will focus not only on technical challenges but also on the ethical and legal issues that arise with the technology under consideration. Consider, for example, the College of Science and Engineering's recent conference, Ethics and Technology.

Curriculum Revision

As part of achieving the RSD goal of reimagining and revising the curriculum, faculty are currently revising the University Core. The foundations of the curriculum are featured strongly in the proposed learning goals presented in spring 2023.

In addition, every academic program (every major) has undertaken its own curriculum revision . This university-wide curriculum revision is intended to prepare students more strategically for

the challenges of the times. RSD Goal 1 is to Reimagine and Revise Our Curriculum. The rationale behind this call for change is stated clearly in the document:

> We will comprehensively reimagine and revise our curriculum to deeply embed practices and qualities that make our education more distinctively Jesuit and empowering. As a comprehensive university in the humanistic and liberal arts tradition dedicated to preparing our students to become leaders for a more just and humane world, we must ensure that we offer a curriculum that prepares them to understand and engage with these interconnected and global challenges [Sustainability and climate change; Racial injustice and widening economic inequity; Rapid technological change and its attendant social and economic impacts]. In evaluating our curriculum, our emphasis will be on encouraging interdisciplinary approaches and employing Ignatian pedagogy.[12]

Working groups were established at the end of AY22 to promote each goal articulated in RSD. The working groups for Goal 1 (Revise and Reimagine the Curriculum) are staffed by faculty members who are Provost Fellows. Through this Provost Fellows program, the Office of the Provost "places faculty expertise, experience, and scholarly strengths in key areas of institutional transformation" and "supports the informed and thoughtful leadership of teacher-scholars who will help guide our university community during this time of strategic change and in the challenging contexts of higher education in the US."[13] The Goal 1 Provost Fellows Working Groups focus on the three global challenges named in RSD; Ignatian Pedagogy, Experiential Learning, and Universal Design; Community Engaged Learning; and the Core Curriculum.

Laudato Si' and Academic Life

Seattle University has long been distinguished by its commitment to the environment. The university's Center for Environmental Justice and Sustainability (CEJS) tracks courses on the environment offered at SU and lists 567 sustainability courses, including 128 in the Core Curriculum.[14] This inventory of courses will be updated in the 2023-2024 academic year. The center lists seven academic programs related to the environment: BS in Civil Engineering with Environmental Specialty; Environmental Engineering Minor; BS in Environmental Science; Environmental Science Minor; BS in Marine and Conservation Biology; BA in Environmental Studies; and Environmental Studies Minor. In addition, CEJS offers research fellowships for faculty and students.

At Seattle University, the Laudato Si' Action Platform (LSAP) lists as its top priority the integration of integral ecology across the curriculum and in the research conducted at SU. To that end, LSAP is collaborating with the Provost Fellows working on reimagining and revising the curriculum. Beyond the SU campus, the leaders of SU's LSAP meet monthly with AJCU partners and serve on the Laudato Si' Commission for the AJCU Faith, Justice & Reconciliation Assembly. They presented at one of the summer 2023 conferences on climate and environmental

[12] RSD (Full Plan), p. 4.

[13] "Provost Fellows," Reigniting our Strategic Direction, Seattle University, August 15, 2023. https://redhawks.sharepoint.com/sites/StrategicDirections/SitePages/Provost-Fellows.aspx.

[14] "Sustainability Courses," Center for Environmental Justice and Sustainability, Seattle University, August 15, 2023.https://www.seattleu.edu/institute-for-environmental-justice-and-sustainability/sustainability-in-academics/

justice at Santa Clara. LSAP collaborated with the Provost's Office to sponsor faculty members to participate in three of the Santa Clara Laudato Si' conferences offered that summer.

Community Engaged Learning

Every year, over 150 Seattle University faculty offer hundreds of courses with a community engaged learning component engaging several thousand students. As noted previously, the Sundborg Center for Community Engagement (CCE) provides tremendous support to faculty who want to incorporate community engaged learning into their courses. On the SU website, the center defines community engaged learning as "a credit-bearing educational experience that applies course material to contribute to equitable solutions for issues impacting one or more communities. Community engaged learning courses include reflection activities that integrate students' learning across classroom and community contexts." The center offers three models of community engaged courses:

- Local Community Context: These courses support students as they contribute to a more just and humane world by teaching them how issues are impacting a local community, showing them how others are responding to that issue, and guiding them to take action.
- Placement-based Courses: Students work with a community organization for a specified number of hours throughout their course. Faculty support students to connect their experiences to course content.
- Project-based Courses: Students complete a project that responds to the needs and priorities of a community or community-based organization. Students learn through practicing skills and reflecting on how their work contributes to broader impacts.

Seattle University's strategic plan calls for every student to have an opportunity to participate in at least one community engaged learning course, which dovetails with the university's overall effort to revise and reimagine its curriculum. Since June 2022, a Community Engaged Learning Working Group of faculty, community leaders and CCE staff have developed a draft plan to (1) embed community engaged learning throughout Seattle University's curriculum and (2) enhance systems that support faculty, community partners, and students to ensure high quality community engaged learning experiences. This plan will pursue a community engaged learning requirement for students through the development of anti-racist pedagogies that center community voice and leadership and pursue long-term partnerships.

Ignatian Pedagogy

The Center for Jesuit Education and the Center for Faculty Development have partnered to put together several professional development opportunities for faculty around Ignatian Pedagogy and Teaching in the Jesuit Tradition, including several multi-part workshops on Ignatian Pedagogy and Active Learning; Ignatian Pedagogy and Reflective Practices for Teaching and Learning; and Ignatian Pedagogy that incorporates Inclusive Pedagogies. In addition to these quarter-long workshops, the Teaching in the Jesuit Tradition series invites faculty to come to one-hour long conversations with other faculty to create ways to continually weave Jesuit educational practices into their teaching. A Canvas site has been developed as a rich repository for faculty in every discipline to find resources and tools related to Jesuit education and Ignatian

pedagogy to incorporate into their classroom. The Ignatian Pedagogical paradigm (IPP) has informed the work of the Center for Digital Learning and Innovation (CDLI) from the establishment of the center. The IPP informs both the content as well as the approach of the center. The CDLI remains the leader among AJCU institutions in the integration of the IPP in digital teaching and learning.

Seattle University's academic life from the curricular to the pedagogical reflect the institution's Jesuit and Catholic character as illustrated above. The integration of the ethical into the intellectual, the engagement with the humanities and questions of meaning and purpose in relation to social reality are incorporated throughout the academic experiences of students. The academic strategic priorities of the institution demonstrate that the institution is investing in integrating the most salient social questions of our times into the curriculum along with the best pedagogical practices, including Ignatian Pedagogy.

Within the current context, faculty can be invited to discover connections between such mission-aligned endeavors and the Catholic Intellectual Tradition. The intellectual life of the institution can be enriched by opportunities to engage with the theological foundations for institutional commitments, such as SU's emphasis on social justice and inclusive pedagogy, its understanding of science and religion as complementary rather than conflictual and its belief that faith is consonant with reason. Faculty, and by association their students, might have a greater sense of SU's institutional coherence and integrity if they saw more clearly the deep connection between these commitments and the Jesuit and Catholic character of the university.

Sometimes when this character is raised among faculty, it is the institutional Catholic Church, understood narrowly, and confessional Catholicism that raises concerns for them. Many faculty formed at non-Catholic universities have not explored the Catholic Intellectual Tradition (CIT) or the Jesuit educational tradition. Building collaborative relationships within which to explore the diversity and complexity of Catholicism and its rich intellectual tradition could provide a needed opportunity to engage faculty in dialogue and intellectual conversation around the contribution of CIT to the most salient and important topics that are shaping our time, and which remain a priority in reimagining and revising the curriculum. The hope for these conversations is that all SU faculty find a connection to the riches of the Catholic Intellectual Tradition and discover their role in contributing to its expansion and continued development.

The Pursuit of Faith, Justice, and Reconciliation

Characteristic 3: The Pursuit of Faith, Justice and Reconciliation

At the heart of the Seattle University community is a deep desire to authentically discern how to sensitively and passionately pursue a life grounded in faith, action toward Gospel-inspired justice, and reconciliation that brings healing and repair. Seattle University promotes faith, justice and reconciliation in myriad, vibrant ways, both within and beyond its campus boundaries. Those who join the Seattle University community often speak of being inspired by the possibility of adding their energy, intellect and passion to SU's mission to educate the whole person and to empower leaders for a just and humane world. This institutional commitment is woven throughout the life of Seattle University and stewarded by many, as evident in each of the sections of this report.

Curriculum Integration

The commitment to faith, justice and reconciliation is integrated into the curriculum, especially through the department of Theology and Religious Studies and courses offered through the Core Curriculum. RSD Goal 1: Reimagine and Revise the Curriculum as described above demonstrates the institution's intent to further integrate this commitment in the intellectual life of the institution. RSD Goal 1 is focused on engagement with the global challenges of "sustainability and climate change, racial injustice and widening economic inequity and rapid technological change and its attendant social and economic impacts" throughout the curriculum. These content areas, coupled with attention to Ignatian Pedagogy and community engaged learning, will help prepare students with what Father Kolvenbach called "well-educated solidarity" to meet the needs of people on the margins in our society.

The intellectual integration of mission, particularly the commitment to social justice, is also expressed in changes that have been made in the overall evaluation of faculty. The National Science Foundation Advance Grant has enabled the institution to develop tenure and promotion policies that recognize and honor academic research and community work centered on faith, justice and reconciliation as worthy of promotion (as mentioned above).

Care for Our Common Home

The institutional commitment to care for our common home as expressed in Seattle University's Laudato Si' Action Platform has already been noted in terms of leadership commitment and sponsorship of the work. An inventory of SU's commitment to environmental justice and sustainability prior to the articulation of its LSAP goal reveals a long-standing commitment to integral ecology among faculty. Concern for our common home is not only reflected in the academic realm but is also through SU's operational commitments, such as LEED-certified buildings, zero-waste efforts and sustainable procurement initiatives. The Sinegal Center for

Science and Innovation, the Advancement and Alumni Building, Lemieux Library and McGoldrick Learning Commons, the Harding Building and the Eisiminger Fitness Center are all LEED Gold certified. Campus grounds and the Athletic fields have practiced organic land care since 1986. Among its sustainability policies, Procurement has had an environmental purchasing guideline since 2009.

Through sustained student advocacy, as of June 2023, SU can boast of being the first AJCU institution to fully divest from fossil fuel, concluding a process approved by the Board of Trustees in 2018. Environmental justice and sustainability are visible in student life and faculty and staff mission formation opportunities, including Campus Ministry's Social Justice cohort on environmental sustainability and as the theme for Mission Day and Colleagues in Jesuit Education. SU's Center for Environmental Justice and Sustainability marked its 10th year anniversary as a promoter of academic research and campus operational improvements in AY22-23.

Diversity and Inclusion

During the first cycle of the MPE, SU was among the first institutions to include an explicit examination of its commitment to diversity and inclusion as a matter of mission and we are proud of our long-standing focus in this area. Goal 4 of RSD is focused on the promotion of inclusive excellence. Within five years in her role of Vice President for Diversity and Inclusion, Natasha Martin and her team have had a profound impact in the integration of the institutional commitment to inclusive excellence throughout the life of the institution. Some notable examples include the implementation of the Campus Climate Incident Reporting and Response Protocol (CCIRRP); the creation of the mission-aligned and inclusively excellent faculty hiring protocols and guidebook/toolkit; BIPOC student retention efforts, and stewardship of the Supplier Diversification Program. The institution hosts a bi-annual Racial Equity Summit as a matter of mission. The institution hosts a bi-annual Racial Equity Summit as a matter of mission.

Institutional commitment to DEI is found throughout the university in programs offered by many offices, departments and colleges. It is visible in robust support for LGBTQ+ students through student clubs, Campus Ministry outreach, co-curricular programs and the creation of spaces for challenging conversations. It is evident in choosing the Common Text for new students by centering on books by authors of color (*Tulalip from My Heart*, *Braiding Sweetgrass*, *Kindred*). It is visible in renewed partnership with Indigenous Peoples and the creation of the Indigenous People's Institute. Further, SU expands access for historically marginalized populations to Jesuit education through the Fostering Scholars program, which supports students exiting the foster system, services that support first generation students and veterans, and the Costco Scholars program. SU also provides a sense of community for BIPOC students through the MOSAIC Center (Meaningful Opportunities for Student Access, Inclusion and Community, formerly the Office of Multicultural Affairs and Student Success & Outreach).

The university has consistently recruited diverse students, faculty and staff to enhance the holistic learning environment at SU, and it is a mission priority for SU to support and retain these members of our campus community. Success in the recruitment of diverse students, staff, faculty and administrators is a reason to celebrate and requires investment in ensuring the flourishing of those recruited to be part of the institution. It also invites us to do intentional work in drawing

connections between SU's deep missional motivations and its institutional commitments to equity, racial justice and inclusion.

Connecting Faith and Justice

The interplay of spirituality and justice are lifted up in many campus spaces. The explicit work toward connecting SU's institutional commitment to social justice with faith, understood interreligiously, is led by the Institute for Catholic Thought and Culture, Campus Ministry, the Center for Jesuit Education, the Department of Theology and Religious Studies and the Center for Ecumenical and Interreligious Engagement through their various courses and programs that include student, faculty and staff immersions, seminars and reading groups, public lectures and summits. Other recent initiatives include Campus Ministry's support for Black Catholic Advisory Circle of the Archdiocese of Seattle, and SU's hosting of the annual Archdiocesan Martin Luther King, Jr. Day Mass.

In addition to offering numerous faith, worship, justice, advocacy and reconciliation events for the campus community and beyond, SU also serves as a resource and a convening place for regional apostolic works related to faith and justice, including Jesuit Volunteer Corps Northwest, the Intercommunity Peace and Justice Center, and L'Arche. Seattle University, through the ICTC, continues to co-convene an annual Immigration Summit and a Season of Creation gathering in collaboration with Archdiocesan and other faith-based organizations. SU actively contributes to and benefits from the Jesuits West CORE (Collaborative Organizing for Racial Equity) initiative.

Global and Local Engagement

Seattle University has had an ongoing commitment to engage the global and local community and that commitment is being deepened and expanded. A noteworthy part of this commitment has been in the Jesuit global network, including active participation in the International Association of Jesuit Universities, as well as involvement in the two key disciplinary networks, the International Association of Jesuit Business Schools and the International Association of Jesuit Engineering Schools. Partnerships have included the engagements with Jesuit universities in Latin America and Asia and through the work of individual faculty. The university is expanding these global partnerships with the addition of a new Vice Provost for Global Engagement and the launch of a new center focusing on broad engagement in India. The Education Abroad Office and the International Student Center, along with an academic curriculum (including in the capstone year for the Core) that brings students into a more global consciousness, all contribute to a rich educational and institutional commitment to the global community.

Through SUYI (Seattle University Youth Initiative) the university and its many community partners offer programming that includes academic enrichment and mentoring, in-class teaching assistance, youth leadership development, college readiness support, family engagement, preschool education and post-secondary scholarships. SUYI's holistic approach also includes partnering with neighborhood-based organizations and community leaders to organize for stable affordable housing, access to healthcare, safe neighborhoods and living-wage jobs.

Through the Youth Initiative, CCE offers immersion programs into the local community for trustees, senior leaders, staff and faculty. The Center also partners with faculty and community members in educating students on the issues faced by families in the neighborhood through an anti-racist framework. The Center forms students, including approximately 100 student work-study staff, in an approach to community engagement that centers on the community's concerns. In turn, community members contribute significantly to students' holistic education. The placement of CCE in the new Sinegal Center for Science and Innovation marks its connection between our campus and the local neighborhood.

Colleagues for Mission

Members of the Jesuit Community, in partnership with lay companions, have been forming colleagues for mission for over three decades in preparation for the current moment of lay leadership of the institution. During this same period, the institution has developed a commitment to the work of social justice as an expression of our mission and as a reflection of the Universal Apostolic Preferences' (UAP's), work that is particularly visible in its commitment to diversity, equity and inclusion; to environmental justice and sustainability; and to engagement with the marginalized and excluded in the neighborhood and broader global community, all with a focus on accompanying our young people toward a hope-filled future. For many members of the university community and external partners and supporters, the institution's commitment to social justice is often seen as synonymous to the university's mission, and this is something to celebrate, as it represents a lived commitment to justice-seeking activity by students, faculty and staff. Connecting these institutional and personal commitments to justice with expressions of faith, understood both in its broadest meaning and in relation to the Jesuit and Catholic tradition, is fertile ground for SU as we discern how to incorporate the language and experience of faith in a predominantly unchurched context. SU has an opportunity to connect the expansive justice efforts of our faculty, staff and students more intentionally with Catholic social traditions, liberation theology and the Jesuit emphasis on the service of faith and promotion of justice and reconciliation, in order to both honor the long-standing efforts of the Church and the Society of Jesus to walk with the marginalized, and to inspire deeper understanding about how a life of faith can ground and animate work for justice.

Promoting an Ignatian Campus Culture

Characteristic 4: Promoting an Ignatian Campus Culture

Seattle University cherishes a variety of elements that bring to life an Ignatian Campus Culture, both through SU's ways of proceeding and through programmatic, dialogic, worship and engagement opportunities.

The primary bearers of an Ignatian Campus Culture include the offices within Academic Affairs (e.g., Institute for Catholic Thought and Culture, Center for Ecumenical and Interreligious Engagement, and Indigenous People's Institute), Student and Campus Life (the Office of Wellness and Health Promotion, Center for Student Involvement, Housing and Residence Life), and other divisions like Athletics and Mission Integration (Campus Ministry and the Center for Jesuit Education), as they create spaces and offer opportunities for dialogue and discernment, for exploring questions of identity, community and the sacred. Athletics has developed a robust set of opportunities for student-athletes modeled on the Ignatian Pedagogical Paradigm, called the Redhawk Experience, which trains coaches to engage their athletes in reflection and service aligned with the Jesuit mission.

The New Student Orientation sessions include a module for students entitled "Jesuit Education 101" to introduce them to the Ignatian campus culture and to share the richness of Jesuit Education. Alpha Sigma Nu has an active SU chapter built on the Jesuit values of scholarship, loyalty and service. The Ignatian Leaders program is a cohort of student leaders who, through the teachings and philosophy of St. Ignatius of Loyola, create an intentional connection between the student community and the university administration. The CCE prepares students and faculty to move beyond the campus and enter relationships guided by Father Kolvenbach's[15] wisdom that "[w]hen the heart is changed by direct experience, the mind is challenged to change."

An important expression of *cura personalis* is the work of the Seattle University CARE (Coordinated Assistance and Resource Education) Team. The CARE Team is a cross-divisional team that meets weekly to review and respond to referrals about students of concern. The team connects students with on and off-campus resources, consults with faculty, staff, students and families about how to respond to various concerns, and facilitates formal and informal outreach and check-ins. The team also assesses potential threats to health and safety to ensure a safe campus community. Last year they responded to almost 500 referrals, ranging from basic needs concerns, to conflict management, to severe mental health crises and many more.

Each academic year is book-ended by two key liturgies, the Mass of the Holy Spirit, where the university community is invited to gather and invoke the Holy Spirit to bless and guide the

[15] Peter-Hans Kolvenbach, S.J., "The Service of Faith and the Promotion of Justice in American Jesuit Higher Education," (October 2000)

academic year, and the Baccalaureate Mass, where graduating students are sent forth into the next stage of the lives with the blessing of the Spirit. The Mass of the Holy Spirit is held at Immaculate Conception Church, a nearby parish with historic ties to the university. The Baccalaureate Mass is held at St. James Cathedral. Seattle University maintains strong ties with both communities beyond these liturgies. Throughout the year, the beautiful Chapel of St. Ignatius offers daily masses as well as two Sunday masses, including student Sunday liturgies, an annual Alumni Mass and a Red Mass hosted by the School of Law that draws law professionals from the region. The Chapel of St. Ignatius along with other sacred spaces and chapels on campus are the venues for various gatherings for prayer, worship and meditation hosted by diverse religious and spiritual groups on campus.

As a foundational aspect of promoting an Ignatian Campus Culture, students, faculty and staff have many opportunities to both "show the way to God through the Spiritual Exercises and discernment" and to be invited to experience God as they connect with the spirituality at the heart of the Ignatian tradition. SU students have several opportunities for retreats structured on the movements of the Spiritual Exercises, including the New Student Retreat, Ignatian Silent Retreats, the Search Retreat, a Catholic Students' retreat, the Spiritual Exercises in Everyday Life (SEEL) and Rooted: A Retreat for Students of Color.

The Center for Jesuit Education offers a variety of programs to introduce faculty and staff to the Ignatian educational tradition from orientations for new employees to the Arrupe Seminar on the Foundations and Vision of Jesuit Higher Education to offerings through Women in Jesuit Mission, a long-standing program that invites women-identifying faculty and staff into the Ignatian wisdom tradition through prayer and companionship. The CJE partners with other areas on campus to create spaces for dialogue and community building, like "Soup and Storytelling" in partnership with the Indigenous People's Institute and the Ignatian Solidarity Network's 21-Day Racial Equity Challenge with the Office of Diversity and Inclusion.

In addition to its own programming and work with internal partners, the Center for Jesuit Education also provides faculty, staff and administrators the opportunity to experience the Spiritual Exercises of St. Ignatius through sponsorship of participation in the programs offered by the Spiritual Exercises in Everyday Life Puget Sound (SEEL) and the Ignatian Spirituality Center. Members of the university community both receive Ignatian spiritual formation through these programs and serve these Jesuit works as subject matter experts on the Spiritual Exercises, facilitators of faith-sharing opportunities, spiritual directors and board members.

Members of the SU community grow in their own faith and encounter the faith experiences of others through Catholic, Protestant, ecumenical and interfaith liturgies; vigils and religious gatherings of many kinds, including weekly and daily Catholic masses; programs through the Interreligious Dialogue Committee; Institute for Catholic Thought and Culture (ICTC) programs and day-long workshops; Eco-Sangha Zen Buddhism Meditation; Interfaith Prayer for Peace; the Ecumenical Chapel and the Multi-faith Prayer Room in Campion Hall; the Jewish Student Union; the Muslim Student Association; and the many courses offered through Theology and Religious Studies. Through these opportunities, the SU community finds many opportunities to be shown diverse and beautiful paths to God.

The physical space of Seattle University's campus also invites one to encounter the sacred. The "Bowl of Tears" Martyrs of El Salvador sculpture, the Japanese American Remembrance Garden, Vi Hilbert Ethnobotanical Garden, the labyrinth, the Marian Shrine, the organic and sustainable landscaping and the thoughtfully curated, Ignatian-inspired art placed in buildings throughout campus inspire contemplation of the transcendent and welcome the community from outside of the university into a kind of urban oasis. The physical space of the campus has been noted to bring joy[16] through its pathways, which invite students, faculty and staff to be "contemplatives in action" as they move through their days on campus. The beloved Chapel of St. Ignatius is the most notable of the sacred spaces and art found throughout the campus and is the heart of the liturgical life on campus.

As Seattle University enters a post-pandemic reality marked by significant changes, including mental health challenges for students (and faculty and staff), uncertain paths toward a sense of community and belonging, and a general decline in religious practice, it can lean into a long tradition of inviting a diverse community to re-discover elements of an Ignatian way of proceeding. The Universal Apostolic Preferences serve as a helpful guide here, as they touch upon the need for the Spiritual Exercises and discernment, accompaniment of young people, care for the marginalized and care for our common home, all issues important to our SU community. Through the MPE process, our colleagues and students expressed a hunger for the rebuilding and reconstituting of the community given the many changes due to departures, losses and additions to our campus community over the past five years. This hunger for more opportunities for reflection and discernment amid rapid implementation of RSD underscores the importance of pausing and reflecting as a way of living the mission and of embracing an Ignatian campus culture.

The institution has an opportunity to cultivate a more robust Ignatian Campus Culture holistically through its practices and ways of proceeding, as it connects its commitment to a culture of belonging and flourishing with its Ignatian charism. An opportunity exists to expand the "Ignatian toolkit" of our university community in order that we might more regularly draw upon the richness of the Ignatian tradition of dialogue, discernment, reflection, social analysis and *cura personalis*. One such opportunity will be explored this academic year as the Advising Center staff will receive training in helping students engage in Ignatian discernment and campus staff will be offered several modules on Ignatian Ways of Proceeding. While religious non-affiliation is increasing, especially among young adults, the university has an opportunity to expand outreach to students, faculty and staff to invite them into the richness of Ignatian Spirituality and the Spiritual Exercises, to offer reflective practices from diverse faith traditions and other sources, and to draw people together in authentic community to discern our path as a university committed to a faith that does justice.

[16] "Rant and Rave: Green spaces on Seatle University campus bring reader joy," Lifestyle, *Seattle Times, August 9, 2023.* https://www.seattletimes.com/life/lifestyle/rant-and-rave-green-spaces-on-seattle-university-campus-bring-reader-joy/

Service to the Church

Characteristic 5: Service to the Church

Seattle University's partnership with the local Church has grown significantly in recent years through partnerships with, as a convener to, and as a resource for the Archdiocese of Seattle, Catholic schools, Catholic social services and parishes and people in the pews. The work of the Institute for Catholic Thought and Culture, the Matteo Ricci Institute and the College of Education are particularly noteworthy, as is the work of Campus Ministry.

In preparing young Catholics for service in the Church, Seattle University's Campus Ministry continues to provide outstanding, substantive programs and opportunities. These include both participating in and leading programs tailored to our students' diverse identities and communities. Catholic students can work as student campus ministers and volunteer as Eucharistic ministers or participate in the choir at the Chapel of St. Ignatius. Daily and Sunday mass is available during the academic year, and our Chapel's renowned architecture (recently receiving the 2022 American Institute of Architects 25-year Award), provides space for prayer and contemplation. Academically, Catholic students can take courses in the Theology and Religious Studies Department, which offers both a major and minor, along with a Catholic Studies minor. Campus Ministry's Immersions Program invites students to gain deeper understanding of the values of justice, solidarity, simplicity, community and spirituality over an extended period, culminating in an on-the-ground experience. Students engage in a quarter-long cohort program learning about the complex historical, social, economic and political realities of the communities they visit.

The Matteo Ricci Institute, the College of Education and the Office of the Provost all have built relationships with the Archdiocese through their engagement with the Office of Catholic Schools. The Matteo Ricci Institute, through strong partnerships with local Catholic high schools, makes it possible to provide a wide range of concurrent enrollment courses which provide significant support to the educational experience of local Catholic high school students. The Theology and Religious Studies Department is an important partner in this work. For the College of Education, an active collaboration with the Office of Catholic Schools offers scholarships to teachers and principals in Archdiocesan schools who seek to increase their education and skills through certificate programs and other advanced degrees. Conversations are ongoing that seek to deepen the college's partnership with the Office of Catholic Schools. The Office of the Provost is also in active conversation with the Office of Catholic Schools about launching a pilot program in the fall of 2024 focused on teaching, service and professional education following the model of the Alliance for Catholic Education of Notre Dame (ACE). This program is intended both to form young adults for the ministry of teaching in Catholic schools and to strengthen the collaboration and support between the university and the Archdiocese.

Seattle University embraces its capacity both to build a strong relationship to the local and global Church while engaging with contemporary issues and challenges, convening partners around areas of concern, and entering dialogue with people of many faiths and belief systems. This engagement varies in size, from a theology professor serving on the Archdiocesan Pastoral Council to the Institute for Catholic Thought and Culture (ICTC) convening a summit on women's leadership in the Church that brought together Catholics from across the region and from many institutions.

The Institute for Catholic Thought and Culture awards yearly faculty fellowships for research and course development with the goal of incorporating the Catholic Intellectual Tradition into faculty scholarship and teaching, contributing to the depth of the classroom experience of students and to the development of scholarship to foster the Catholic Intellectual Tradition.

ICTC further sponsors a multiple lecture series focused on salient social issues. ICTC has partnered with the Archdiocese and other Catholic parishes and organizations since 2015 on the topic of Laudato Si', convening yearly environmental justice summits and monthly organizing and networking meetings. In the fall of 2023, it will be hosting the seventh annual Catholic Immigration Summit in partnership with the Archdiocese and several other Catholic institutions, including the Intercommunity Peace and Justice Center, Catholic Community Services and Catholic Immigration Legal Services, and the Washington State Catholic Conference. The ICTC continues to collaborate with Archdiocesan partners to respond to the local Church's needs.

President Eduardo Peñalver and Archbishop Paul Etienne have quarterly meetings. A fruit of this regular engagement is a national conference of environmental justice and sustainability scheduled for July 2024, titled Together for Our Common Home: A Climate Action Summit.

It should be noted that this MPE is taking place at a time when the university is renegotiating its relationship to graduate ministerial education. In May of 2020, after persistent and significant financial challenges and low enrollments in the School of Theology and Ministry, the SU Board of Trustees made the difficult decision to close the school and proceed with a teach-out of the remaining students, which was concluded on June 30, 2023. While SU will no longer offer graduate ministry degrees, there is an exploration underway to offer certificate programs for ministry preparation, adding to the many ways that Seattle University continues to be of service to the local Church. This is but one of other conversations around collaboration between areas at Seattle University and offices of the Archdiocese.

Relationship to the Jesuit Community

Characteristic 6: Relationship to the Jesuit Community

There is a strong and robust partnership between the university and the Jesuit community that is more intentionally cultivated in a milieu of change. Like most other AJCU institutions, Seattle University has significantly fewer Jesuits missioned to the university than it did seven years ago, when the institution first undertook the MPE. Whereas the university could claim three Jesuit theologians plus other Jesuits working in fine arts, chemistry, history and law, actively teaching among a community of over 20 Jesuits in 2017, now there are fewer than ten Jesuits assigned to the university. The Arrupe Community is now a multi-apostolic community. Among the changes that have come with the declining number of Jesuits is the sunsetting of the Board of Members, a structure that required the presence of six Jesuits charged with oversight of the mission of the institution. Seattle University and US Jesuits West have recently signed a Memorandum of Understanding outlining the relationship of the university to the Society of Jesus, including acknowledging responsibility for the Jesuit mission and identity of the university as belonging to the Board of Trustees which commits to "[p]romoting the understanding and appreciation of the Jesuit Catholic mission and identity of the University among its members and the University community, and [r]eflecting the Jesuit Catholic mission and identity in the curriculum, programs, and policies of the University."[17] This historic change marks the formal turnover of responsibility for the institutional mission to a predominantly lay Board of Trustees and the first lay president with a lay Senior Leadership Team, except for the rector of the Jesuit community who is ex officio member of the team. (See Appendix H.)

Rector Arturo Araujo, S.J., meets one-on-one with both President Peñalver and Vice President Punsalan-Manlimos on a regular basis. The three also touch base as needed. They share a commitment to making Seattle University a place of rich opportunity for Jesuits interested in the work of higher education in order to ensure the presence of Jesuits at SU in an ongoing way. The president, provost and Vice President for Mission Integration work collaboratively with the rector to recruit Jesuits to the university. In addition to serving on senior leadership, the Rector sits on the Board of Trustees of the university, including on the Committee on Mission and is invited to leadership meetings of the Division of Mission Integration. There is an active commitment by these three leaders to ensure both an open line of communication and a relationship of mutual support between the university and the Jesuit community. The president and the Vice President for Mission Integration have hosted dinners with Jesuits working at the university. The Jesuits have in turn welcomed the Vice President for Mission Integration into the

[17] Sean Carroll, S.J., Jerry Cobb, S.J., Eduardo Peñalver, and Patrick Callans, "Statement of Collaborative Principles," unpublished document with last signature dated July 13, 2023.

Jesuit community for meals, liturgy and conversation, including to a dinner with Archbishop Paul Etienne.

Since last year, the Jesuit community has launched a hospitality strategy at Arrupe House. In addition to the Vice President for Mission Integration, the community has invited the president, the Vice President for Advancement and family, the provost and his partner, the Dean of the School of Law and his partner, and the new Campus Ministry Director to dinner at the Jesuit Residence. By Provincial request, the Arrupe community has pledged to have all members of the Arrupe House support the mission of the university in diverse manners.

The Jesuit Community and Campus Ministry have begun to develop a culture of closer collaboration with special attention to liturgy and care for Catholic students. They will embark on a dialogue for the next two years (2023-25) about the nature of their partnership. This process will help evaluate and re-imagine their long-time partnership and consolidate guidelines for the future through a Memorandum of Understanding (MOU) document signed by the parties and acknowledged by the Provincial.

Members of the Seattle University are actively engaged with the work of the Society of Jesus beyond the university. A significant number actively participated in Jesuits West Apostolic Planning Process, including senior leaders and members of the Board of Trustees, holding six small group conversations on campus for Phase I. Representatives for a regional gathering for Phase II of the process included students, faculty, staff, senior leaders, the chair of the board of trustees and a member of the university Jesuit community. Representatives also attended the final gathering at Loyola Marymount University. SU is actively engaged with the regional gatherings of Directors of the Works and is strengthening collaboration with various works. Partnerships exists with SEEL Puget Sound, the Ignatian Spirituality Center, St. Joseph Parish, the Seattle Nativity School, the Cristo Rey Jesuit Seattle High School and the Jesuit Restorative Justice Initiative. In addition to these, SU supports the work of the Intercommunity Peace and Justice Center and JVC (Jesuit Volunteer Corps) Northwest and has a representative in Jesuits West CORE. The university is a place of convening for many of the works in the region. As noted above, members of the university community are actively engaged as participants, facilitators, board members and partners.

The university is further engaged with various initiatives of the AJCU and the IAJU (International Association of Jesuit Universities). Members of the Seattle University community have served on planning committees for conferences such as the Commitment to Justice Conference; have offered their expertise in various working groups and task forces, including serving on Jesuits West Apostolic Planning Committees; have contributed to the AJCU Assembly on Faith, Justice and Reconciliation theme areas for July 2024; have presented to Jesuits West staff meetings; and have served on Mission Priority Examen Visiting Teams. Seattle University has been actively involved with the International Association of Jesuit Business Schools and the International Association of Engineering Schools since their inception. The Dean of Albers School of Business and Economics is co-chair of the IAJU Taskforce on the Inspirational Paradigm for Jesuit Business Education. Faculty partner with colleagues at Jesuit universities outside of the United States and engage with international Jesuit organizations. Programming and planning around mission formation and professional development are guided by Jesuit

international and regional priorities. The Universal Apostolic Preferences inform understanding of mission work at the university. It is anticipated that Province priorities will inform the continued work of mission integration at the university.

Institutional Integrity

Characteristic 7: Institutional Integrity

Seattle University's institutional integrity is reflected in numerous examples offered in the preceding six characteristics. At the same time, we offer here a few additional examples of mission-inspired policies, priorities and practices that make concrete the Jesuit and Catholic mission, vision and values of SU.

Leadership commitment to care for the whole person is manifested in many ways, one example of which is its approach to the budget process. Within its financial constraints, senior leadership prioritized the student experience and the situation of employees along with its strategy for repositioning for growth. Senior leadership has been invited to focus on improving student retention as a moral and mission imperative, committed to supporting students, especially those who are underserved, in thriving at SU.

In deliberation around tuition increases, special attention was given to the needs of continuing students who would be especially burdened by an increase, leading to the creation of a fund to help bridge the anticipated financial challenge they would face. Leadership is focused on improving institutional processes to reduce friction points for students, improving their ability to navigate university life, and is particularly aware of students who may be less prepared to do so, including First Generation students and students with marginalized identities.

Since the last MPE, the cost of living has increased exponentially in the greater Seattle area, amplifying the fiscal challenges of the institution. Nevertheless, SU's leadership continues to place priority on maintaining fulfilling and fair working conditions for faculty and staff. Consistent with Catholic Social Teaching and the priority of the dignity of workers, the university has made substantial investment in compensation for both faculty and staff and continues to make this commitment a priority. Workforce reduction, when necessary, focused primarily on recently vacated open positions. Leaders across the university strive to meaningfully recognize faculty and staff contributions, to celebrate the many gifts within our community.

For faculty, in addition to efforts that improve market equity and benefits, the Division of Academic Affairs has been actively supportive of a faculty-led effort to change the designation

of those faculty who are not on tenure-track lines. There also have been noteworthy efforts to strengthen a spirit of shared governance and collaboration, including the creation of the Provost Fellows model engaging over 30 faculty leaders in efforts to redesign the university curriculum, including leadership by clinical professor and teaching professor line faculty.

For staff, the establishment of a new Staff Council has elevated their voice and leadership. The university instituted a generous 12-week staff family leave, bringing them to parity with faculty and supporting young parents bringing life into the world. The university also continues its practice of a University Service Leave, providing the equivalent of three paid days for staff to "encourage and support staff to embrace the mission, vision and values through service."[18] Human Resources is working collaboratively with the Office of Diversity and Inclusion and the Division of Mission Integration in the creation of various professional development programs for staff that integrate institutional commitment to our Jesuit and Catholic mission and inclusive excellence. Institutional processes are being evaluated to increase efficiency and efficacy not simply as a matter of process improvement but with a desire to increase a sense of deeper meaning and purpose for staff. The newly hired Vice President for Human Resources, through a highly consultative and participatory approach, seeks to make Seattle University a Best Place to Work, bringing best practices in HR that align with Ignatian values as the institution moves toward RSD Goal 2, Strengthen Professional Formation for All, which honors SU's commitment to whole person education in the Jesuit tradition that extends beyond students to include faculty and staff as well.

LIFT SU has achieved numerous institutional changes to advance commitment to diversity, equity and inclusion. The impact of Office of Diversity and Inclusion (ODI) is visible throughout the campus from the development of a Campus Climate Incident Reporting and Response system to the creation of a Supplier Diversification program, which supports BIPOC-owned businesses in university procurement and purchasing. Through a partnership between the Office of the Provost and the ODI and in consultation with Mission Integration, a *Faculty Hiring Guide for Mission and Inclusive Excellence* has been created along with associated training. Investment in the Office of Diversity and Inclusion (ODI) has increased significantly, especially in increased staffing, even as more investment is needed to enable the office to support units throughout the university.

Each of these examples illustrates the widespread commitment of Seattle University to aligning our Jesuit and Catholic mission with our practices, policies and approaches to our community, aiming for the kind of institutional integrity that links the values and mission we espouse with the practices we enact.

Conclusion

The presence of the Holy Spirit was evident in the Mission Priority Examen process, which not only drew together members of our campus community in sacred conversation, but also yielded

[18] "Community Service Leave," Human Resources, Seatle University, September 3, 2023. https://www.seattleu.edu/human-resources/benefits/time-away/.

much helpful data about the many ways that Seattle University is fulfilling its promise of delivering a Jesuit and Catholic education aimed at bringing about the Reign of God in our midst. The process also brought to light the expressed desire of the university community for a more robust Ignatian Campus Culture where this kind of time for reflection and discernment is available regularly, and where there is opportunity to rebuild our vital sense of community in this post-pandemic time. The energy around the Mission Priority Examen conversations yielded a re-commitment to not only orient and on-board the many new members of the university community to our robust Jesuit and Catholic traditions, but also to expand the opportunities for reflection and discernment for all members of the SU community. The recognition of the need and desire by MPE participants for re-grounding in mission practices and commitments provides direction for the work of mission integration in animating such efforts.

Seattle University takes pride in its Jesuit and Catholic mission and the many ways it is actualized and embodied across campus by students, faculty, staff and board members. There is enthusiastic support for the institution's mission toward a student-centered, whole person education that attends to questions of meaning and purpose; to ethics with a special concern for the most vulnerable (expressed especially in engaging issues of social justice and issues of environmental justice and sustainability); to diversity and inclusion; and to equity and economic justice.

The religious diversity and secularity of the Pacific Northwest represents an opportunity for Seattle University to articulate the richness of the Jesuit and Catholic roots of its mission more fully and with attention to its reception. Considering the recent rates of turnover among faculty, staff and administrators and the lower number of Jesuits on campus, Seattle University is composed of many educators who are new to the university and who may not know the institution's history and the long educational tradition of which it is a part. Seattle University has an opportunity to ensure the formation and professional preparation of mission leaders among faculty, staff and administrators who know Jesuit educational tradition well and can engage the campus from the lens of the Catholic Intellectual Tradition and the distinctly Jesuit approach to teaching and learning.

The nature of a Catholic university and the relationship of Church and university are not consistently nor widely understood. This is coupled with not only a growing secularization that characterizes the broader culture but a thread of sharp criticism of the institutional Catholic Church that, while not necessarily new nor widely held, is more open and unapologetic. These two challenges are not unique to Seattle University but reflect the reality of the US Catholic Church and society at large. Seattle University's success in creating a culture of belonging that has led to the most diverse leadership team and student body in the institution's history also comes at a moment when Catholicism is perceived as intolerant and exclusionary. The reality of a decreased Jesuit presence on campus and the retirement of several key Catholic intellectuals, coupled with the decentralized and uneven strategies for hiring for mission of recent years, sheds light on the seeming paradox of an institution that both robustly actualizes its Jesuit and Catholic educational mission and has less access to those with a deep working knowledge about the roots of those commitments in its identity as a Jesuit and Catholic institution. The work ahead includes developing a shared understanding of mission that recognizes how the best of Seattle University

is a manifestation of its being Jesuit and Catholic. The vibrant work of the university toward the transformation of both people and society is a contextual and contemporary expression of a long tradition of Jesuit and Catholic higher education.

The recent public controversy regarding the inclusion of language around the Jesuit and Catholic identity of the institution in the faculty handbook illustrates the importance of this work, namely moving toward shared understanding of what it means for Seattle University to be a Jesuit and Catholic university in the city of Seattle and in the Pacific Northwest today and its implications for the various dimensions of university life. In a wider context of increasing secularization and religious non-affiliation, how do we build/create a community of belonging that attracts and retains individuals from diverse backgrounds, persons of faith and with no faith, while remaining anchored in the Jesuit and Catholic mission and identity? How do we create an Ignatian culture that seeks to share a 500-year-old spiritual tradition while honoring a diversity of religious and spiritual commitments, including those who do not identify with religion and spirituality? How do we cultivate the fertile ground of secularity to attract the gifts of students, faculty and staff whose personal mission and vocation finds resonance with Seattle University's Jesuit and Catholic mission, individuals whose uniqueness and ability to bring that uniqueness are necessary for the institution to accomplish its vision of becoming one of the most progressive and innovative Jesuit and Catholic universities?

Seattle University is well poised to discern these questions as it leverages its many mission strengths to collectively embrace the challenge of living out its mission, vision and values as a Jesuit and Catholic university in the Pacific Northwest that is making a difference in the lives of many for the betterment of society as a whole.

New or Adapted Jesuit Mission Priorities

V. New or Adapted Jesuit Mission Priorities

The MPE process has helped Seattle University identify the myriad ways its Jesuit and Catholic mission guides work in all dimensions of institutional life. Commitment to mission is woven throughout RSD. According to findings of the recent Seattle University Workforce Engagement conducted by Modern Think, 75 percent of respondents "value the Jesuit Catholic dimension of Seattle University's mission, vision, and value." Even more, 79 percent, indicate that "I understand how my position contributes to the Jesuit, Catholic mission of this institution."[19] At the same time, the process brought to light the seeming paradox of a deeply mission-driven institution where the Holy Spirit is vibrantly alive in the many excellent mission-aligned initiatives and efforts of the university, and some reticence to connect this mission to the Jesuit and Catholic traditions which are its foundation.

As Seattle University continues to move forward with its strategic direction, it seeks to remain anchored in mission, the mission that comes to us from the Society of Jesus, which in turn draws its mission from the Church which received its mission, ultimately, from the mission of Christ. From the Jesuits West Province Apostolic Planning Process to the Synod on Synodality called by Pope Francis, there is a rich invitation to discern the call of the Spirit in our time. Seattle University is keenly aware of this as it seeks to be "a Jesuit University of distinction for a time of change."[20] As the Catholic Church and the Society of Jesus undergo a process of discerning the call of how to be Church and the Society of Jesus in this historical moment, the MPE has given Seattle University the opportunity to do the same. The MPE is only one step in our response to the question of what it means to be a Jesuit and Catholic university in Seattle today.

Throughout the discernment process undertaken by the MPE Steering Committee and especially through the drafting of this report, the alignment of the values guiding the work of the university with the Universal Apostolic Preferences of the Society of Jesus became evident. The mission priorities put forward by the university in this document reflect the desire to bring this alignment into greater light. The entire project of Jesuit higher education is one of accompanying youth toward a hope-filled future. Today, the Spiritual Exercises and Ignatian tools of discernment hold special promise for the maintenance and strengthening of an Ignatian Campus Culture, especially in the highly secular context Seattle University finds itself in. Commitments to care for our common home and to walk with those who are marginalized and most vulnerable are shared by many at the university and offer an entry point for engaging with the Jesuit and Catholic mission and identity of the university.

Attending to the reality of Seattle University today, the particularity of the challenges of our place and time, we offer the following reflection and mission priorities.

To remain anchored in our Jesuit and Catholic mission requires opportunities for all members of the community to encounter the mission. It requires the creation of an institutional culture that reflects Ignatian values, a campus culture that creates a sense of belonging, encourages curiosity and brings meaning and purpose to its members. What was most consistent throughout the

[19] From the initial presentation of Modern Think survey results to President's Direct Reports on July 20, 2023.
[20] Seatle University, Reigniting Our Strategic Directions 2022-2027.

process was the repeated desire for opportunities to continue to have time for reflection and discernment as well as conversations regarding mission. People long to reconstitute and build community, a community of belonging where the gifts and contributions of each person are seen and valued.

To be able to continue to offer students a Jesuit education requires educators, from the Board of Trustees charged with fiduciary responsibility for the institution and senior leaders charged with its management and administration, to faculty and staff, versed in the educational tradition and committed to bringing it to life from their own particular social location, faith perspective and background. A commitment to social justice in general, and to care for our common home and diversity and inclusion in particular, offers a starting point for developing a shared understanding of Seattle University's Jesuit and Catholic educational mission, an educational mission that is holistic, concerned with the intellectual, ethical, spiritual, social and physical development of students and all those who contribute to their education. The priorities we set forth are intended to position Seattle University to remain anchored in its identity as it grapples with defining what it means to be a Jesuit and Catholic university during a time of change.

Priority 1: Strengthen understanding and commitment to Seattle University's Jesuit and Catholic educational mission (tied to RSD Goal 0 and woven throughout RSD)

1) Develop a shared understanding of the Jesuit and Catholic educational mission of SU (with special attention to how this will inform the choices made in Goal 1: Reimagine and Revise Our Curriculum and tied to Universal Apostolic Preference "Accompanying young people in a hope-filled future")
2) Cultivate a more robust Ignatian Campus Culture (tied especially to RSD Goal 3: Enhance the Student Experience and to the Universal Apostolic Preference "Showing the way to God through the Spiritual Exercises and discernment")
3) Institutionalize/establish support for mission-conscious hiring, on-boarding, professional development and promotion for mission alignment (tied to RSD Goal 2: Strengthen Professional Formation for All and Goal 4: Promote Inclusive Excellence)
4) Build capacity for the work of Mission Integration (attentive to Goal 5: Reposition for Growth)

Priority 2: Promote Inclusive Excellence as a Jesuit and Catholic Value (RSD Goals 1, 2 and 4)

1) Develop initiatives that ground the Institutional Commitment to Diversity and Inclusion in Catholic intellectual traditions and Jesuit commitment to Justice (tied to the Universal Apostolic Preference "Walking with the excluded in a mission of reconciliation and justice")
2) Fully implement RSD Goal 1 – Revise and Reimagine our Curriculum
3) Fully implement RSD Goal 4 – Promote Inclusive Excellence, which includes the *LIFT* SU Action Plan

Priority 3: Continue to advance and strengthen SU's commitment to care for our common home as articulated in Seattle University's Laudato Si' Action Platform (LSAP) (tied to RSD Goals 0, 1 and 3 and tied to the Universal Apostolic Preference "Care for our common home")

1) Continue to develop and implement SU's LSAP and its four main priorities:
    a) Integrate Integral Ecology Across the Curriculum and Research
    b) Achieve Climate Neutrality and Reduce Seattle University's Environmental Footprint
    c) Practice Socially Responsible Consumption, Purchasing and Investment
    d) Develop a Sustainable Campus Climate and Deepen Community Engagement and Public Advocacy
2) Deepen the connection between the institutional commitment to care for our common home and Catholic social thought
    a) Develop interdisciplinary and interdivisional initiatives that explore the category of integral ecology as expounded in Laudato Si' and the Universal Apostolic Preference
    b) Support and expand student focused programming that links a Catholic theological vision of creation and ecospirituality with environmental justice and sustainability

Implementation and Integration

VI. Implementation and Integration

It is important to note that Seattle University's mission priorities are already integrated in varying degrees throughout Reigniting Our Strategic Directions as demonstrated above.

RSD Foundational Goal 0 calls for Seattle University to remain anchored in its Jesuit and Catholic character. The specific strategies for pursuing Priority 1: Strengthening the Seattle University Community's Understanding and Commitment to its Jesuit and Catholic Educational Mission will be integrated into the university's strategic plan, to be approved by the Board of Trustees. The institutional commitment to this work is already evidenced in the hire of a Vice President for Mission Integration and support for building a Division of Mission Integration. The Division of Mission Integration will undertake a strategic planning process informed by the MPE with the aim of building capacity for its work.

Integral to this process is an evaluation of existing gifts and endowments, of professorships and chairs that support the ongoing engagement with the Jesuit and Catholic mission and identity of the institution. The maintenance and adaptation of the Jesuit and Catholic character of Seattle University requires support for the formation and professional development in mission of faculty, staff, administrators and trustees. It also requires the presence of expertise in the Jesuit educational tradition and the Catholic intellectual tradition from diverse disciplinary lenses to ensure these animate and inform the intellectual, cultural and operational dimensions of institutional life. Programs and personnel necessitate institutional investment of time and resources. Strategies for obtaining needed resources will be informed by the sub-priorities articulated in this MPE and RSD coupled with an assessment of current resources available to the work.

Priority 2: Promote Inclusive Excellence as a Jesuit and Catholic Value is captured in RSD Goal 4 with the addition of a commitment to undertake work to connect diversity and inclusion more explicitly to SU's Jesuit and Catholic character, particularly to the Catholic Social Tradition. *LIFT* SU is a fully developed strategy that continues to receive strong institutional support from ongoing formation and educational opportunities in many corners of the university and the continued capacity building of the Office of Diversity and Inclusion. Collaboration between the Office of Diversity and Inclusion and the Division of Mission Integration will make visible and explicit the institutional commitment to diversity and inclusion as a matter of its Jesuit and Catholic educational mission. This collaborative engagement draws on and advances work being done among AJCU Chief Mission and Chief Diversity Officers.

The work of promoting inclusive excellence as a matter of mission requires investment in training and professional development in this area, which includes the creation of tools and resources that show the integration of diversity, inclusion and mission. It also requires funding initiatives to ensure the retention and flourishing of an increasingly more diverse university community of students, faculty, staff and administrators. Similarly, the institutional commitment to care for our common home is named in RSD Goal 0 in terms of the commitment to the Laudato Si' Action Platform, which has identified its four goals and has received leadership

endorsement. With a fully developed leadership structure, working groups and long and short-term goals, which continue to be developed, the institution is already pursuing and well poised to make considerable progress on Priority 3: Continue to Advance and Strengthen SU's Commitment to Care for Our Common Home. Worth highlighting is the work to intentionally connect work in this area not just to the *Laudato Si' Seven Year Journey* and its intersection with UN Development Goals and The Sustainability Tracking, Assessment & Rating System (STARS) but to the long tradition of commitment to integral ecology found in the Catholic Social Traditions, highlighting the work of the Society of Jesus, especially in the last half-century.

As has been shown, Seattle University has explicitly committed to the three mission priorities through its board-approved RSD. Specific strategies and tactics are being implemented and continue to be developed for each priority. It will be important for institutional leaders to discern the place these mission priorities will take in the allocation of institutional resources and in the development of a strategy for the next capital campaign.

We conclude this report by noting that the MPE has been a gift to Seattle University. It has provided us an opportunity to examine what we have done, what we are doing and what we plan to do to remain anchored in our Jesuit and Catholic mission and identity during this time of transition for the university and in the larger context of the Church and society.

Conclusion and Additional Comments

February 20, 2024

Dear Father General Sosa,

I am writing you this letter, which accompanies Seattle University's Mission Priority Examen ("MPE") report, to provide some important context regarding the participation of Seattle Archbishop Paul D. Etienne in our MPE process, and – more specifically – the absence of a letter from him as part of our materials. Since I became President of Seattle University in 2021, I have been meeting with Archbishop Etienne on a quarterly basis. As soon as the MPE process began, updates about it became a regular item in our meeting agenda. But, as the MPE process entered its most active phase, Archbishop Etienne was invited by Pope Francis to participate as a delegate to the Synod on Synodality. The requirements of that important work have absorbed a great deal of the Archbishop's time over the past year.

Despite the many demands the Synod has placed on his schedule, I have kept Archbishop Etienne regularly apprised of the progress of our MPE process. I provided him with multiple drafts of Seattle University's MPE self-study report, including the final draft. And I summarized it for him in our meetings, being sure to emphasize both our institutional strengths and challenges. I offered the Archbishop the opportunity to comment on the self-study report or, if he preferred, to send his own reflections directly to Rome. Although the Archbishop opted not to meet with the MPE visiting committee, I provided him with a synopsis of the committee's visit and of its observations. Throughout the MPE process, Archbishop Etienne has been interested and engaged. He has repeatedly expressed his satisfaction with lines of communication and collaboration between the Archdiocese and Seattle University.

Among those collaborations, I would highlight two important initiatives. First, Seattle University has been working for more than a year on a major civic gathering focused on the issue of climate change and sustainability. This coming summer (July 2024), we look forward to welcoming Cardinal Michael Czerny, who will be visiting Seattle to speak on this important issue. Although we had initially planned to host a broad Climate Summit this summer, to coincide with Cardinal Czerny's visit, a scheduling conflict with another climate-focused event sponsored by the Bloomberg company has led us to delay plans for a more comprehensive gathering until 2025. Happily, that rescheduled event will coincide with the 10th Anniversary of Pope Francis's groundbreaking encyclical, Laudato Si. In addition to our joint work on sustainability, Seattle University is in the early stages of exploring a potential collaboration with the Archdiocese relating to the training of Catholic

PRESIDENT'S OFFICE
901 12th Avenue P.O. Box 222000 Seatle, WA 98122-1090 https://www.seattleu.edu/ Tel.: (206) 296-1891 Fax: (206) 296-6200

school educators. As the only comprehensive Catholic university in the Archdiocese, Seattle University is well positioned to serve as an important asset to Archbishop Etienne in this essential work.

In short, the relationship between Seattle University and the Archdiocese of Seattle is stronger than ever. I look forward to exploring new opportunities to use our expertise and resources to support our Archbishop and the Seattle Catholic community.

Respectfully,

Eduardo M. Peñalver
President

VII. Conclusion and Additional Comments

Seattle University welcomed the Peer Team to Campus November 29-December 1, 2023. The visit was an opportunity for the Team to engage with various members of the university, from students to trustees, and an opportunity for community members to both share their experiences of mission and be invited to think more deeply about the important roles they play in ensuring Seattle University remains anchored in its Jesuit and Catholic character.

The Peer Team affirmed the MPE Report at the beginning of their visit, noting how it captured both Seattle University's strengths and challenges. At the end of the visit, the sense of gratitude from both the Peer Team and members of Seattle University who engaged with the Team was evident. The visit was a deep source of consolation for all involved.

There were no changes suggested by the Peer Team to the report that was originally submitted to them except the addition of a section noting the engagement with Archbishop Paul Etienne which was not yet available at the time of the visit. A letter from President Eduardo Peñalver describing his engagement with the archbishop is now included in this section of the report.

The Mission Priority Examen offered Seattle University an opportunity to rediscover the depth of the integration of its Jesuit Catholic mission in the life of the university while being able to name areas for growth. The Peer Team visit provided the university with the opportunity to learn even more about itself as the Team reflected back to the university how well it is living the mission even in the midst of very real challenges. It also reminded members of the university community of the reality that this mission is now primarily in the hands of the laity even as the Arrupe Jesuit community and the province remain committed collaborators in the work.

The Mission Priority Examen Steering Committee concluded its work with the visit and is being reconstituted to assist with the initial work of translating Seattle University's mission priorities into goals, strategies and tactics that will be incorporated into SU's Reigniting Our Strategic Directions. While the university awaits the completion of the MPE process with Father General's reflections on the report, the intent for this phase is to leverage the energy and enthusiasm elicited in the MPE's first stages to move forward in integrating Seattle University's mission into all dimensions of the life of the university. With Seattle University's MPE Report and the Peer Team Report in hand, the university can take the findings to begin to create working groups to develop a mission priority action plan for the next seven years.

We conclude our Mission Priority Examen report with gratitude to all the members of the Seattle University community --students, staff, faculty, administrators, trustees, regents, and alumni--who participated in the numerous listening sessions and engaged with the Peer Team. We are grateful to the Team for the discerning presence and wisdom they shared with us as they listened so deeply to the many constituents they engaged, offering challenging questions and profound insights drawn from their own experience at their home institutions. We look forward to hearing the reflections of other readers of this report, especially Father General Sosa, S.J., and to continuing to discern how to anchor ourselves deeply in our Jesuit Catholic tradition as we listen for God's desires in imagining and enacting the creative flourishing of SU's mission, vision and values.

Appendices

VIII. Appendices

Appendix A: Reigniting Our Strategic Directions

Appendix B: PowerPoint Presentation Introducing the MPE

Appendix C: List of Input Sessions

Appendix D: MPE Input Session Guide

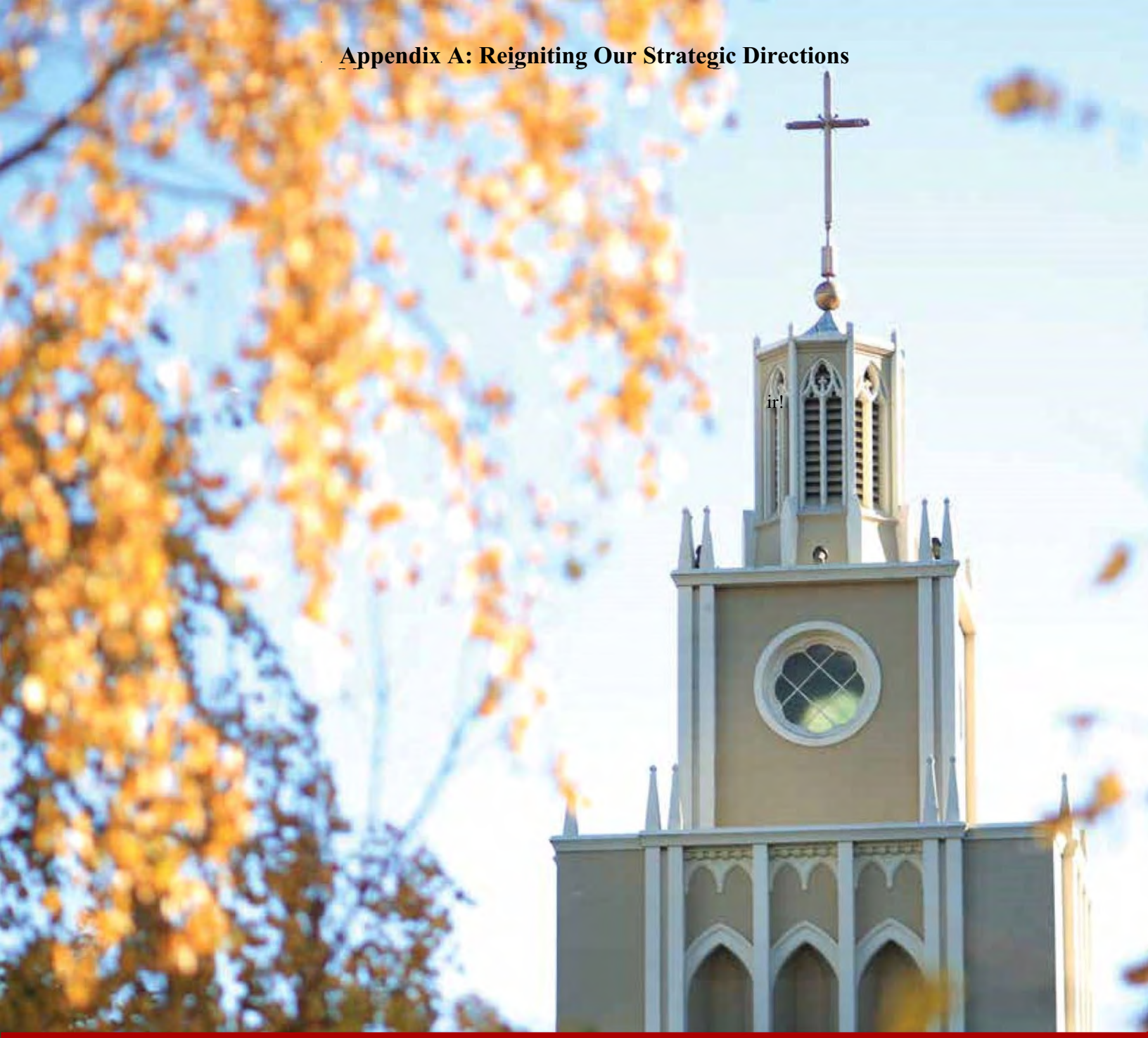
Appendix E: Letter of Invitation to Undertake the MPE from Provincial Sean Carroll, S.J.

Appendix F: Center for Jesuit Education Mission Developmental Model

Appendix G: List of Current and Past Participants of ICP (Ignatian Colleagues Program) and the Leadership Institute

Appendix H: Letter to the University from President Peñalver, Provost Martin, and Vice President Punsalan-Manlimos of the Jesuit and Catholic identity of Seattle University

Appendix I: Statement of Collaborative Principle



A JESUIT UNIVERSITY *DISTINCTION* FOR A TIME OF CHANGE

REIGNITING OUR STRATEGIC DIRECTIONS 2022-2027

SEATTLE UNIVERSITY

OUR SEATTLE UNIVERSITY MISSION AND VISION

Mission: Seattle University is dedicated to educating the whole person, to professional formation and to empowering **leaders for a just and humane world.**

Vision: To be one of the most innovative and progressive Jesuit and Catholic universities in the world, educating with **excellence at the undergraduate, graduate and professional levels.**

FOUNDATION

REMAINING ANCHORED IN OUR JESUIT AND CATHOLIC CHARACTER

Seattle University's Jesuit and Catholic character is the very foundation of its mission and identity. From our commitment to educating the whole person to our dedication to inclusive excellence, it suffuses everything we do. Seattle University will discern how to continue to live out its Jesuit heritage in light of the transition to lay leadership for the first time in its 130-year history. We will explore organizational and programmatic changes to honor, sustain and enhance Seattle University's Jesuit identity, ensuring it is represented at the highest level of the university's leadership. Additionally, we will commit to institutional participation in Pope Francis' *Seven-Year Journey Toward Integral Ecology,* through the Laudato Si' Action Platform and in community with other Catholic universities.

GOAL ONE

REIMAGINE AND REVISE OUR CURRICULUM

We will comprehensively reimagine and revise our curriculum in order to deeply embed practices and qualities that make our education more distinctively Jesuit and empowering. The greatest challenges facing our society include:

- **Sustainability and climate change**
- **Racial injustice and widening economic inequity**
- **Rapid technological change and its attendant social and economic impacts**

As a comprehensive university in the humanistic and liberal arts tradition dedicated to preparing our students to become leaders for a more just and humane world, we must ensure that we offer a curriculum that prepares them to understand and engage with these interconnected and global challenges. In evaluating our curriculum, **our emphasis will be on encouraging interdisciplinary approaches and employing Ignatian pedagogy.**

We will provide our schools, colleges and departments the opportunity and resources to develop a revised curriculum, including the

undergraduate Core Curriculum, that manifests a set of integrated qualities and practices. This academically rigorous, integrated and interdisciplinary curriculum will seek to foster deep learning, spiritual formation, a global perspective, artistic appreciation, creative and critical thinking, problem-solving skills, effective communication and ethical decision-making and leadership. It will advance our commitment to inclusive excellence, bringing in a greater diversity of voices and aligning with universal design standards while creating opportunities to explore open education resources, tools and practices. We will build our national leadership in community-engaged learning and provide opportunities to significantly advance and distinguish ourselves in professional formation and career preparation. This includes ensuring that every Seattle University undergraduate student has a community-engaged learning experience before graduation.

Reimagining our curriculum will enable the university to educate in a more cohesive, powerful and mission-aligned way and will enhance our academic quality. We will respond to the needs of students, particularly those who have been historically marginalized or excluded in higher education—responding to the evolving needs of the world—especially the digital transformation of the future and the pressing challenges of climate change.

To foster vibrant and inclusive academic programs, we will strengthen the resources and infrastructure supporting a diversity of scholarly and pedagogical approaches. We will pursue institutional, cultural and structural transformation that aligns our expectations and promotion standards with our educational mission through the Advance Grant.

We will demonstrate our academic excellence nationally through our faculty scholarship, the distinctions and honors earned by our students and by seeking to become a Phi Beta Kappa chapter.

Creating a culture of continuous improvement and innovation, we will institutionalize an academic program review and assessment process within our systems of shared governance to routinely evaluate and update our academic offerings and align incentives. This is essential for responding to changing regional demands, particularly in the areas of data and health sciences, increasing enrollments and investing in existing programs, creating new programs and sunsetting others, as appropriate.

GOAL TWO

STRENGTHEN PROFESSIONAL FORMATION FOR ALL

Seattle and the Puget Sound region offer extraordinary opportunities to the university and its students. We will leverage and build upon our location and connections to create greater opportunities for experiential learning as a hallmark of professional formation for our students. We will ensure that Seattle, a global hub for technology, philanthropy, health care,

creativity and innovation, becomes a natural extension and integral part of the student experience. We will maximize opportunities to include in students' experiences real-world problems from organizations and industries central to Seattle's community and economic landscape.

We will develop and enhance the partnerships, infrastructure and funding that provide students with a range of experiential opportunities that contribute to career success:

- Internships
- Field and clinical placements
- Education abroad
- Practicums
- Capstones
- Externships
- Project work
- Service learning
- Student employment

The professional formation of our students, influenced by Ignatian principles of self-reflection and discernment, will be supported by a campus and alumni community dedicated to effective, mission-aligned, unparalleled career engagement and outcomes.

As we support our alumni in their lives and careers, we will more fully integrate them into university activities and campus life. The continued expansion of professional and executive education along with new opportunities for alumni to engage with our current students will foster a thriving and active alumni community.

By institutionalizing the Advance Grant initiative, Seattle University will model a new standard within higher education for faculty work and recognition, including policies and practices for faculty development, evaluation, promotion, tenure and reforming the annual evaluation process for faculty at all career stages. We will develop a multi-year program for new faculty induction and enhance and support the role of all faculty, including term faculty. In addition, we will enhance programs to support faculty scholarship, research and the development of creative works, while creating opportunities for professional development and leadership training.

We will enhance the opportunities for staff to grow professionally, focusing on internal pathways for growth and advancement. We will develop programs for identifying and cultivating future staff leaders **through increased opportunities for professional development and leadership training** to help Seattle University attract and retain talented and diverse staff.

Expanding the role of our faculty and staff as thought leaders on regional and national issues will more fully integrate and support community-engaged learning, research and scholarship. As we grow the scope and impact of the Fr. Stephen Sundborg, S.J. Center for Community Engagement and the Youth Initiative, it will be more fully integrated with academic programs, fostering community-engaged scholarship and learning. And as a competitive and progressive institution, **we will prioritize investments in compensation and rewards for faculty and staff**.

We will become a site of civic energy and engagement in ways that inspire and draw alumni and community members onto campus and contribute broadly to a vibrant local community.

GOAL THREE

ENHANCE THE STUDENT EXPERIENCE

We are building a vibrant campus environment that engages, enlivens and educates all students—one that values and celebrates the diverse identities that comprise our community. We will enhance the student experience by developing activities, programs and opportunities that bring joy, school pride and spirit and human connection to their learning.

By offering support and services that create connections and nurture student persistence, we will promote student success. We will unify the university's administrative structure for delivering student services and seek greater alignment among student service efforts on campus. Our work will also include developing a strategy for consistently improving students' timely graduation rates and deepening student learning by fully linking curricular and co-curricular activities. We will help our students build resilience and the capacity to address their life challenges by strengthening our advising, learning assistance, spiritual discernment, wellness and emotional well-being/mental health services. In accord with our Jesuit model of education and formation, we will work to ensure the integration and mutual impact of all aspects of their Seattle University experience.

We will create and provide meaningful events and memorable campus traditions that cultivate students' sense of belonging and encourage a lifelong relationship with the university. We will build greater opportunities for leadership and service and provide intentional moments of discernment regarding the strengths and core truths that bring each person meaning and purpose, while revealing the pathways upon which they may experience and share those strengths and truths with one another across all class years and programs.

As we increase the access for services, support and programs and move further into hybrid and online education, we will find ways to bring Seattle University to students wherever they are. We will develop a strategy for creating new online and hybrid graduate, professional and executive education programs under a new Associate Provost for Graduate, Online and Professional Education and enhance academic technology under a new Associate Provost for Academic Technology and Innovation. In support of the student experience, we will develop a comprehensive set of capital project priorities to pursue during the life of the strategic plan, including information technology.

GOAL FOUR

PROMOTE INCLUSIVE EXCELLENCE

Because diversity, equity and inclusion are integral to our Jesuit and Catholic character, our values and to the excellent education we provide, we will strengthen our institutional DEI structures to ensure progress with impact. We will fully implement the *LIFT* SU initiative, improving our recruitment and retention of BIPOC (Black, Indigenous and People of Color) students, faculty and staff, enhancing bias protection and care, guiding narrative through art and symbols and building overall capacity for the work of the Office of Diversity and Inclusion.

We will prioritize inclusive recruitment, hiring and retention practices and provide a range of programs and learning opportunities that help all faculty and staff thrive in a diverse environment. We will develop and disseminate a set of best practices for recruitment and retention and implement them across the university.

Assuring distinction in a time of change will depend overwhelmingly on the quality and creativity of our faculty and staff. It will require all of us—faculty, staff and administration—to work together to make our community a great place for students. **To attract, engage and retain a talented community of faculty and staff, we will strongly align our practices in hiring, evaluation, promotion, pay and rewards to our mission, values and institutional expectations.** We will mature our shared governance to optimize institutional decision-making and to build trust and collaborative relationships. We will strive for all faculty and staff to experience Seattle University as a great and fulfilling place to work.

We will strive to offer our distinctive and high-quality Jesuit education in ways that are financially attainable for more students and thus foster economic diversity. Considering multiple approaches, we will strive to make a Seattle University education more affordable and develop scholarships that support our students, awarding institutional aid strategically and effectively.

Alumni will have many opportunities to engage in our campus community's diversity, equity and inclusion efforts. We will also create connections and a network with and through our alumni to help our students find opportunities and success.

GOAL FIVE

REPOSITION FOR GROWTH

We will build the strategic, institutional and financial capacity that undergirds the success of these strategic directions. We will link these efforts to multi-year enrollment, tuition and aid strategies, and comprehensive academic and financial plans that provide affordability and access for students to an excellent education and assure the university's financial viability. We will foster high performance, accountability and capacity to change, assign clear responsibility for this work and track and report on our progress toward our goals.

As we serve diverse populations of students in many degree programs, we will develop the operational capacity and integration needed to manage the full complexity of a comprehensive university in the 21st century. We will strengthen

and modernize our technology platforms through intentional, multi-year strategic investments that transform our academics and operations for the present and the future. These technology investments, combined with updated practices, policies and governance, will improve the experience of our students in alignment with their varied and evolving needs, liberate the energy and creativity of our faculty and staff, better manage our costs and create the capacity to achieve the change called for in these strategic directions.

We will evaluate the university's capital needs, defined broadly to include physical spaces, supportive infrastructure and human capital. Among the needs to be evaluated will be an event center that could provide:

- A place to gather our community
- Welcome and graduate our students
- Foster greater civic engagement through signature events
- Host conferences and executive education
- Support championship athletics programs
- Expand student recreational opportunities

For each identified capital need, we will conduct a comprehensive evaluation to prioritize potential solutions according to the costs and benefits to the university, while also considering their potential impacts on enrollment and the ability to attract philanthropic support or generate operating revenues.

Examining programs and services across the university will create a profound understanding of the strengths and contributions of each to the mission fulfillment and sustainability of the university. We will engage in a comprehensive review of key administrative functions, developing an understanding of how they are currently organized and seeking new, more efficient and effective ways to organize and deliver those functions to the university community. We will evaluate existing non-academic programs, making the difficult decisions to significantly change or sunset programs where necessary to achieve our strategic goals. We will do so in a transparent and equitable way using clear criteria for decision-making.

2018-2019 STRATEGIC PLANNING STEERING COMMITTEE

Bob Dullea, Co-Chair, Vice President for University Planning/Vice Provost
Jen Marrone, Co-Chair, Professor, Management
Marc Cohen, Associate Professor, Management
Brooke Coleman, Professor of Law
Clara Cordova, Vice President of University Affairs, Student Government of Seattle University
Julie Homchick Crowe, Assistant Professor, Communication
Rick Fehrenbacher, Dean, New and Continuing Studies/Director, CDLI
Shaney Fink, Director of Athletics
Heather Geiger, Director, IT Administration (through May 2019)
Jess Juanich, Executive Vice President, Student Government of Seattle University
Kent Koth, Executive Director, Fr. Stephen Sundborg, S.J. Center for Community Engagement
Amber Larkin, Graduate Student Council Chair
Stephanie Lewis, Core Academic Program Coordinator
Henry Louie, Associate Professor, Electrical and Computer Engineering
Erica Martin, Instructor of Hebrew Scriptures
Natasha Martin, Vice President for Diversity and Inclusion, Associate Professor of Law
Chuck Porter, Trustee
Katherine Raichle, Associate Professor, Psychology
Lucas Sharma, S.J., Lecturer, Anthropology and Sociology
Alvin Sturdivant, Vice President for Student Development
Ruth Tressel, Trustee

2021 REIGNITING STRATEGIC DIRECTIONS COMMITTEE

Eduardo Peñalver, Chair, President, Seattle University
Wilson Garone, Vice President and Chief Financial Officer
Tim Leary, Executive Vice President
Natasha Martin, Vice President for Diversity and Inclusion
Shane P. Martin, Provost
Kit Morse, President of Staff Council
David Powers, Dean, College of Arts and Sciences
Frank Shih, President of Academic Assembly
Chris Van Liew, Vice President for Strategic Initiatives

Appendix B: PowerPoint Presentation Introducing the MPE

Appendix B: PowerPoint Introducing the MPE

SEATTLE UNIVERSITY

Mission Priority Examen

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Opening Reflection

"Companions" by Dom Helder Camera

It is possible to travel alone,
but we know the journey is human life
and life needs company.

Companion is the one who eats the same bread.

The good traveler cares for weary companions,
grieves when we lose heart,
takes us where she finds us,
listens to us.

Intelligently, gently, above all lovingly,
we encourage each other to go on
and recover our joy

On the journey.

1

SEATTLE UNIVERSITY

1

MPE Steering Committee

- Arturo Araujo, S.J. - Rector, Arrupe Jesuit Community and Assoc. Professor of Visual Arts
- Cynthia Dillard – Dean, College of Education
- Kent Koth – Executive Director, Center for Community Engagement
- Joe Orlando – Special Assistant to the Provost
- Jessica Palmer – Associate Director, Institute for Catholic Thought and Culture
- Catherine Punsalan-Manlimos (chair) - VP for Mission Integration
- Laurie Prince – Director, Parent and Family Engagement
- Monica Scott (support) - Senior Executive Coordinator, Office of the President
- Donna Teevan - Chair, Theology and Religious Studies
- Jennifer Tilghman-Havens – Executive Director, Center for Jesuit Education

2

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2

Seattle U: A Jesuit Catholic University

- Seattle University, and all Jesuit Universities in the US, are part of the AJCU: the Association of Jesuit Colleges and Universities
- Every university in the AJCU conducts a Mission Priority Examen every 5-7 years
- Final reports go to Father General Arturo Sosa, SJ in the Jesuit "Curia" in Rome, who oversees all Jesuit works around the globe

3

SEATTLE UNIVERSITY

3

Seattle U: A Jesuit Catholic University

- In the United States, there are four Jesuit provinces each headed by a provincial appointed by the Superior General in Rome. They are the Central and Southern, East, Midwest, and West Provinces.

- Fr. Sean Carroll, SJ serves as Provincial of the Jesuits West Province, which represents the Society of Jesus in 10 Western states of the U.S. In the MPE, Fr. Sean Carroll, SJ is the liaison between Seattle University and Fr. General Arturo Sosa.

- There are five Jesuit universities in the Jesuits West Province:
  Seattle University
  Gonzaga University
  University of San Francisco
  Santa Clara University
  Loyola Marymount University

JESUITS West

4

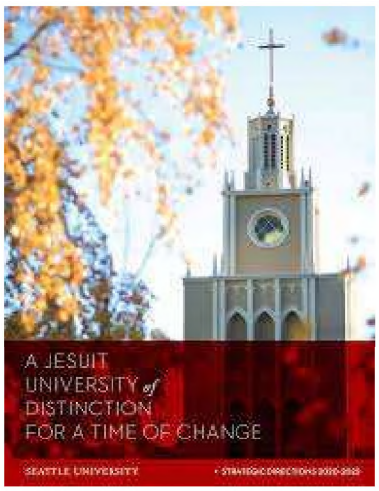
SEATTLE UNIVERSITY

4

Foundational Goal 0 of Reigniting Our Strategic Directions

Vision: To be one of the most innovative and progressive Jesuit and Catholic universities in the world, educating with excellence at the undergraduate, graduate and professional levels.

Foundation: Remaining Anchored in Our Jesuit and Catholic Character
Goal 1: Reimagine and Revise Our Curriculum
Goal 2: Strengthen Professional Formation for All
Goal 3: Enhance the Student Experience
Goal 4: Promote Inclusive Excellence
Goal 5: Reposition for Growth



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5

What is the Mission Priority Examen?

- Mission:

  The Jesuit and Catholic foundations and vision of all Jesuit colleges and universities

- Priority:

  Intended to help us focus our energies as we move into the future

- Examen:

  A practice of reflection

SEATTLE UNIVERSITY

6

Why the Mission Priority Examen?

To reaffirm and strengthen the Jesuit and Catholic identity of Seattle University

To help shape Foundation Goal 0, articulating our mission priorities for the future

7

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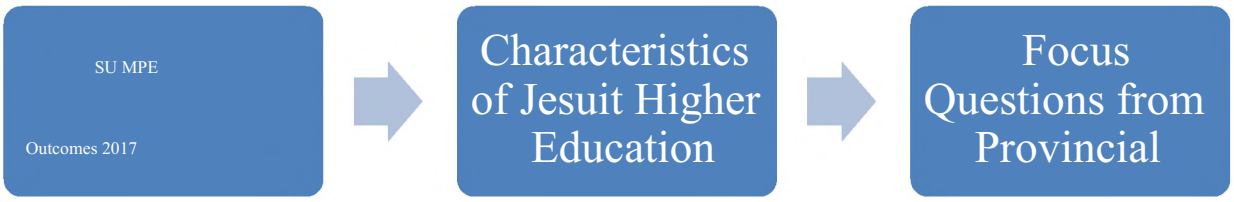
7

What informs our MPE Self-Study?



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8

SU MPE Outcomes 2017

1. Commit to our Catholic, Jesuit character
2. Intentionally hire, on-board, promote and develop faculty and staff for mission
3. Build procedures of mutual respect and openness
4. Increase transparency and effectiveness on timely issues

9

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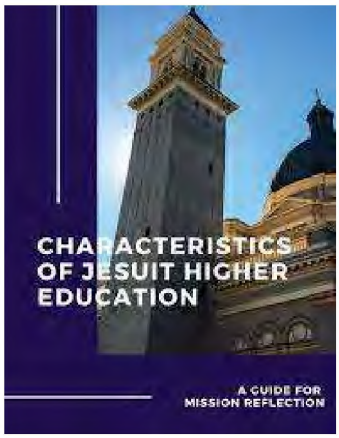
9

Characteristics of Jesuit Higher Education



How do the following reflect our mission?

- Leadership and Public Commitment
- Academic Life
- Faith, Justice, Reconciliation
- An Ignatian Campus Culture
- Service to the Church
- Relationship to the Society of Jesus
- Institutional Integrity

10

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10

Focus Questions from Provincial

1. How will Seattle University strengthen its community's understanding and commitment to its Catholic and Jesuit Mission values?

2. How will Seattle University continue to promote its Diversity, Equity, and Inclusion initiatives, programs, and successes and continue its commitment to, and success with, students coming from under-resourced families and communities through its Catholic and Jesuit tradition and mission?

3. How will Seattle University's engagement of the Laudato Si campus pledge ground this commitment as an example of the University's Care for our Common Home?

11

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11

We Invite Your Input

Based on what we've shared as areas of focus for this MPE, where do you see SU flourishing in terms of our commitment to our Jesuit Catholic mission, vision and values?

Where do you notice challenges for SU in living out our mission, vision and values?

What do you see as the path forward to be more in alignment with our mission, vision, and values as a Jesuit Catholic university?

12

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12

Ways to be involved

- MPE Input Sessions
  - Staff Session: April 19, 11am-12noon CASY 530
  - Faculty Session: April 27, 11am-12noon CASY 530
  - Virtual Session (students, faculty, staff): May 4, 12:30-1:30pm
  - In-person Session (students, faculty, staff): May 11, 12:30-1:30pm CASY 530
- On-line Survey
- Additional Meetings with Standing University Committees/Groups

13

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13

Timeline

Fall 2022	SU was invited to begin MPE; MPE Steering Committee was created
Winter 2023	Launch of MPE Process
Spring 2023	Listening Sessions/Survey: Engaging the campus community
Summer 2023	Draft Self-study Report
Nov 2023	Peer Visiting Team meets with members of the SU community
Winter 2024	SU submits our self-study and the peer team report to: 1. President of Association of Jesuit Colleges and University 2. Provincial of US Jesuits West
Spring - early Fall 2024	Reports are reviewed by: · Provincial Sean Carroll, SJ of Jesuits West · Jesuit Conference of the US and Canada · Father General Arturo Sosa, SJ in Rome Father General shares report with the Dicastery for Culture and Education
Fall 2024	Father General's decision is shared with Provincial Sean Carroll, SJ, who conveys it to Seattle University President Peñalver

14

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14

Visiting Team: On Campus November 29-30, 2023

Kevin Burke, S.J.
Vice President for University Mission, Regis University

Xavier Cole
Vice President for Student Development, Marquette University| Incoming President, Loyola New Orleans

Tania Tetlow
President, Fordham University | Visiting Team Chair

Michael Kaufman
Dean, School of Law, Santa Clara University

Claire Noonan
Vice President for Mission Integration, Loyola Chicago

15

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15

Visit the MPE Site

https://www.seattleu.edu/mission-integration/mission-priority-examen/

Contact us: MPE2024@seattleu.edu

16

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16

Appendix C: MPE Constituent Meeting Schedule

Group	Date	Facilitator	Recorder	Reflection Sheets Submitted*
Campus Ministry Team	April 3, 10:00-11:00 Casey 525	Catherine	Catherine	9
Student Listening Session	April 4, 2-3 p.m. CASY 530	Donna	Arturo	
Student Development Directors Team	April 12, 9-10:30 a.m. Contact Eunice MacGill	Laurie		12
Student Government of Seattle University (SGSU)	April 12, 6:05-7:05 p.m. Contact Isabelle Alamilla	Laurie		19
Dean's Council	April 19, 8:30-11 a.m. Contact Dave Lance	Cynthia	Donna	4
Staff Listening Session	April 19, CANCELLED due to Campus Emergency Drill scheduled at the same time	Joe	Jen	0
Staff Council	April 25, 9 a.m. on Zoom Contact Kit Morse	Jessica	Laurie	Encouraged to submit online forms during meeting
Faculty, Staff and Student Listening Session	April 27, 11-noon CASY 530	Catherine	Cynthia	8
Academic Assembly (Faculty Senate)	May 1, 2:30-3 p.m. Contact Frank Shih	Jen	Jessica	13
Jesuit Community	May 2, 6-6:50 p.m. Arrupe House	Catherine		Conversational format
Graduate Student Council (GSC)	May 3, 9-10 a.m. Contact Airi Tanaka	Jessica	Joe	7

Group	Date	Facilitator	Recorder	Reflection Sheets Submitted
Faculty, Staff and Students	May 4, 12:30-1:30 p.m. Zoom	Jessica	Jen	5
Board of Regents	May 5, 8-9:30 a.m. Contact Christa Callanan	Catherine	Jessica	13
Alumni Board of Governors (ABOG)	May 9, 5:30-6:30pm Rolfe Community Room Contact Ellen Whitlock Baker	Catherine	Catherine and Ellen	6
Provost Office Leadership Team (POLT)	May 9, 2:30-4 p.m. Oberto Commons Contact Dave Lance	Joe	Catherine	10
Faculty, Staff and Students	May 11, 12:30-1:30 p.m. CSY 530	Jen	Jessica	6
Colleagues in Jesuit Education	May 15, 4-5:30 p.m. STCN 160	Catherine	Various table captains	33
President's Direct Reports	May 16, 9:15-10:15 a.m. PIGT 416	Catherine	Catherine	12
Faculty, Staff and Students	May 30, 12:30-1:30 p.m. Zoom ADDED due to Cancelled session on April 19	Jen	Cynthia	8
Board of Trustees (BOT)	June 2, 8:45-10:00 a.m. Contact Anne Moran	Catherine	Various Table Facilitators/Recorders	35 of 42 turned in
On-line Survey for Faculty, Staff and Students	Accessible March 13 through June 2			30

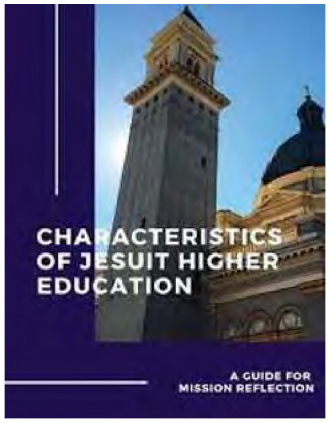
*Please note the number of reflection sheets submitted does not in all cases reflect the actual number of attendees.

Appendix **D**: MPE Input Session Guide

Guide for Mission Priority Examen Input Sessions

Facilitator will begin with a brief PPT with background information about the MPE.

Two primary elements inform our MPE Self-Study:



1) Characteristics of Jesuit Higher Education document

How do the following reflect and animate SU's Jesuit Catholic mission?

- Leadership and Public Commitment
- Academic Life
- The Pursuit of Faith, Justice, and Reconciliation
- An Ignatian Campus Culture
- Service to the Church
- Relationship to the Society of Jesus
- Institutional Integrity

2) Seattle University Focus Questions:

- How will Seattle University strengthen its community's understanding and commitment to its Catholic and Jesuit Mission and values?

- How will Seattle University continue to promote its Diversity, Equity, and Inclusion initiatives, programs, and successes and continue its commitment to, and success with, students coming from under-resourced families and communities through its Catholic and Jesuit tradition and mission?

- How will Seattle University's engagement of the Laudato Si campus pledge ground this commitment as an example of the University's Care for our Common Home?

Reflection and Conversation Process:

Take 2-4 minutes of quiet to take notes on your responses to the questions on the reverse.

The facilitator will invite one person to go first and then move around the circle so each person can share from their notes (try not to be influenced by others' comments; it's ok to say things that disagree!)

If there is time, the facilitator will invite a final "go-around" the circle to share: What themes emerged as most resonant for this group?

MPE Questions for Reflection and Conversation

We invite you to take notes here on the questions below and to leave your notes with the facilitator. We will collect your comments and include them as part of the official "data set" of the MPE process. Your comments will be anonymous.

- Based on what we've shared as areas of focus for this MPE above, where do you notice SU flourishing in terms of our commitment to our Jesuit Catholic mission, vision and values?

- Where do you notice challenges for SU in living out our mission, vision and values?

- What do you see as the path forward to be more in alignment with our mission, vision, and values as a Jesuit Catholic university?

JESUITS West

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Portland, OR 97286-0010

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Jesuitswest.org

November 11, 2022

Eduardo Peñalver
Seattle University
901 12th Ave.
Seattle, WA 98122-1090

Dear Eduardo,

Thank you for our conversations during my visit last week. I am grateful for your willingness to participate in the Mission Priority Examen (MPE) for Seattle University (SU) during the 2023-24 academic year. The Association of Jesuit Colleges and Universities presidents (AJCU) indicated that the MPE experience assisted their institutions' mission reflection. I can assure you that the Jesuit Conference of Canada and the United States provincials (JCCU) developed a deeper appreciation for the AJCU institutions' Missions through the MPE's process and reflections. The provincials are committed to collaborating in mission integration efforts across provinces, the JCCU, and AJCU to support Jesuit higher education institutions.

With this second MPE cycle, you will reflect upon your Catholic and Jesuit Mission, prepare a self-study document, and host a peer visiting team in the fall of 2023. You should receive my confirmation of Father General's reaffirmation decision and feedback in early fall 2024. The JCCU has strengthened the process of sharing Father General's input with the presidents, boards of trustees, the local ordinary, the Jesuit community, the presidents of the Jesuit Conference, and the AJCU.

In the 2016 MPE, SU asked two questions and identified mission strengths and challenges. During this initial engagement of the MPE process, SU asked the University community:

> 1)What are the ways that the spirit of our Jesuit Catholic mission finds expression in the life of Seattle University with regard to the "Seven Characteristics"?
> 2) "What are the challenges we face as we seek to grow in the expression of our Jesuit Catholic mission?

In 2021 the AJCU revised the ***Characteristics*** document to incorporate current mission challenges faced by Jesuit Universities and then updated the MPE process with the JCCU.

Father General Nicolas challenged our Jesuit universities to explore, understand, and articulate more clearly how we engage the "experience of faith and transcendence that underlies the [Jesuit] Mission." Building upon your diverse campus community, SU can engage the justice and faith conversations with persons representing global faith traditions and include persons who resist or even reject transcendental values. SU can help AJCU institutions and other Jesuit ministries respond to Father Nicolas' challenge by engaging your campus reality.

In this second MPE cycle, please focus on the following three questions we discussed. These

items build upon the 2016 MPE and continue reflection on your Catholic and Jesuit Mission:

1. How will Seattle University strengthen its community's understanding and commitment to its Catholic and Jesuit Mission values?

2. How will Seattle University continue to promote its Diversity, Equity, and Inclusion initiatives, programs, and successes and continue its commitment to, and success with, students coming from under-resourced families and communities through its Catholic and Jesuit tradition and mission?

3. How will Seattle University's engagement of the ***Laudato Si*** campus pledge ground this commitment as an example of the University's *Care for our Common Home*?

I am pleased to confirm the above MPE foci. I encourage you also to address the important reflections and questions Father Nicolas outlined above and engage his suggestions.

I would like to add another comment from Father Sosa, which followed the completion of the first cycle of the AJCU MPE review process. Seattle University has already responded to one of the common MPE outcomes where Father Sosa asked that institutions create a leadership structure to support their mission commitments into the future.

I congratulate you and the Seattle University Board of Trustees for building such a structure. I encourage you to engage creatively in your campus' faith-filled commitment to justice, seeking to find God in all things. The MPE process is an excellent opportunity to reflect upon and strengthen mission leadership for the future. You have achieved Father Sosa's vision in establishing a "focused, integrated, and clearly communicated apostolic vision supported by an appropriately resourced administrative structure with an identified and accountable leader."

Eduardo, you have strengthened the university's relationship with the local church as you and others regularly engage the archbishop, archdiocesan staff, Catholic schools, and the faithful. Please continue to strengthen those relationships and look for a way to include Archbishop Etienne in the MPE self-study process as a way of allowing him to contribute to your MPE.

Please work with Bob Niehoff regarding the decisions and choices you need to make regarding the MPE preparation and peer visit plans. Once again, I appreciate your willingness to help us move forward with the Mission Priority Examen. You can be assured of my gratitude and prayers that this process will be a blessing for Seattle University.

Sincerely,

Sean Carroll, S.J.
Provincial

CC: Patrick Callans, Chair, SU Board of Trustees
Robert L. Niehoff, S.J., Provincial Assistant for Higher Education

Appendix F: Center for Jesuit Education Mission Developmental Model

Seattle University Faculty/Staff Mission Development Model

The Center for Jesuit Education (CJE) offers multiple pathways for Seattle University faculty and staff to grow and develop in their understanding and experience of the Jesuit Catholic mission. We hope that this visual will help us discern how to enable faculty and staff to broaden their formation across mission foci (moving vertically) or to deepen their understanding of one mission focus (moving horizontally).

MISSION FOCUS	ENCOUNTER Learn about and experience the mission	ENGAGE Deepen your engagement with the mission	EMBODY Integrate the mission into your life/work	EMPOWER Lead and empower others to encounter, engage and embody the mission
Jesuit Educational Tradition	New Faculty Institute New Staff Jesuit Mission Orientation University Mission Day Breaking Bread Mass and Lunch	Arrupe Seminar Department-tailored programs (Advising, Student Involvement, CCE) Colleagues in Jesuit Education University Mission Day Planning Committee Conversations Magazine discussions Ignatian Research Paradigm Workshop CJE program facilitator	Arrupe Seminar 2: (for alumni of Seminar) Ignatian Colleagues Program (ICP) Jesuit Leadership Institute Breaking Bread Mass and Lunch planner Contributor to Jesuit Catholic scholarship	Arrupe Seminar co-facilitator Albers Arrupe Seminar Alumni group coordinator Colleagues facilitator or speaker University Mission Day speaker Breaking Bread Mass preacher Share expertise on intersection of Jesuit Catholic issues and culture
Ignatian Spirituality	Women in Mission Lunches Soul Sessions Opportunities for Examen/Reflection (e.g. Zen Meditation) New Staff Jesuit Mission Orientation	Women in Mission Retreat Ignatian Silent Retreat "The First Exercises": Spiritual Exercises Short-form faculty/staff group	Women in Mission Advisory Board Spiritual Exercises in Everyday Life (SEEL) SEEL faith-sharing groups "The Spiritual Work of Racial Justice" learning group	Women in Mission Lunch/Retreat coordinator/speaker Ignatian Silent Retreat Director Soul Session facilitator SEEL Director Formation SEEL faith sharing group leader Prayer leader at university events

Italicized = a program currently under revision

MISSION FOCUS	ENCOUNTER	ENGAGE	EMBODY	EMPOWER
Ignatian Pedagogy	New Faculty Institute New Staff Jesuit Mission Orientation	Ignatian Pedagogy series Teaching in the Jesuit Tradition series College/School-based tailored programs for faculty "Balancing Needs and Expectations"	Write, publish on topics related to Ignatian Pedagogy Create resources and conversations about Teaching in the Jesuit Tradition	Teaching In the Jesuit Tradition facilitator Ignatian Pedagogy series facilitator [Critical Pedagogies Seminar leader]
"Faith that Does Justice"	New Faculty Institute New Staff Jesuit Mission Orientation Contemplatives in Action resources on CJE webpage	AJCU Commitment to Justice Conference Endowed Mission Fund Women in Jesuit Mission SUYI Outreach SUYI service and book groups for staff Kino, Nicaragua, other immersions "Deeds More than Words" Laudato Si Action Plan Programming	AJCU Commitment to Justice Conference presenter CJE Racial Equity Commitments Support POC-owned businesses Active collaboration and research with social ministries "The Spiritual Work of Racial Justice" learning group	AJCU Commitment to Justice Conference coordinator/leader or AJCU-wide justice commitment Engagement with Ignatian Solidarity Network Mission-aligned scholarship and research in the community around faith/justice (Ignatian Research Paradigm)
Ignatian Leadership	New Staff Jesuit Mission Orientation Regents Retreat Board of Trustees formation New Administrators Ignatian Leadership workshop	Arrupe Seminar Western Conversations on Jesuit Higher Education Formation for Department Chairs	Ignatian Colleagues Program Jesuit Leadership Seminar Collegium Women's Ignatian Leadership Series	Ignatian Colleagues Program alum group Mission-engaged research on leadership Service on key committees CJE Faculty Associates Enacted leadership with focus on Jesuit Catholic mission

Italicized = a program currently under revision

NOTES:

- This model currently functions as an internal tool for the CJE team to discern how programs can be developed, and how to encourage faculty/staff along the trajectory from "Encounter to Empower." It will also be used for strategic planning to determine what metrics would enable the university to assure that a critical mass of our faculty and staff embody the mission. The goal of each of these programs is to enable staff and faculty to integrate the mission into all aspects of their work at the university. (A more apt name for the CJE might be "Center for Mission Integration.")

- This model could also function as an external tool for sharing potential "pathways" for mission development with faculty/staff, or for discerning with departments about how their unit engages with the mission model. The CJE could customize the model for various audiences, to help them envision their own mission pathways:
  - New Employees
  - University Leaders (Director level and above)
  - Arrupe Seminar Alums
  - Women in Mission

- This model currently only includes programs of the CJE. Programs delivered by key collaborators could also be integrated into this model, for instance:
  - Vice President for Diversity and Inclusion
  - Center for Community Engagement
  - Center for Faculty Development
  - Center for Environmental Justice and Sustainability
  - Institute for Catholic Thought and Culture
  - Center for Ecumenical and Interreligious Dialogue
  - Arrupe Jesuit Community
  - Seattle University Advance-IT Program

MISSION FOCUS	ENCOUNTER Learn about and experience the mission	ENGAGE Deepen your engagement with the mission	EMBODY Integrate the mission into your life/work	EMPOWER Lead and empower others to encounter, engage and embody the mission
For example: Justice programs offered by campus partners	VPDI programs on equity and inclusion Center for Community Engagement programming Center for Environmental Justice and Sustainability programming Advance grant programming	Learn about and attend racial justice initiatives Community Engagement/Community Service Leave Benefit utilization Laudato Si programming Teach/mentor in Jesuit tradition	Practice Anti-racism Teach/facilitate using a community engagement model Practice sustainability Engage in mission-engaged scholarship	Teach or lead others in practicing anti-racism Lead seminars related to community engagement Serve on President's Committee for Sustainability Lead workshops on sustainability

Italicized = a program currently under revision

Appendix G: List of Current and Past Participants of ICP and the Leadership Institute

Seattle University Delegates to AJCU National Leadership Programs 2003-2023

(Note: The following lists includes those who remain or have recently retired from Seattle University)

Ignatian Colleagues Program

The Ignatian Colleagues Program (ICP) is a national program of the Association of Jesuit Colleges and Universities (AJCU) designed to educate and form administrators and faculty more deeply in the Jesuit & Catholic tradition of higher education. The goal of the program is to provide a solid intellectual foundation as well as opportunities for participants to personally experience and appropriate their significance so they may better articulate, adapt and advance the Jesuit Catholic mission of their campuses.

Jerron Lowe – 2023-2024
Vice President – Human Resources

Colette Taylor – 2023-2024
Special Assistant to the Provost for Strategic Directions

Anne Moran – 2022-2023 Chief of
Staff to the President

Trish Henley – 2022-2023
Vice Provost – Graduate, Online and Professional Education

Mary Kay Brennan – 2021-2022
Director & Clinical Professor – A&S Social Work

Sarah Watstein – 2019-2020
Dean – Lemieux Library

Jodi O'Brien - 2018-2019
Professor & Chair – A & S – Society, Justice & Culture

Jennifer Tilghman-Havens – 2018-2019
Executive Director – Center for Jesuit Education

Melore Nielsen – 2017-2018
Vice President – Enrollment Management

Jeff Philpott – 2016-2017
Director – University Core (retired)

David Green – 2016-2017
Director – Center for Faculty Development

Kristen Swanson – 2015-2016
Dean – College of Nursing (retired)

Rick Fehrenbacher – 2014-2015
Dean & Director – School of New & Continuing Studies

Catherine Punsalan-Manlimos -- 2013-2014
Vice President – Mission Integration

David Powers – 2012-2013
Dean – Arts & Sciences

Mark Markuly – 2010-2011
Dean – School of Theology & Ministry

Mike Quinn – 2009-2010 (retired)
Dean – College of Science & Engineering

Joe Phillips – 2008-2009
Dean – Albers School of Business & Economics

AJCU Leadership Seminar

The AJCU Leadership Institute (AJCU-LI) is a professional development program rooted in Ignatian leadership, pedagogy and spirituality. The program (formerly known as the Jesuit Leadership Seminar) is aimed at senior administrators and faculty who are either new to Jesuit higher education or have recently assumed new leadership responsibilities. Participants must be nominated by their presidents or mission officers.

Butch de Castro – 2023
Dean, College of Nursing

Monica Ingram – 2023
Vice Provost for Enrollment Management

Cynthia Dillard – 2022
Dean, College of Education

Amit Shukla – 2022
Dean, College of Science and Engineering

Anthony Varona – 2022
Dean, School of Law

James Miller - 2021
Associate Provost & Dean of Admissions

Michelle Kim - 2021
Director – MOSAIC Center

Dion Wade - 2021
Director – Financial Planning and Analysis

Mary Kay Brennan – 2019
Director & Clinical Professor – A&S Social Work

Jordan Talge – 2018
Associate University Counsel

Natasha Martin – 2017
Vice President – Diversity & Inclusion

Melore Nielsen – 2016

Vice Provost – Student Success

Russ Powell – 2014
Professor – School of Law

Jen Tilghman-Havens – 2012
Executive Director – Center for Jesuit Education | Assistant Vice President – Mission Integration

Alvin Sturdivant – 2011
Vice Provost – Student and Campus Life

Joyce Allen – 2010
University Registrar

Josef Venker, SJ – 2010
Assistant Professor – A&S Fine Arts

Bob Dullea – 2009 (retired)
Vice President for Planning & Vice Provost

Jerry Cobb, SJ – 2003
Special Assistant to the Vice President for Advancement

AJCU Trustee Forum

The AJCU Trustee Forum provides trustees with the opportunity to ground their trusteeship in the heart of the Jesuit mission; connect with their counterparts at a wide range of schools; and sharpen their skills for contemporary board leadership.

Arturo Araujo - 2023

Melvin Flowers – 2023

Lucas Sharma, S.J. – 2022

Val Gorder - 2022

Pat Callans – 2019

Nicole Piasecki – 2019

Steve Sundborg, SJ – 2019

Ruth Tressel – 2019

Kathy Aikenhead – 2019

Appendix H: Letter to the University from President Peñalver, Provost Martin, and Vice President Punsalan-Manlimos on the Coverage of the Faculty Handbook Review

Subject: Coverage of Faculty Handbook Review

Dear Seatle University Community,

On May 10, 2023, the Spectator – Seatle University's student newspaper – published an unfortunate and one-sided story that neither presented differing faculty viewpoints as it relates to proposed language regarding Seatle University's Jesuit and Catholic character nor accurately reflects the process for revising the Faculty Handbook. The process for revising the faculty handbook is an annual one, and it is not uncommon for proposed amendments to be under considera^on for several years as they move through a collabora^ve and consulta^ve process involving faculty, administra^on and, ul^mately, the Board of Trustees. Far from "relent[ing]" in the face of monolithic faculty opposi^on to the proposed changes, we have received a variety of comments on them, some suppor^ve, some concerned, and some strongly opposed. Rather than, on the one hand, rushing changes through for Board considera^on, or, on the other, abandoning the effort, we have instead pledged to extend the conversa^on into the next academic year to allow for opportuni^es to more fully engage with faculty around how to accurately and inclusively ar^culate the university's Jesuit and Catholic commitments.

Importantly, while what it means for Seatle University to be Jesuit and Catholic is a ques^on for our collec^ve discernment, the fact that Seatle University is Jesuit and Catholic is not itself an open ques^on. Seatle University's longstanding vision is to be "one of the most innova^ve and progressive Jesuit and Catholic universi^es in the world." For this reason, the founda^onal goal of our current strategic plan, developed through a consulta^ve campus process and approved just last year by the Board of Trustees, commits us to "remaining anchored in our Jesuit and Catholic character." As that document put it, "Seatle University's Jesuit and Catholic character . . . suffuses everything we do," including "our commitment to educa^ng the whole person and to inclusive excellence."

Although certain aspects of the changes we have proposed to the Faculty Handbook have raised concerns among <u>some</u> members of our faculty, we look upon this as an opportunity for us to come together as a community to further explore what it means for Seatle University to be innova^ve and progressive and Jesuit and Catholic at this place and ^me. Far from being an oxymoron, our commitment to being a university that is both progressive and Catholic creates, as President Peñalver said in his inaugura^on address, an "uncomfortable but necessary tension – between acknowledging what is good while at the same ^me longing for what might be beter."

Even before this discussion of the Faculty Handbook, plans have already been under development to increase the opportuni^es for faculty to engage with the Jesuit and Catholic intellectual tradi^ons. Seatle University remains commited to crea^ng spaces for dialogue and engagement about our mission as a Jesuit and Catholic university, especially as it pertains to the ins^tu^on's academic endeavors—which is the invita^on of the Mission Priority Examen.

We plan to spend AY24 learning together and developing a shared language for how best to understand and ar^culate what it means to be a university dedicated “to educa^ng the whole person, to professional forma^on, and to empowering leaders for a just and humane world.” In considering this ques^on, we are guided by our core values of academic excellence, care, diversity, faith, jus^ce, and leadership, all of which flow directly from our Jesuit and Catholic character, and our commitment to academic freedom. Seatle University is uniquely posi^oned to advance a conversa^on happening throughout the country among AJCU ins^tu^ons regarding what it means to be a Jesuit and Catholic university in an increasingly pluralis^c context with a decreasing Jesuit presence on campus.

Respectfully,

Eduardo M. Peñalver
President

Shane P. Martin
Provost

Catherine Punsalan-Manlimos
Vice President for Mission Integration

STATEMENT OF COLLABORATIVE PRINCIPLES

Preamble

This statement is a memorialization of the collaborative principles ("Statement") between the Jesuits West Province of the Society of Jesus ("Province"), Seattle University ("University"), and the Arrupe Jesuit Community ("Jesuit Community").

Background

Seattle University traces its origins to September 1891, with the establishment of the Jesuit School and Parish of the Immaculate Conception, led by Fr. Victor Garrand, S.J., and Fr. Adrian Sweere, S.J. In October 1898, Fr. Adrian Sweere, S.J., Fr. Robert J. Smith, S.J., and Father Thomas Neate, S.J., successfully incorporated the school under Washington State Law, obtained a cha11er to issue college degrees; fanned a founding Board of Trustees; and named the institution Seattle College. Fr. Sweere became the first fonnal president of the school. He was simultaneously the religious superior of the Jesuit Community and pastor of Immaculate Conception Church. By 1948, Seattle College had grown from a college of liberal arts to an institution embracing a college of arts and sciences, and schools of commerce and finance, education, nursing, engineering, and graduate studies. Thus, on the occasion of the golden jubilee of the founding of Seattle College, the name and charter of the institution were changed to Seattle University.

Fr Albert A. Lemieux, S.J, was president of Seattle University from 1948 through 1965. During his tenure, he relinquished the title of Superior of the Jesuit Community to focus on university administration. In 1951, Fr. Lemieux also created a lay Board of Regents to advise and assist the president and the University's five Jesuit trustees. Administrative and financial decisions were retained by the University's Jesuit trustees, but the Regents quickly provided connections for the University with the Northwest business community and the state of Washington. ln 1971, President Louis Gaffney, SJ, unveiled an entirely new structure for University governance that included a Board of Trustees with both Jesuits and laymen and women. The governance structure also included a seven-member Jesuit Board of Members whose principal duty was to ensure furtherance of the work of Catholic higher education in accordance with the traditions and ideals of the Society of Jesus.

As of August 2022, Seattle University is composed of eight schools and colleges and is governed by a 38-member Board of Trustees, which includes six Jesuits. The Board of Trustees is the governing body of the institution and carries out its duties and responsibilities as defined by Washington State law, and the Corporation Articles and Bylaws. Eduardo Penalver is the University's 22nd president. He was appointed by the Board of Trustees effective July I, 2022, and is the University's first lay president.

Governing Principles

1. This Statement articulates goals voluntarily undertaken by the Province, the Jesuit Community, and the University and does not create any legal rights or obligations enforceable by civil or canonical legal processes.
2. All matters expressed in this Statement are to be interpreted and applied in a manner that ensures no violation of the rights and responsibilities of the respective parties under civil law, canon law, or the governing documents of the Province, the governing documents of the Jesuit Community, or the Charter, Articles, Bylaws, or other governing documents of the University.
3. This Statement does not create or constitute a legal partnership, joint venture, or agency agreement among the parties.
4. The parties to this Statement commit themselves to resolving any conflict or concerns which may arise between or among them, in a consultative and cooperative manner.
5. This Statement may be reviewed and amended at any time by the parties.

The Seattle University Board of Trustees and President

Seattle University is a Washington nonprofit corporation governed by its Board of Trustees, which holds ultimate responsibility for the governance of the University, according to its Articles and Bylaws. As an integral part of that responsibility, the Board of Trustees maintains and promotes the Jesuit, Catholic identity and mission of the University, in part, by collaborating with the Jesuits working at the University, the Jesuit Community, and the Province.

In fostering this collaboration, the University through its Board of Trustees will:

1. Promote the understanding and appreciation of the Jesuit Catholic mission and identity of the University, both among the members of its Board of Trustees and the members of the University community, and reflect this mission and identity in the curriculum, programs, and policies of the University.
2. Specify the number of Board of Trustee positions in the University Bylaws for Jesuits. The Board of Trustees will consult with the Provincial and the Rector in the selection of Jesuit Trustees.
3. Recognize that the President of the University serves as the director of an apostolic work of the Society of Jesus and is so missioned by the Provincial.
4. Encourage the President and other appropriate University officers to participate in the Association of Jesuit Colleges and Universities ("AJCU") activities and Provincial efforts involving the University.
5. Solicit input from the Rector and the Provincial on matters relating to the Jesuit Catholic mission and identity of the University and the recruitment and retention of Jesuits.
6. Encourage the President to collaborate with the Rector in fostering Jesuit participation in the life and work of the University.
7. Encourage the President to meet semi-annually with and to seek the counsel of those Jesuits missioned to the University and to meet with the Jesuit Community at the invitation of the Rector.

In fostering this collaboration, the President with the assistance of the University Administration will:

1. Recruit and retain Jesuits who are qualified for faculty, staff, and/or other University related positions.
2. Maintain structures within the University designed to promote the Jesuit Catholic mission and identity of the University, such as a Vice-Presidential role focused on Mission Integration, the Chapel of St. Ignatius, the Center for Jesuit Education, Campus Ministry, and the Institute for Catholic Thought and Culture.
3. Continue the University's participation in the AJCU and its several conferences, and in the Province, region, and assistancy-wide programs that promote the Jesuit ministry of higher education.
4. Invite the Provincial to major University events and to address periodically the Board of Trustees.
5. Maintain a cordial, respectful, and collaborative relationship with the Archbishop and welcome him to the University for appropriate occasions and events.
6. Maintain spaces on campus for worship and reflection and for placement of religious symbols of high aesthetic quality that reflect the University's Catholic heritage.
7. Promote access to and encourage the campus community to experience the Spiritual Exercises as a pathway to God and discernment.
8. Be guided by the four Universal Apostolic Preferences of the Society of Jesus, 2019-2029 in carrying out the University's Jesuit educational mission.
9. Oversee the undertaking of the Mission Priority Examen (MPE) process on campus and ensure progress on the implementation of MPE goals and areas of emphasis.

The Provincial

The Jesuits West Province of the Society of Jesus, under the direction of the Provincial, is responsible for both its members [cura *persona/is]* and its ministries [cura *apostolica].* While recognizing the autonomy of the Board of Trustees in the governance of the University, the Province also affirms the University as an apostolic ministry of the Society of Jesus. The Province is committed to an on-going collaboration and cooperation with the University's President and Board of Trustees to sustain and advance the Jesuit Catholic mission and identity of the University.

In fostering this collaboration, the Provincial will:

1. Collaborate with the Chair of the Board of Trustees in any search for a President of the University.
2. Consult with the President and Chair of the Board of Trustees regarding new Jesuit members of the Board and formally mission them to this service.
3. Solicit and mission Jesuits, as appropriate, to faculty, staff, or other University related positions and assign regents to the University when suitable for their fonnation and apostolic work.

4. Emphasize higher education as an integral part of the mission of the Society of Jesus nationally and in the Province.
5. Actively encourage Jesuits to serve in the ministry of higher education.
6. Support the formation of faculty and staff in Jesuit vision and values through Province, region, and assistancy-wide efforts.
7. Make an annual visit to the Jesuit Community with a view to fostering a vital Jesuit community life and meet with the Rector and the President to review issues of mutual concern in the Jesuit Community and the University.
8. Meet annually with the Chair of the Board of Trustees and those individuals or groups in the University jointly suggested by the Rector and the President.
9. Permit the Jesuit Community to distribute a portion of its surplus income to the University.
10. Consult with the incumbent Rector and President about those under consideration for Rector of the Jesuit Community and their potential effectiveness in that position.
11. Invite the University to conduct its MPE, recommend particular areas of emphasis, and provide support to the University throughout the MPE, including corresponding with the Fr. General regarding the process, mission, priorities, and implementation.

The Arrupe Jesuit Community

The Arrupe Jesuit Community fornis a vital apostolic community of the Society of Jesus. Botli as individuals and as a group, the Jesuit Community strives to provide an active, visible presence of the Jesuit mission and identity as a living tradition.

In fostering this collaboration, the Jesuit Community will:

1. Strive to develop a community supportive of Jesuit religious life and vision, assisting current members and welcoming prospective ones.
2. Seek to provide a living model of Jesuit mission and identity, botli individually and as a group.
3. Practice a ministry of hospitality in support of its Jesuit mission and identity.
4. Include sacramental ministry to the University community among its apostolic priorities.

In fostering this collaboration. Jesuits ministering at the University will:

I. Work collaboratively witli lay colleagues at the University, witli a special concern for the priorities of the contemporary Society of Jesus: promotion of faith that does justice and fostering dialogue between faitli and culture.
2. Concentrate and concretize its apostolic energies on the Universal Apostolic Preferences of the Society of Jesus, 2019-2029.
3. Collaborate witli Campus Ministry in pastoral and sacramental ministry to the University community.
4. Work actively witli the Rector of the Jesuit Community to promote the Jesuit Catholic mission and identity of the University.

5. Provide input to the process of selecting Jesuit members of the Board of Trustees through appropriate consultation witli the Rector and President of the University.
6. Share responsibility for recruiting Jesuits to the University's faculty, staff, or other University related positions.
7. Participate in Province, region, and assistancy-wide initiatives that promote the Jesuit ministry of higher education.
8. Assist the University witli implementation and progress toward MPE goals.

JESUITS WEST PROVINCE
OF THE SOCIETY OF JESUS

By: _____
Signature

Fr. Sean Carroll, S.J. _____
Printed Name

Provincial _____
Title

713/ 2023
Date

SEATTLE UNIVERSITY

By: _____
Signature

Eduardo M. Penaiyer _____
Printed Name

President _____
Title

3/3 /23
Datt«

JESUIT COMMUNITY
AT SEATTLE UNIVERSITY

By: _____
Signature

Fr. Jerry Cobb. S.J. _____
Printed Name

Presiding Officer Jesuit Board
of Members _____
Title

3-3-2023
Date

BOARD OF TRUSTEES OF
SEATTLE UNIVERSITY

By: _____
Signature

Patrick J. Callans _____
Printed Name

Chair, Board of Trustees
Title

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Date