To: JSRI Advisory Board

From: Fred Kammer, SJ

Re: DRAFT Revised Strategic Plan

Date: March 20, 2017

To assist you in reviewing our draft revised Strategic Plan, I am proposing to discuss it at our upcoming meeting as follows. Sections of the plan in **BOLD** are sections which seem to me to be the most important changes or developments and around which I hope to steer our discussion. *There are many other new actions contained in the plan as well*.

Hopefully, we can proceed according to this format:

I. **Strategic Issue One—Key Relationships**

A. *Loyola*: three steps: 1) invite faculty to write for the *JustSouth Monthly;* 2) fellows teach one course a year together; and 3) one fellow to become faculty advisor to student group [page 1].

B. *Jesuits and Jesuit organizations:* provide social analysis training to high schools/Cristo Rey schools [page 2; and see Province Magazine on H.S. diversity—to be distributed at meeting][See also page 8 on ties to regional, national, and international Jesuit justice organizations and gatherings].

C. *Catholic entities:* offer advocacy training and teach-ins to seminarians [page 3].

D. *Grassroots organizations:* each fellow to develop and maintain relationship to at least one organization [page 3].

E. *Consultant associates:* expansion of use of associates, formalization of relationship, planning, and reporting [page 3]

**II. Strategic Issue Five—Financial Sustainability and Growth**

A. Buy a share in the Province grants collaborative [page 10].

B. Develop a direct mail campaign [page 11].

C. Utilize our tenth anniversary for celebration and development [page 11].

D. Engage Board Development Committee; meet before June 30th [page 12].

E. Seek funding for Loyola’s endowment commitment ($2 million) [pages 10, 12].

**III. Strategic Issue Four—Transformational Methods**

A. Evolution and Expansion of the teach-in: volunteer network, facilitator training, expansion from immigration to hyper-incarceration and, later, to racial dialogues [pages 8-9].

B. Modification and expanded use of the *Pastoral Circle* process and the *Wheel of Social Change* for addressing social issues and experiences of injustice, including training of all staff in the use of the method [pages 8 and 5].

**IV. Strategic Issue Two—Research, Analysis, and Education**

A. Research Issues: see items in bold, added to our prior plan [page 4].

B. Further development of *VoterVoice* advocacy network, student and faculty advocacy training, Loyola and Spring Hill College [page 6]

**V. Strategic Issue Three—A Distinctive Regional Voice**

A. See planned in-depth research reports for which we will have various communications strategies (press releases, press conferences, etc.) [page 6].

**VI. Five States Planning**

A. See “Primary Activities” document [PINK] for an overview of past activities, readers, articles, reports, and other activities, as well as Jesuits, Jesuit Ministries, liaisons, Catholic Conferences, and board members, *by states in the Gulf South*. [as of 11/2016]

B. See “A Proposed Way Forward on the States Question” [YELLOW] which differentiates different levels of activities for different states—capturing activities from the draft Strategic plan in a five states and USA format. In the last row, it enumerates ways to move forward in the coming year and thereafter.

**VII. Other Questions about and Comments on the draft Plan**

Thank you very much.

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