

# Jesuit Social Research Institute

## Loyola University New Orleans

### Strategic Plan 2012 - 2014

April 5, 2012

FINAL [Updated June 28, 2012]

#### **Our Mission**

The Jesuit Social Research Institute works to transform the Gulf South through action research, analysis, education, and advocacy on the core issues of poverty, race, and migration.

The Institute is a collaboration of Loyola University New Orleans and the Society of Jesus rooted in the *faith that does justice*.

#### **Our Vision**

The Jesuit Social Research Institute will be nationally recognized for:

- Our innovative research, analysis, and education methods;
- Our application of Catholic Social Teaching to poverty, race, migration and their interface as affected by regional, national, and global forces; and
- Our prophetic call in Gospel solidarity to transform life in the Gulf South

#### **Our Values**

*Faith that leads to justice.*

*Prophetic vision that leads to transformation.*

*Love of neighbor that leads to solidarity.*

*Scholarship that leads to action.*

## STRATEGIC ISSUE 1: KEY RELATIONSHIPS

*JSRI must identify its key relationships and how best to develop and support them.*

JSRI's *Priority Partners* will be:

- Loyola faculty, staff, students, and select alumni
- Jesuits, Jesuit communities, and Jesuit and Jesuit-related works

JSRI's *Strategic Partners* will be:

- Catholic
  - State Catholic Conferences
  - Social services and advocacy leaders
  - Educators and pastoral leaders
  - Media and press (new media)
- Civil and ecumenical advocates
- People who are poor and marginalized (action-research)
- Potential funders

JSRI's *key audiences* will be: (possibly through others):

- Policy and opinion makers
- Students
- Elders
- Catholic faithful

*Ways of relating to and serving these various groups are reflected in the grid below:*

### Key Relationships—Graphic of Modes of Communication and Interaction

	LU faculty staff students alumni	Jesuits & Jesuit works	State Cath. Confs.	Social Services & Advocacy leaders	Educators and pastoral leaders	Media (old & new) & press	Civil and Ecum. advocates	People who are poor and marginalized	Potential Funders	Policy & Opinion Makers	Students (other than LU)	Elders	RC faithful
1. Just South Quarterly													
2. E-News													
3. Alerts													
4. Web Page													
5. Blog													
6. Conferences													
7. Teaching													
8. On-campus Research													
9. On-campus Talks													
10. Off-campus talks													
11. Collab. Advocacy & Coalitions													
12. Use of public media													

13. Consultation													
14. Available for research													
15. Outreach Visits													
16. Attend partner meetings													
17. "Listening" sessions.													

**Goal 1: JSRI will improve relationships with Loyola University – students, faculty and staff, and other areas of campus life.:**

**A. Faculty and Staff:**

- i. Offer to introduce JSRI at the annual new faculty conference.
- ii. Establish a faculty affiliates or advisory group that will assist in study and analysis of the issues, making linkages into both the university and the community, contribute research or articles for publications and e-news, and provide advice and resources to assist in furthering JSRI's issues and mission.
- iii. Strategically develop relationships with key faculty members in different departments to inform them about the work of JSRI and encourage them to pass information on to their colleagues.
- iv. Establish a participating observer or ad hoc faculty position on the JSRI Advisory Board.
- v. Explore the possibility of establishing Faculty Fellowships which would either provide release time or small grants for research on the key JSRI issues.
- vi. Offer to do guest lectures for appropriate classes.

**B. Students:**

- i. Meet annually with key student organizations, including LUCAP, LUSO, Black Student Organization, etc.
- ii. Study the possibility of unpaid or stipended internships or fellowships for undergraduate students. The intern/fellow could assume responsibility for involving students in the work of JSRI, including research, advocacy, outreach, communications (eg., Facebook or blog), and training.
- iii. Work with students in service-learning or community-based courses that may carry credit to engage in JSRI activities and research.
- iv. Offer to lead theological reflection and social analysis for service organizations and trips.
- v. Involve students more in advocacy activities, particularly at the state legislature and with city/parish councils, including training in "advocacy beyond letter-writing."
- vi. Involve students in field research when possible, e.g., oral histories, interviews, exploration of social change methods.

**C. Other facets of campus life:**

- i. Expanding avenues for on-campus publication of activities and research. (These would be done with the assistance of student interns or faculty fellows)
  - Write occasional (but at least one per semester) guest editorials for *The Maroon*
  - Study the question of sponsoring a social justice blog
  - Explore the development of a high quality, regularly updated Facebook page.
- ii. Consider organizing an annual speakers series as an alternative to a conference, especially when funding is available (e.g., The Presidents' Forum)
- iii. Offer to organize at least one event related to JSRI issues during Loyola Week.

**Goal 2: JSRI will increase relationships with Jesuit communities, Jesuits and Jesuit works through:**

**A. Insuring that New Orleans Province Jesuits, their communities and Jesuit works are receiving all publications and are aware of the work of JSRI:**

- i. Each individual Jesuit in the province is added to the e-news list (with the option to unsubscribe)
- ii. The social ministries assistant will visit each Jesuit community and high school to make them aware of the work of JSRI and insure that they know about the quarterly.
- iii. An update on the work of JSRI will be given at bi-annual superiors meetings.
- iv. A request will be made to make materials available at key Jesuit events (Province Day, Jubilee, some Companions events.)

**B. Introducing novices and Jesuits in formation to the work of JSRI:**

- i. JSRI staff will offer to assist with the social analysis project that novices engage in after they return from their long experiment.
- ii. JSRI will request to make materials available (and possibly have a presentation) at the annual formation gathering.
- iii. Jesuits serving their regency at Loyola University will be invited to be a participant observer in Advisory Board meetings and to join the faculty affiliates group.

**C. Working directly with the faculty, staff, and students of one of the 5 high schools in the New Orleans Jesuit Province to explore and implement methods of increasing students' commitment to justice as described in "The Profile of the Jesuit Graduate". (See Strategic Issue 5)**

*At graduation, the Jesuit student has begun to examine himself and his world in terms of the justice which a living faith requires. Thus, he has been able to recognize that basic human needs and rights have been denied to certain peoples; he has been able to comprehend that many complexities underlie these denials; and, in the light of the example of Jesus, he has been able to evaluate the social and economic structures through which human needs and rights are denied, and to take appropriate action to render them more just..*

**Goal 3: JSRI will work in collaboration with Catholic entities – State Catholic Conferences, social service and advocacy leaders, educators and pastoral leaders, and media – to enhance and support their work for social justice by:**

**A. Providing workshops and training for dioceses and parishes.**

- i. A list of possible workshops, trainings, and talks (and recommended stipends) will be created and sent to key diocesan offices.

**B. Publishing articles in Catholic papers and the religion sections of secular newspapers.**

- i. On visits to a different dioceses, staff will offer to meet with the editors of Catholic papers when possible.
- ii. Articles will be sent to the regional contact of the Catholic News Service on at least a quarterly basis.

**C. Promote linking our website on other parish/Catholic organization websites.**

**D. Providing credible data to State Catholic Conferences that can be used for testimony and educating legislators.**

- i. Staff will meet bi-annually with the Florida, Louisiana, and Texas Catholic Conference staff to explore areas for collaboration, and will develop relationships with key diocesan staff in Mississippi and Alabama.

**E. Exploring the feasibility and structure for organizing and working with Catholic legislative networks that will address our key issues.**

## STRATEGIC ISSUE 2: RESEARCH, ANALYSIS, AND EDUCATION

*JSRI, working in coalitions where appropriate, will continue to develop action-oriented, faith-informed, innovative research, analysis, and education that will change policies (grasstops) and minds and hearts (grassroots).*

**GOAL 1: JSRI will engage in action-oriented, faith informed, innovative RESEARCH AND ANALYSIS on race, poverty, and migration and their intersection, focusing on the issues below. Most research will actually be secondary, i.e., gathering and analyzing already existing research.**

**A. Staff will engage in research on race/racism and other topics such as:**

- i. Understanding racism (oppression, inequality, white privilege)
- ii. Payday loans
- iii. Death Penalty
- iv. Prison and Hyper Incarceration

**B. Staff will engage in research on migration and other topics such as:**

- i. State anti-immigrant legislation
- ii. Migrant workers in the Gulf States
- iii. Human rights in private detention centers
- iv. Alternatives to detention
- v. Trafficking
- vi. Comprehensive Immigration reform, including Dream Act

**C. Staff will engage in research on poverty and other topics such as:**

- i. Social and economic indicators;
- ii. Budget cuts and taxes
- iii. Jobs and living wage
- iv. What works and what is helping people move out of poverty?

**D. Staff will engage in research on the intersection of race, poverty, and migration such as:**

- i. Race and ethnicity of the poor
- ii. Looking at both sides of disparities (privilege)
- iii. Wealth distribution
- iv. Racism and migration, particularly Latino

**GOAL 2: JSRI will engage in action-oriented, faith informed, innovative EDUCATION on race, poverty, and migration and their intersection, rooted in Catholic social thought, such as:**

**A. JSRI's own publications and outside print and internet publications.**

**B. workshops and presentations**

**C. conferences (hosting and presenting)**

**D. teaching, lectures, and outreach**

**E. provision of facts, values, and stories about the issues so that constituents are able to relate to the social problems in a more personal way. This can be done by:**

<ul style="list-style-type: none"> <li>i. developing narratives of transformation of individuals and communities</li> <li>ii. providing positive narratives to put a face on systemic problems</li> <li>iii. highlighting work being done by Catholic and other community-based institutions and other groups</li> </ul>
<b>F. stimulating and promoting experiential learning [see Issue 5/Goal 2]</b>
<b>G. illumination of dominant cultural narratives that stand in the way of justice (racial justice in particular).</b>
<b>H. new media</b> <i>(See Strategy 3, Goal 4)</i>
<b>I. use of dialogue processes</b> <i>(See Strategy 5, Goal 1)</i>

<b>GOAL 3: JSRI will engage in action-oriented, faith informed, innovative ADVOCACY on race, poverty, and migration at the local, state and national level by:</b>
<b>A. In collaboration with other advocacy groups, annually determining legislative priorities at the state and local level and monitoring proposed legislation.</b>
<b>B. Offering testimony to legislative bodies.</b>
<b>C. Making public statements via press or press conferences</b>
<b>D. Writing letters to elected officials</b>
<b>E. Providing administrative commentary when requested to do so and responding to draft regulations when appropriate.</b>
<b>F. Promoting or undertaking proactive research and legislation</b>
<b>G. Collaborating with shareholder activity, particularly on private prisons</b>
<b>H. Developing and building on relationships with other advocacy groups</b>

### STRATEGIC ISSUE 3: A DISTINCTIVE REGIONAL VOICE

*JSRI will implement strategies to become known as the leading regional voice on the application of Catholic Social Teaching to the issues of race, poverty, and migration and their interface.*

**GOAL 1: JSRI continually gathers and updates information and analyzes current realities of race, poverty, and migration in the Gulf South in light of the faith that does justice.**

- A. JSRI identifies and actively collaborates with key strategic partners to accomplish our mission in the Gulf South region.**
- B. JSRI produces original research that informs faith doing justice**

**GOAL 2: JSRI will continue and improve its current means of communicating on issues, including the Just South Quarterly and e-news**

- A. *Just South Quarterly* will be published on a quarterly basis, and the list of recipients will be expanded and regularly purged.**
  - i. Each issue will identify the availability of the staff to give talks on the subjects addressed.
  - ii. An “action response” will be included with all appropriate quarterly or e-news articles, and link the articles to advocacy pages.
  - iii. A description of JSRI will be included on all publications, flyers, and electronic communications
  - iv. Evaluate the effectiveness, format and cost of publishing and mailing the *Just South Quarterly*.
- B. JSRI will continue to publish its *JustSouth E-Newsletter* 6-7 times a year.**
- C. JSRI will maintain and regularly update its website.**
  - i. Key Catholic websites (e.g., parishes, Catholic Charities, diocesan offices) will be encouraged to put a link to the JSRI website on their websites.
  - ii. JSRI will expand its use of “alerts” on website and in other publications.

**GOAL 3: JSRI will identify and nurture key press and media connections.**

- A. JSRI will expand its media outreach by developing relationships with opinion writers and news reporters from radio, television, web-based papers, and print media who take an interest in our issues.**
  - i. The PR newswire at Loyola will be used to push out key research to news bureaus.
  - ii. A media list targeted for JSRI articles will be built in collaboration with LU communications staff.
  - iii. Fellows will be added to the Loyola University list of media experts in their respective fields, and can be promoted as commentators to local radio talk programs.
  - iv. News will be broken out into “single stories” when pitched to the media. (not just included in the *JustSouth Quarterly* or *JustSouth E-News*).
  - v. JSRI will pursue having fellows serve as guest columnists in Catholic newspapers in the South to insure broader distribution of articles from JSQ and JSE.
  - vi. JSRI fellows will increase the number of op-eds submitted to area papers to at least 3 per years.

<b>GOAL 4: JSRI will explore the use of new social media as a primary means of increasing “3-way communication (JSRI + its contact + people to whom information might be forwarded by them), including:</b>
<b>A. JSRI will pilot and regularly update a <u>Facebook</u> Page.</b> <ul style="list-style-type: none"> <li>i. JSRI will evaluate the value and efficacy of connecting our Facebook Page to the official Loyola page, which will require that ours meets Loyola’s criteria and be updated regularly. This page would be linked to JSRI’s website and publications.</li> </ul>
<b>B. JSRI will test and evaluate the effectiveness of - beginning a <u>blog</u> connected to Loyola’s.</b> <i>(NB: Official Loyola blog must have new content 2-3 times per week, which would mean that JSRI would probably need multiple bloggers.)</i>
<b>C. JSRI will publish selected talks/events on video.</b> <ul style="list-style-type: none"> <li>i. Use You Tube, VIMEO or other cost-effective means of putting pertinent videos on our website and stream them. Explore use of on-campus equipment and studios for production.</li> </ul>
<b>D. JSRI will convene a communications advisory group, meeting quarterly.</b>



## STRATEGIC ISSUE 4: WALKING THE WALK

*JSRI will work toward becoming an organization that reflects its multi-cultural, anti-racist, and anti-poverty commitment.*

**GOAL 1: Together with at least one other center, institute or department at Loyola, JSRI staff will engage in the training by the Pax Christi Anti-Racism Team which is designed specifically for Catholic entities. The purpose of this training is to:**

- *Develop and common analysis of racism*
- *Locate ourselves individually and institutionally on a continuum of individual and institutional responses to race and multiculturalism*
- *Understand the ways that people of color and whites have collaborated for racial and economic justice*
- *Understand and develop ways to partner with communities and institutions of color*
- *Develop a spirituality of anti-racism rooted in Catholic social teaching*

The steps involved in this process are:

- A. Engage 1-2 departments at Loyola who will partner with JSRI in this training. Partners will agree to split the cost of training and consultation services and to meet with JSRI as part of the follow up to the training**
- B. Identify or raise funding for the training. (cost will include travel, lodging, and meals for facilitators, plus a fee to PCUSA for the services of PCART)**
- C. Engage the PCART training team (at least one person of color and one white facilitator) who will become familiar with the needs of the institute/departments and organize the place and time of the training. Hold the training, which will be 1-2 days.**
- D. The JSRI staff will meet with the partner department(s) quarterly for one year after the training, then twice a year to discuss and hold each other accountable for integrating anti-racism strategies in their departments/programs**

**GOAL 2: JSRI will establish some way for JSRI staff as a group to have a regular structured interaction with persons who are poor, culturally and racially diverse, and vulnerable**

## STRATEGIC ISSUE 5: TESTING TRANSFORMATIONAL METHODS

*JSRI will research, design, and test alternative methods for transforming hearts and minds for social action and solidarity on the three focal issues of race, poverty, and migration.*

### **Goal 1: JSRI will organize and facilitate dialogues using a peace-building model for conflict transformation among Catholics with different views on our issues:**

- A. Initiate a dialogue on migration with Catholics in the Archdiocese of New Orleans using the successful Catholic Relief Services (CRS) peace-building model.**
  - i. Together with the Parish Social Ministry Office of Catholic Charities, identify potential facilitators for the dialogue.
  - ii. CRS will travel to New Orleans to provide training for facilitators.
  - iii. Each facilitator will recruit 5 participants, with a goal of having at least 60 participants in the first dialogue.
  - iv. Hold the dialogue in one parish. (Dates for 1<sup>st</sup> dialogue: January 13 – 14, 2012)
  - v. Test the effectiveness of the method through pre and post testing and interviews. Adapt as needed based on the evaluation.
  - vi. Follow-up with participants to encourage different types of social service and action.
- B. Offer to organize at least one dialogue on migration in one of our target states each year in collaboration with the diocese or Catholic Charities.**
- C. Offer to organize at least one dialogue at Loyola or Spring Hill College and in one of the province high schools.**
- D. Consider using the methodology with either the issue of race or poverty, and recruit possible participants; repeat steps in Goal 1A.**

### **Goal 2: JSRI will offer to lead social analysis and theological reflection for groups participating in domestic immersion experience or providing direct service on a regular basis.**

- A. Identify one group within each of the following categories who will agree to work with JSRI staff to design and implement the analysis and reflection process:**
  - i. High school service projects
  - ii. University immersion trips (preferably domestic)
  - iii. Parish social ministry, St. Vincent de Paul Society groups or Catholic service groups doing disaster relief work in one of our states.
- B. Determine “transformation goals” desired, and research methods for achieving those goals. Develop processes that can best be used with each group.**
- C. Train leaders from each group to assist in the analysis and reflection process.**
- D. Conduct processes, and evaluate the effectiveness in achieving the transformation goals. Adapt the processes as needed.**
- E. Develop written models that can be used by other groups wishing to use the processes.**

**Goal 3: JSRI will offer to work directly with the faculty, staff, and students of one of the 5 high schools in the New Orleans Jesuit province to explore and implement methods of increasing students’ commitment to justice as described in “The Profile of the Jesuit Graduate”. (See Issue 1, Goal 2C) JSRI’s specific role in this process is to be a stimulus in those schools for creating change among students and faculty.**

<b>A. Meet with the presidents, principals and rectors group of New Orleans Province high schools to solicit interest.</b>
<b>B. Meet with the administration, campus ministry, service program, and other key faculty and staff of one interested high schools to encourage their participation in this process.</b>
<b>C. Identify teams of students, faculty and staff who will serve as leadership teams for one interested school.</b>
<b>D. Together with team members, research effective methods being used in other Jesuit, Catholic, and faith-based schools. Determine which methods will be most effective in one New Orleans Province School.</b>
<b>E. Sponsor a colloquium/planning session for leadership teams of any interested school to plan implementation and evaluation methodologies.</b>

## STRATEGY 6: FINANCIAL SUSTAINABILITY AND GROWTH

*JSRI will develop adequate financial resources  
to sustain and grow its core staff, increase its endowment,  
and attract new funding for projects and programs.*

**GOAL 1: JSRI will seek outside funding to build development capacity within the organization within two years, e.g. a full-time development staffer or a “share” in a grant-writer.**

- A. By January 31, 2012, JSRI will develop a position description for a full and/or part-time development and communications person on staff**
- B. By March 1, 2012, JSRI will develop a fundraising plan and identify possible funders: [talking into consideration other Loyola requirements]**
  - i. Identify potential funders
  - ii. Consider “challenge gift” approach
  - iii. Ask our board for advice on this; review foundation board members with them
  - iv. Consider specific funding for non-personnel items (computer, etc.)
- C. Determine the funding priorities for JSRI in the coming three years: (e.g., increasing the administrative assistant to full-time, Development/Public Relations specialist, economist for data work for social indicators and other projects, added fellows)**
- D. A fundraising/communications professional will develop a full range of supportive activities using all of JSRI’s vehicles such as:**
  - i. Considering every communication “item” from JSRI as opportunity
  - ii. Using the website to promote giving more aggressively
  - iii. Planned giving and matching gifts (“does your company...”)
  - iv. Credit card giving (now available thru LU), recurring gifts (\$25 month), “living endowments”
  - v. Shopping lists with price attached: “WE NEED...”(e.g. sponsors for quarterly, hardware, travel to Texas, travel for corporate investment project, conference sponsors, death row visits, scholarships for conference attendees, etc.)
  - vi. Tailor fundraising and communication modes for particular audiences.

**GOAL 2: JSRI will expand the scope of its fundraising activities in our 5 states and elsewhere to new and targeted audiences and develop targeted approaches to each.**

- A. JSRI will further its outreach to groups sharing its concerns for promoting and applying Catholic Social Thought:**
  - i. Develop natural points of collaboration with bishops within the Gulf South and women and men religious
- B. JSRI will expand its ecumenical outreach—going beyond the Catholic community or our existing contacts to broaden JSRI’s base.**
  - i. Focus on groups who share our issues and particular people who share them such as Pax Christi, JustFaith, LUCAP alums; Trinity Episcopal ; Center of Concern;
- C. JSRI will engage in a focused effort of new prospect identification**
  - i. Involve board, staff, and LU staff
  - ii. Engage supportive Jesuits in the process
  - iii. Consult friends of the Society

- iv. Ask our current donors and readers to help identify others
- v. Conduct focus groups in three cities to identify people of like mind who can give money

**GOAL 3: JSRI will explore and employ a variety of ways to expand income-generating activity, including, but not limited to, the following possibilities.**

- A. Provide workshops for diocesan and parish personnel and market services on website and in publications**
- B. Offer fellows as speakers at colleges and universities who have money for speakers**
  - i. Consider enlisting a speakers' bureau
  - ii. Have a communications staff person to promote the fellows as speakers
- C. Contract for writing projects with local and national authors and organizations, eg., book chapters, journal articles, training manual components, etc.**
- D. Consider charging registration fees for conferences and workshops or use "Donation Requested" and suggested amount.**
- E. Study pros and cons of charging for subscriptions for or soliciting sponsors for the *JustSouth Quarterly*.**

**GOAL 4: JSRI will engage its Advisory Board more actively in developing the financial capacity of the organization.**

- A. Promote active "giving or getting" by board members**
  - a. establish board committee on development
  - b. ask board members to host "house parties" in different locales to introduce JSRI to interested persons of means
  - c. have the board help with prospect identification ("natural partners")
  - d. ask the board to suggest speaking opportunities in their cities
- B. Recruit new board members capable of significant giving or getting**
  - a. set up board committee on membership and leadership.

## Strategic Planning Timeline

### **2010**

- April 29—Planning Meeting (Baudouin/Kammer)
- May 18—Presentation of Process to Staff
- May 26—Process Presentation to Board Chair (Voigt/Baudouin/Kammer)
- Summer—Develop Materials for Blackboard (Schott/Baudouin/Kammer)
- Summer—Survey E-news Readers and Compile Report (Arroyo)
- Summer—Recruit Leadership Team (Voigt/Kammer)
- August 1—Email process to board, Provincial, President (Baudouin)
- September 17—Planning Meeting (Voigt/Bindewald/Baudouin/Kammer)
- Oct. 5—Strategic Team Meeting
- October 25-26—SWOT results compilation and analysis
- October 29—Planning Meeting (Bindewald/Baudouin/Kammer)
- Nov. 2 – Strategic Team Meeting
- Nov. 5– Board Meeting Focus Session
- Nov. 30—Planning Meeting (Baudouin/Kammer)
- Dec 17, 2010 – Board subgroup meets to draft new mission, vision, and values

### **2011**

- Jan. 5—Strategic Team Meeting
- February 7—Voigt/Kammer/Baudouin Progress Meeting
- March 14—Planning for Board Meeting
- Mar.18 – Board Meeting focus session
- June 2—Communications Focus Group with Young “Techie” Jesuits
- June 23—Fundraising Workgroup—Meeting One
- June 24—Focus Issues Workgroup—Meeting One
- June 30—Fundraising Workgroup—Meeting Two
- July 1—Focus Issues Workgroup—Meeting Two
- July 8—Communications/Public Relations Workgroup—First Meeting
- July 11, 2011 – Catholic Social Activists/Charities Focus Group
- July 14—Communications/Public Relations Workgroup—Second Meeting
- July 26, 2011 – Focus Issues Workgroup—Meeting Three
- August 17—Planning for Strategic Team Meeting
- Aug. 19, 2011 – Strategic Team Meeting
- Sep. 12, 2011 – Strategic Team Meeting
- Sept. 29—Faculty Focus Group One
- Sept. 30—Faculty Focus Group Two
- October 10—Staff Strategic Planning Meeting
- Oct. 12—Center and Institute Directors Focus Group
- Oct. 12-19—Student interviews (Baudouin)
- Oct. 24, 2011 – Strategic Team Meeting
- Nov. 4-5, 2011—Advisory Board amends and tentatively approves plan
- Dec. 12, 13, and 19—Staff develop implementation plan (responsible persons, steps)

**2012**—Mar. 16-17—Board receives and approves strategic and implementation plans.

NAMES OF PEOPLE INVOLVED IN JSRI PLANNING GROUPS:

**Strategic Team**

Dr. Lydia Voigt, LU Senior Vice-Provost,  
Chairperson  
Fr. Ted Arroyo SJ, JSRI, Spring Hill College  
Dr. Oscar Barbarin, Tulane University  
Mary Baudouin, JSRI, New Orleans Province  
Kelly Brotzman, LU Service Learning  
Dr. Mitchell Crusto, LU College of Law\*  
Dr. Kathleen Fitzgerald, LU Sociology  
Eva Hurst-San Martin, Catholic Charities  
Fr. Fred Kammer SJ, JSRI  
Dr. Alex Mikulich, JSRI  
Mr. Andy Rivas, JSRI Board, Texas Catholic  
Conference  
Christi Schott, JSRI  
Dr. John Sebastian, LU English  
Dr. Sue Weishar, JSRI  
Kurt Bindewald, LU University Ministry,  
Facilitator

**Key Relationships Workgroup  
{Strategic Issue One}**

Mary Baudouin  
John Sebastian  
Kelly Brotsman?

**Core Issues Workgroup  
{Strategic Issue Two}**

Al Alcazar  
Oscar Barbarin  
Kathleen Fitzgerald  
Hiroko Kusuda  
Sal Longoria  
Alex Mikulich  
Uriel Quesada  
Petrice Sams Abiodun  
Sue Weishar  
Mary Zervigon

**PR/Communications Workgroup  
{Strategic Issue Three}**

Terry Fisher  
Joan Gaulene  
Larry Lorenz  
Sue Roesgen

**Finance Workgroup  
{Strategic Issue Six}**

Michael Bourg  
Stephanie Hotard  
Cory Howart  
Kara Mikulich  
Kim Waggoner  
Sue Weishar  
Charles Young

## SWOT PRIORITIES FROM THE JSRI STRATEGIC PLANNING TEAM

### November 2010

#### Strengths

1. **Collaboration** between Loyola and the Jesuit Province as well as collaboration with many other groups
2. Having a **structured focus**: 3 issues (race, poverty, and migration), 5 states, 3 activities – enhanced focus and results oriented
3. Unique **mission**
4. **Staff**
5. Unique in being **think and action tank** that integrates theological reflection with social analysis and advocacy
6. Connection with **Loyola** and the many opportunities from this
7. Catholic and Jesuit connection

#### Weaknesses

1. **Money** and fundraising – weak in amount of money; endowment?; raising ability
2. Diffuseness of **audiences** – Who are we communicating with? How do we connect to them? What do we do with them? What do we expect them to do? Do we need different strategies for different groups. (This is a Communications/ public relations question)
3. Relationship to **Loyola**- not connected to students, faculty, and other centers and institutes - lack of relationships at Loyola
4. Not enough **qualitative research** being done with the goal of giving a voice to those affected by the three issues.
5. We are **too small** for big mission. Does JSRI need to be larger?

#### Opportunities

1. Becoming a regional voice, becoming the **go-to organization** on Catholic Social teaching and three issues (visibility, technology, etc.)
2. **Funding** sources that we are not tapping who may be interested in us.
3. **Teaching** at the university (in dispute)
4. Dealing with **hot topics** that are in need of a faith perspective
5. Developing **collaborative relationships** in the 5 states and Latin America, outside of New Orleans
6. May be able to be a **model** and a unique type of advocacy organization
7. Lack of Catholic Conference in Alabama and Mississippi is an opportunity for more **advocacy**
8. There are many different ways of **communicating**, and we aren't exploiting these right now Location on Loyola's campus and number of people working on similar issues



9. We can be a **progressive and listening religious** voice primarily through facilitating dialogue instead of saying this is how it is. Can we get Catholics of diverse opinions together to dialogue
10. **Political climate** is both an opportunity and threat

### Threats

1. **Too much New Orleans** focus
2. Our **geographical diffuseness**
3. Relationship with **Loyola** in that it is **vacillating** institution with possible shifting priorities
4. **Political climate** and threat of how to break through and get past the 'conservative package'
5. **Province merger** – Endowment is reserved, but we do not know what will happen and priorities can shift
6. **Finances**

### SWOT Focus Issues from JSRI Advisory Board – November 5, 2010 (in rank order)

- Diffuseness of “audiences” – for each mission element – Who we are, who served, who communicating with? How do we connect to them? What do we do with them? What do we expect them to do? Need different strategies for different groups? (unclear communications and PR) *Weakness (7)*
- Becoming a regional voice and the go-to organization on Catholic Social Teaching and the three issues of poverty, migration, and race. (Visibility; utilize available resources such as technology and communications) *Opportunity (6)*
- No staff fluency in Spanish (language proficiency/multicultural background) *Weakness (5)*
- Unique Mission of Faith and Justice Collaboration (CST) *Strength (4)*
- Think and Action Tank *Strength (4)*
- We can be progressive and listening religious voice primarily through facilitating dialogue instead of saying “this is how it is.” Can we get Catholics of diverse opinions together to dialogue? (needs clarification) *Opportunity (4)*
- Political Climate as opportunity and threat *(4)*
- Finances *Threat (4)*
- Dealing with Hot Topics that are in need of a faith perspective *Opportunity (3)*
- May be able to be a model and a unique type of advocacy organization *Opportunity (3)*
- Lack of Catholic conference in AL and MS is an opportunity for more advocacy (and other state conferences) *Opportunity (3)*
- Relationship to Loyola – not connected to students/faculty *Weakness (3)*
- Having a structured focus: 3 issues (race, poverty, and Migration), 5 states, 3 activities – enhanced focus and results oriented *Strength (2)*
- Geographical diffuseness *Threat (1)*
- Political climate and threat of how to break through and get past the “conservative package” *Threat (1)*
- Religious fundamentalism; faith views clarifies; catholic/protestant *Threat (1)*
- Loyola’s campus and number of people working on similar issues *Opportunity (1)*
- Possibilities and opportunities from connection with Loyola *Strength (1)*
- Staff *Strength (1)*
- Money and Fundraising – Weak in Amount of Money; endowment; ability to raise money *Weakness (1)*
- Relationship with other centers and institutes – lack of relationships at Loyola, more work needed *Weakness (1)*