

Mission Priority Examen

Self-Study Report



Santa Clara
UNIVERSITY

December 2025

Mission Priority Examen

Self-Study Report



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I. INTRODUCTION AND OVERVIEW

Introduction and Overview

Santa Clara University Self-Study Steering Committee and Peer Visiting Team

Self-Study Steering Committee

- Matthew Carnes, S.J. | Vice President, Mission and Ministry (Chair)
- Jim Glaser | Provost and Executive Vice President (Co-Chair)
- Laura Nichols | Professor and Chair, Department of Sociology (Co-Chair)
- Chris Bacon | Associate Professor, Environmental Studies and Sciences
- Shá Duncan Smith | Vice President, Inclusive Excellence
- Amy Goldman | Member of the Board of Trustees, and CEO and Chair, GHR Foundation
- Hooria Jazaieri | Assistant Professor, Department of Management & Entrepreneurship
- Michael Kaufman | Dean and Professor of Law, School of Law
- Lawrence Lokman | Vice President, University Marketing and Communications
- Molly McDonald | Chief of Staff, Office of the President
- Nydia MacGregor | Professor, Management & Entrepreneurship and Associate Dean, Graduate Business Programs
- Agbonkhianmeghe E. Orobator, S.J. | Dean, Jesuit School of Theology of Santa Clara University
- Elyse Raby | Assistant Professor, Department of Religious Studies
- Paul Schutz | Associate Professor, Department of Religious Studies

Peer Visiting Team

- President Vincent Rougeau | College of the Holy Cross (Chair)
- Rev. John Cecero | Vice President for Mission Integration and Ministry, Fordham University
- Dr. Jennifer J. Griffin | Raymond C. Baumhart, S.J. Endowed Chair of Business Ethics and Professor of Strategy, Quinlan School of Business, Loyola University Chicago
- Dr. Daniel L. Smith | Associate Professor of New Testament, Department Chair, Theological Studies, Saint Louis University

Letter from President Julie Sullivan to Fr. General Arturo Sosa

December 2025

Dear Father General Sosa,

This Mission Priority Examen—Santa Clara’s second, and my first as president—represents a deep, communal moment of self-reflection for the University. Over the course of the last full year, we gathered hundreds of our community members for probing conversations. In the spirit of communal discernment, we listened attentively to one another, and we then reflected back what we heard. This allowed us to gain ever greater clarity about the treasure we hold in the mission we share as a Jesuit, Catholic university. And it has been an impetus to pursue ever greater depth and growth as we move forward.

Santa Clara has the unique privilege among Jesuit universities in standing at a perennial crossroads of humanity. Founded in 1851, shortly after the discovery of gold in California, it has seen successive generations of seekers, entrepreneurs, builders, and innovators flock to the bay and the valley that are its home. Silicon Valley, as it is known today, is an engine of new ideas and technologies—most notably as I write, artificial intelligence—for our globe, and Santa Clara takes it as its mission to form “citizens and leaders of competence, conscience, and compassion and cultivate knowledge and faith to build a more humane, just, and sustainable world.”

In 2023, Santa Clara developed and adopted a strategic plan that is charting our course for the coming decade. Titled Impact 2030, the plan identifies four Strategic Priorities to fulfill our promise and potential to become “the world’s leading Jesuit university”:

- Reach on a Global Scale
- Solutions for the Universal Good
- Opportunity for All Talented Students
- Belonging for All Broncos

These cross-university goals commit us to ever deeper collaboration with the global Jesuit network of universities, drawing on the best of our Silicon Valley innovative and entrepreneurial spirit and providing an ethical compass for this crucial time in our world. By expanding access and ensuring that all members of our community can thrive, we seek to elevate our impact to touch the globe in its places of greatest need.

In addition, we see our service to the international Society of Jesus and the universal Church as an essential part of our mission, and I could not be more excited about the next step in this work. As you know, the Jesuit School of Theology, which affiliated with Santa Clara University in 2009, is on the cusp of a relocation—and reimagination—to our Mission Campus in 2027. Through its integration with our Graduate Program in Pastoral

Ministries and its collaboration with the Department of Religious Studies, as well as our division of Mission and Ministry, our Jesuit School of Theology is poised to become the leading hub for Jesuit theological education in the English-speaking world. At the same time, it will form leaders and pastoral ministers for service in the dioceses of the state of California and the entire United States. This effort is so compelling that we have recently received a \$10 million grant from the Lilly Endowment to ensure its success.

The MPE has helped us develop two proposed mission priorities, and I have been delighted to see how they resonate with our community. The first—a call to depth, especially greater depth of engagement with the underlying foundations of our Jesuit values through opportunities to explore one's spirituality, meaning and faith—speaks powerfully to us in this challenging global moment in history. And the second, which addresses institutional structures and how the University will live and grow in the future, constructively aligns with our strategic plan and adds nuance and urgency in ways that will help us more thoughtfully pursue our goals.

And, as described in that second priority, we are designing a new mechanism—a cross-university body to continuously monitor, explore, promote, and evaluate our living of our mission—which gives me confidence that we can achieve our mission priorities.

Finally, on a personal note, this MPE is especially important to me. I often tell people that I have had the privilege to work in higher education for my whole life, and I have done so in every type of university: first large state-run research institutions; then two smaller private, Catholic universities; and finally, a Jesuit, Catholic university. It is this last school—Santa Clara University—that most brings together the distinct opportunities of the academic and truth-seeking enterprise of the university with the individually and socially transformative work for faith and justice of the Catholic Church. I always say that I could never go back. There's simply too much good to discover here, and too much good for us to do together.

We are honored to share this report from our Mission Priority Examen with you, in a spirit of gratitude, humility, and shared purpose, and we look forward to your responses and reflections—and most importantly, your prayers for all of us who follow in Ignatius' footsteps.

Respectfully,

A handwritten signature in black ink that reads "Julie Sullivan". The signature is fluid and cursive, with "Julie" on the top line and "Sullivan" on the bottom line.

Julie H. Sullivan, Ph.D. President

Executive Summary of the SCU Mission Priority Examen

Gratitude

We begin this Mission Priority Examen (MPE) self-study report with a tremendous sense of gratitude. The Jesuit, Catholic tradition and values that animate us provide us with a foundation and a framework for the way we approach our work and life as a university community.

Embodied in a commitment to the flourishing of each member of our community, to justice and reconciliation both locally and globally, to becoming people for and with others, and to care for our common home, Santa Clara's diverse students, faculty, staff, alumni, trustees, and friends find a shared north star in this tradition and its values. We have found ourselves especially grateful for this mission in recent years, as it has helped us name our aspirations in setting our strategic goals and it has anchored us in the face of significant challenges—including the pandemic, leadership transitions, polarization, and political pressures—with a shared sense of values, conviction, mutual trust, and hope. Members of our community consistently express deep appreciation for the way we cultivate belonging and inclusion around our mission, and they say they are proud to be associated with it.

We are also grateful for this MPE process. We have pursued it through a series of dynamic, iterative opportunities for reflection, conversation, evaluation, and discernment across the entire university community. It has strengthened our appreciation for the ways our Jesuit mission makes us distinctive and encouraged us in our efforts to move constantly deeper and outward in living that mission. Indeed, we emerge from this process with a clear set of directions for future growth and with strategic mechanisms for ongoing discernment and refinement. Most importantly, the examen has enriched our community by cultivating continual, interactive, and communal discernment, and we see it as a transformative path forward for us beyond the MPE.

An Honest Appraisal

The MPE process has given us a chance to carefully examine how we have evolved and grown since our last Mission Priority Examen in 2019. Since that time, considerable change has happened in both the world and the university. The global COVID-19 pandemic disrupted nearly all university business, and senior leadership transitioned twice (in addition to an extended period of interim leadership). In 2022, Dr. Julie Sullivan became the first lay president (and first woman) to lead Santa Clara University, and over the ensuing years she has assembled an almost completely new leadership team. This new institutional stability provides the foundation for our reflection and planning for the future, and we believe it has given additional openness and dynamism to the way we have carried out the MPE. At the same time, it is important to note that our examen has been conducted during a time of considerable social, economic, and political turmoil and polarization in the United States and world. Reflecting on our mission and how it guides and inspires us has never seemed more important.

We have made considerable progress on the mission priorities that emerged in our 2019 MPE. First, in response to perceived confusion about who “owned” and defined the university’s mission, we have taken significant strides in increasing the articulation and engagement of Ignatian values. Most importantly, following on the recommendation of the previous MPE, a division of Mission and Ministry was created at the vice presidential level, drawing together the existing mission work of Campus Ministry, the Ignatian Center for Jesuit Education, and the historic Santa Clara Mission Church. Together, this division has grown significantly in its staffing, allowing it to better reach faculty, staff, and student audiences with robust programming and accompaniment. At the same time, the division of Inclusive Excellence was created at the vice presidential level, and the two new vice presidents and their teams were intentionally intertwined and co-located to foster robust collaboration. Finally, three of the schools —Arts and Sciences, Engineering, and Law—have appointed their own mission officers to help integrate the mission into the life of those units and bring special attention to the formation of their student bodies, faculty, and staff.

As will be seen in the pages that follow, the community shares a deep embrace of the values of *cura personalis* and care for the whole person, justice and reconciliation, and care for our common home. Indeed, social justice is held up as one of the hallmarks of all our work, and the University has particularly distinguished itself in its efforts around environmental justice animated by *Laudato si*. There is shared ownership of, and facility with, these values among every group in our community.

We are proud of the advances we have made, and we also recognize there are important opportunities for continued growth in our living of our mission. Perhaps most significantly, we find that the spiritual dimension and depth of our Ignatian tradition is not as fully engaged as it could be. This occurs for a number of reasons. For instance, the universality of our values—a virtue that makes them readily accessible—can make their Jesuit and Catholic foundations or distinctiveness less apparent. And for some, our Catholic identity can seem superfluous or problematic. Moreover, the very idea of religious faith, in an increasingly secular world, can seem suspect, foreign, or antiquated. Nevertheless, our MPE has shown us that there is a yearning for meaning and hope among many in our community, and we recognize that our spiritual traditions—especially Ignatian spirituality—can offer important resources in this quest.

Likewise, we believe that there is even greater opportunity for our structures and practices to be better aligned to more effectively reach the needs of our community and give witness to our commitment to our mission. In particular, the siloes of university life—schools, programs, departments, etc.—can sometimes limit our collaboration, and they can make Jesuit values and mission seem more apparent in some settings than in others. Likewise, the economic realities of our Silicon Valley setting can be a barrier to inclusion for faculty, staff, and students who may not be able to afford the cost of living, and they can sometimes seem like counter values to our efforts at social justice. Finally, we realize that we have not yet fully found ways to recognize, evaluate, encourage, and reward efforts to live our mission in community, and this can make engaging the mission seem less valued.

In short, as will be emphasized in our Mission Priorities, we see opportunities to build on the good work that has been undertaken in order to increase both the depth of understanding and the institutional practice of our values in the future.

A Broad, Interactive, Communal Examen

We are especially happy to have carried out this Mission Priority Examen in a way that has emphasized open, honest listening, involving outreach to all members of our community. We have intentionally created iterative opportunities for engagement, and we are grateful for the way this has fostered ongoing feedback and shared appropriation of the process, findings, and priorities.

In carrying out our process, we have followed the guidance from the Association of Jesuit Colleges and Universities (AJCU) and the Provincials of North America for this second round of MPEs, which emphasizes attention to questions given by the local provincial rather than exhaustive listings of mission activities. We have found the two focus questions given to Santa Clara by Fr. Sean Carroll, S.J., the provincial of the Jesuits West Province at the start of the MPE process, to be especially illuminating and constructive as touchstones for our work:

1. In what ways is the Jesuit and Catholic mission of Santa Clara University most visible and apparent in the university and beyond?
2. In what ways is it most absent or unseen?

Our methodology for collecting initial responses to these questions was both communal and individual. We conducted 27 listening sessions during Spring 2025 with various segments of the university community, including faculty, staff, students, administration, trustees, alumni, the Jesuit community, and parents and friends of the University (416 participants). At the same time, we offered the community an online survey and an email address for sharing their views with us (133 responses). We also drew on two other important sources of institutional data—our campus climate survey, which was carried out in 2024-2025 alongside the MPE (3,450 responses), and our exit survey of graduating seniors (3,286 responses). These gave us multiple perspectives on our mission and how it is lived and informed our initial findings.

Subsequently, we returned to the community with a series of nine talkback sessions involving approximately 200 participants in Fall 2025, in which we presented our initial findings and proposed mission priorities. This additional input has helped us refine our priorities going forward and has ultimately resulted in an MPE that can be owned and appreciated by the whole community. The visit of our peer team will have an equally inclusive, fulsome process, offering opportunities for them to meet with all major stakeholders in the University, and giving special attention to students, faculty, staff, trustees, and administrators. We look forward to the ways they will bring fresh perspectives, questions, and suggestions to this process.

Seizing Opportunities for Depth and Institutional Alignment: Our Mission Priorities

Our examen has helped us discern two major mission priorities that flow from our progress and strengths in recent years, as well as address opportunities for new approaches.

Mission Priority 1: Promoting Greater Depth in Living our Mission

Our first mission priority aims to promote opportunities for greater depth of engagement with our Ignatian mission and guiding values, and with their roots in our Jesuit, Catholic traditions and identity. To achieve this, we have developed a set of six key “Jesuit values” that can be consistently named and celebrated, and that can serve as touchstones for our ongoing work. These six values are: *Seeking God in All Things, Reflection and Discernment, Cura Personalis / Care for the Whole Person, Faith that Does Justice, People For and With Others, and Care for Our Common Home*. To aid in naming and celebrating these values, new banners have been developed and placed prominently on campus, and these are regularly being referenced in speeches and publications.

In addition, we especially will seek to offer the possibility for deeper exploration of spirituality and faith, across traditions and backgrounds, with a special focus on Ignatian, Jesuit, and Catholic approaches. In doing so, we will seek to engage our members of our community where they are. This will involve giving special attention to the large number (a majority) of members of our community who come with diverse faith backgrounds, or increasingly, with no organized faith background. We believe our Ignatian spirituality is especially suited to this, and can open doors to deepening the other Jesuit values that are already well established in our community. At the same time, we will commit time and resources to accompanying students who come to us with significant faith commitments to deepen their living of those faiths. Our Catholic students are especially eager to have richer experiences of Catholic liturgy, retreats, theology, and formation opportunities, and we see great opportunities for these to serve both them and the whole community.

Concretely, achieving this goal will involve several initiatives—all of which are clear, achievable, and verifiable, and strongly aligned with the University’s Impact 2030 Strategic Plan. Formation programs, already well developed for newly arriving students, faculty, and staff, will be expanded to accompany each community member’s progression across their time at Santa Clara. We will also explore ways to recognize and celebrate the living of mission by faculty and staff, and we will draw on these leaders ever more fully to support mission animation across the university. Importantly, we envision creating a standing cross-university committee on Mission, led by the vice president for mission and ministry and with members from each of the schools and other units, to regularly share ideas and to function as an ongoing “mini-examen” body for our living of our mission. At the same time, we foresee significant positive changes coming to Santa Clara through a reorganization and reimagination of our current Campus Ministry office—a

term which is not well understood by many students—into what might be called an Office of Spirituality and Faith. Likewise, we see great opportunities for synergies and collaborative ministry and formation through the relocation and integration of the Jesuit School of Theology, currently located in Berkeley, to the Mission Campus.

Mission Priority 2: Advance Institutional Commitments that Reflect our Mission

Our second priority seeks to build on our strategic plan's institutional commitments to advance the ways our community feels included in the living of our mission in the concrete circumstances of their lives. In particular, this means a concerted effort to address the financial realities of Silicon Valley through attention to wages, salaries, and the housing market, and an aspiration toward full-need scholarships for our undergraduate students and meaningful support for our graduate students. This is one of the key foundational commitments of our Impact 2030 strategic plan, so it is helpful to have it further emphasized here among our mission priorities.

In addition, we will follow-through on plans to break down siloes and significantly increase the means by which members of our community directly come into contact with our worldwide Jesuit family and its distinct educational mission. This includes expanding our global connections to the Jesuit network of colleges and universities; a university-wide working group led by the Provost and Vice President for Mission and Ministry has already begun work and is in the process of presenting concrete proposals to the university. This project aims to move the share of our undergraduate students with international experiences from 30% to 40%, and assure that all have global competency before graduation, and offers a series of other recommendations to internationalize our institution in a self-conscious way that is consistent with Jesuit values. It also includes increasing our intentionally Ignatian pedagogical impact through our new Center for Teaching Excellence and through the way we pursue our core curriculum revision. And it will be fortified by the relocation and integration of the Jesuit School of Theology to the Mission Campus. Finally, it will involve special attention to graduate students, both centrally through Mission and Ministry and through specific programming in the College and schools which builds on the newly established mission officers located in each school.

Strategic Priorities with Clear Institutional Ownership and Accountability

As can be seen in the descriptions of our two mission priorities, we see great resonance between them and the University's strategic plan, "Impact 2030." That plan, adopted in 2023, emphasizes Ignatian and Jesuit values in its articulation of four key priorities:

1. Reach on a Global Scale
2. Solutions for the Universal Good
3. Opportunity for All Talented Students
4. Belonging for All Broncos

In addition, Impact 2030 advances a set of Foundational Commitments that align financial commitments in support of the strategic plan, emphasizing human capital and business planning investments that can sustain improvement over the long term.

As we show throughout the full report, the president, senior administration, and board of trustees are fully invested in that plan, and they have developed a means of continuously monitoring the progress toward its goals. We envision a similar monitoring process for our mission priorities, with regular oversight from the standing committee on mission integration proposed above.



II. PROGRESS ON PREVIOUS MISSION PRIORITIES

Progress on Previous Mission Priorities

The first Mission Priority Examen at Santa Clara University was completed in 2019, just prior to the global Covid pandemic and the beginning of a period of considerable change in executive leadership at Santa Clara University. Over the subsequent three years, the University saw the Presidency change twice and had an extended period of interim leadership at the presidential and provostial levels. These two disruptive experiences meant that movement on many University initiatives was slowed or stalled for two to three years.

A clear new beginning began with the arrival of Dr. Julie Sullivan as President in 2022. With a deep commitment to Catholic higher education (having previously served as President at the University of St. Thomas and as Provost at the University of San Diego), she has embraced and celebrated SCU's Jesuit, Catholic mission. Under her leadership, the University has developed and adopted its strategic plan, Impact 2030, which places the Jesuit educational enterprise at its center. Likewise, she has hired key new leaders for her team—most notably for this report, a new Provost, Dr. James Glaser, and a new Vice President for Mission and Ministry, Fr. Matthew Carnes, S.J. This has allowed the University and its leadership to approach this MPE with fresh eyes and forward-looking stability.

The 2019 MPE established two important priorities for the University. These have served as a guiding force over the subsequent years, and we can see significant progress on both of them. In this brief section, we describe some of the main efforts and accomplishments, as well as note further opportunities for deepening that emerged during this MPE.

1. A clear articulation and broad communication of SCU's Jesuit, Catholic mission and character—at this Jesuit, Catholic university, at this time and at this place, with our specific history and ways of proceeding, and for all the people who together make up Santa Clara University.

Significant progress has been made on this first priority. As will be seen in the quantitative and qualitative data below, the University community reports high levels of knowledge of, and alignment with, key Jesuit values and how they can be lived today. Intentional efforts to support the mission formation of incoming faculty, staff, and students has been carried out by the Ignatian Center for Jesuit Education, in the division of Mission and Ministry, and is built into the work of both the Provost's Office (especially Student Life) and Human Resources. Programs including community based learning, immersions for students and faculty and staff, and talks and seminars on Jesuit ideas—especially those emerging from the Universal Apostolic Preferences—have been highly effective.

When queried, members of our community regularly point to concepts like *cura personalis*, discernment and reflection, care for our common home, presupposition and civil dialogue, and justice and reconciliation as hallmarks of our Jesuit mission. They also look to our centers of distinction—the Markkula Center for Applied Ethics, the Ignatian Center for Jesuit Education, and Miller Center for Global Impact—and our schools as distinguishing

embodiments of our mission. For example, inspired by the teachings of Arturo Sosa, S.J., Father General of the Society of Jesus, the School of Law has developed and conducted regular university-wide forums dedicated to upholding democratic values. Finally, community members note increasing mission impact in diverse units, departments, and schools of the university. All of this is accomplished in a welcoming, invitational way, one that builds bridges for the diverse members of our community and that appreciates the distinct gifts and experiences they bring to us.

2. Deeper education, engagement and ongoing formation about our Jesuit, Catholic mission and character that allows for growth and development throughout one's career and experience at SCU.

Likewise, considerable progress has been made with regard to this second mission priority. Most notably, as called for by the 2019 MPE, two new vice-presidential positions were created, for Mission and Ministry and for Inclusive Excellence, and they were intentionally co-created and co-located to enable robust collaboration. Over the subsequent years, these offices are now fully functional and they have had a significant impact on every aspect of university life, and members of the University community see and note the difference (see the quantitative data below). Mission and Ministry has been able to expand its offerings in Ignatian spirituality and mission formation for faculty and staff, and Inclusive Excellence has created mission-inspired spaces for naming, celebrating, and learning about the diverse individuals and communities that make up the University. Both have also been able to offer training opportunities for interested faculty, staff, and students. Likewise, they have conducted efforts around evaluation and measurement, and they have reached out to build partnerships with schools and units across the University. As the data below will show, we are particularly pleased with the way that new members of our community are welcomed through mission-focused orientations, and we see excellent work at mission formation for senior leaders. We see new opportunities for formation as people move through their careers, though, and we see the time of promotion—both for faculty and staff—as key moments to capitalize on moving forward.



III. MPE 2025-2026 PROCESS: GATHERING DATA AND INVOLVING THE COMMUNITY

MPE 2025-2026 Process: Gathering Data and Involving the Community

A. MPE Leadership

During the fall quarter 2024, President Julie Sullivan asked Vice President for Mission and Ministry, Fr. Matthew Carnes, S.J., to chair the steering committee for the MPE. President Sullivan and Fr. Carnes invited two community members to serve as co-chairs: James Glaser, Executive Vice President and Provost, and Laura Nichols, Professor of Sociology and a member of the steering committee for SCU's first MPE in 2019. With President Sullivan's approval, the Committee leadership invited eleven additional faculty, staff, administrators, and a member of the Board of Trustees to complete the steering committee membership. President Sullivan announced the MPE process, the website launch, and the committee membership to the campus community on February 4, 2025.

B. Initial Community Input—Broad and Comprehensive

In February and March 2025, the Committee gathered to deepen their understanding of the MPE purpose and process and to develop a strategy for thoughtful and intentional community feedback. In April 2025, the committee sent a communication to the campus community launching a two-pronged approach for feedback. First, the committee developed and shared a survey open to all constituents to share in-depth their reflections on the mission. Second, a series of listening sessions would gather intentional groups across SCU and all key constituents to offer reflection spaces on the two primary questions approved by the Provincial:

1. In what ways is the Jesuit and Catholic mission of Santa Clara University most visible and apparent in the university and beyond?
2. In what ways is it most absent or unseen?

The committee developed a standard set of slides to facilitate an introduction to the process at each of the listening sessions. Each listening session started with a three question Mentimeter (online) survey to be taken by each participant. Then, participants were placed in small groups to reflect and share, with each group filling out an open-ended survey form to share their groups' notes and reflections. The committee members facilitated a total of 27 listening sessions (416 participants) that included faculty, staff, students, the Jesuit community, trustees, alumni, parents, and the boards of fellows and regents, and that had special sessions for the academic and Jesuit communities at JST. To ensure this diverse cross-section of community representation, committee members conducted the listening sessions in targeted gatherings of representatives, in addition to multiple open public forums. In addition, we analyzed appropriate secondary data that had already been collected from the community.

C. Analysis of the Initial Findings and Formulation of the Proposed Mission Priorities

The collective responses from the 27 listening sessions—including several hundred pages of notes generated through session recordings, as well as hand-written notes from facilitators and notes collected using collaborative Google documents in small groups—provided extraordinarily rich material for our reflection. In order to make the most of this data, the committee employed (in a way appropriate for our Silicon Valley location) the artificial intelligence tool Google Gemini to conduct some preliminary analyses. Specifically, Committee members grouped the session notes by constituent, and asked Gemini to analyze the data and provide three outputs:

1. The most important point made
2. The top three most important or prominent points made
3. Up to ten additional points worth noting.

Additionally, the committee prompted Gemini to analyze the full set of responses with these same outputs. Committee members checked and verified the analysis.

The committee met in June to discuss the initial findings, drawing on member's own notes, the Gemini-generated material, and the full transcripts of all the notes, as well as the data gleaned from the various surveys (our MPE survey, the campus climate survey, and the senior exit survey). The discussion generated two clear directions for our proposed mission priorities—one centered on depth of engagement of our Jesuit values, especially regarding spirituality and faith, and another focused on institutional alignment of University practices with our values.

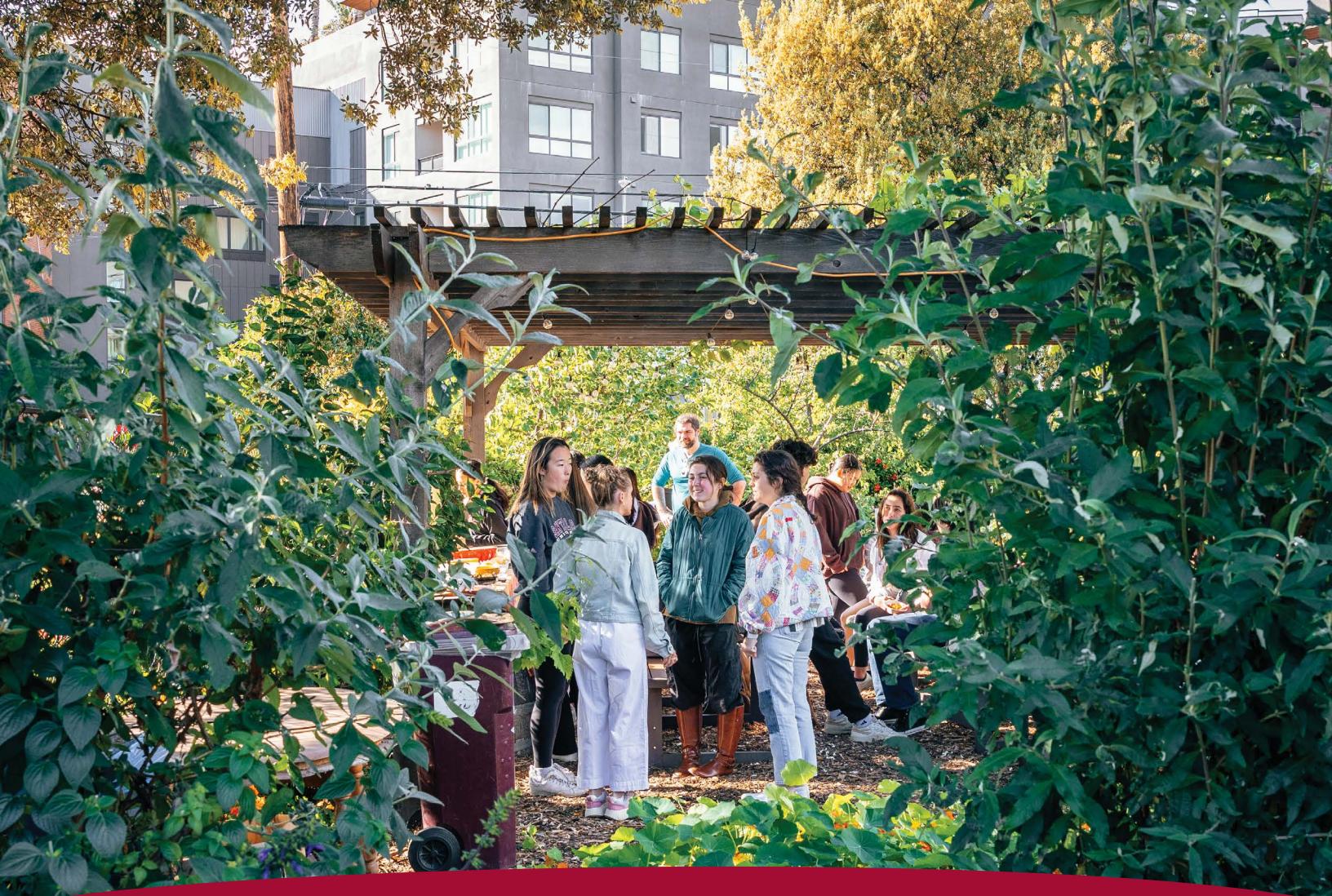
D. Going a Step Further: Using Talk-Back Sessions to Share the MPE Self-study Findings and Proposed Mission Priorities

In what we believe to be an important innovation in the MPE process, the MPE Steering Committee decided to take its initial work back to the community. It created a series of a dozen slides that summarized the key findings and proposed priorities, and then presented those slides for reflection and discussion in nine sessions for: the Board of Trustees, senior administrators in the Planning Action Council (part of the University's Shared Governance System, which includes the Cabinet, Center Directors, the Associated Student Government President, and representatives from the faculty and staff), the Faculty and Staff and Student Senates, the division of Mission and Ministry and its Advisory Board, the Jesuit Community, and in a session open to the entire community.

These sessions were remarkably rich—perhaps the high point of the MPE process for us—because they provided an opportunity for deeper reflection and engagement with the community. The participants expressed great appreciation for both the process and its results, and they provided important nuance to the formulation of the findings and proposed priorities. They reported seeing themselves accurately reflected, and they began to articulate ways they could be involved in the next steps and path forward. This part of the process also allowed for the MPE to be presented to new members of the community who had joined in the summer and fall.

In addition, the Fall provided an opportunity to share the initial results and findings with the Jesuit Province and local bishop. Vice President for Mission and Ministry Fr. Matthew Carnes, S.J., shared the slides and an initial draft of the executive summary with the Jesuits West (UWE) Provincial Assistant for Higher Education (PAHE), Robert Niehoff, S.J., when he participated in the SCU Board of Trustees meeting in October. And he met with Bishop Oscar Cantú in November to share the process, and the initial feedback, and to gather his reflections.

All of this feedback has informed the final self-study report shared with the visiting team in advance of the January 2026 visit. It has also served as an important first step in building awareness and investment across the University.



IV. INPUT AND FEEDBACK FROM THE MISSION EXAMEN PROCESS

Input and Feedback from the Mission Examen Process

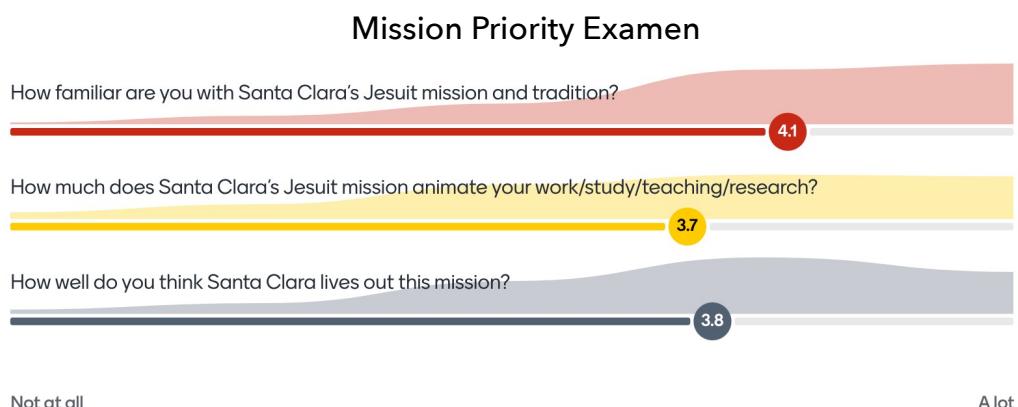
In this section, we provide a brief overview of some of the high-level quantitative findings that emerge from our surveys and community conversations. These include:

- Quantitative responses we received in the MPE listening sessions we conducted for the MPE (416 responses)
- Quantitative responses from the MPE online survey we conducted (133 responses)
- Quantitative responses from the Campus Climate Survey conducted by the Office of Inclusive Excellence (3,450 responses)
- Quantitative responses from the Senior Exit Survey (roughly 2000 responses)

Qualitative evidence from these materials forms the basis for much of the reporting in the discussion of Characteristics of Jesuit Higher Education in section IV of this report.

MPE Listening Session–Quantitative Responses

At the start of each of the twenty-seven listening sessions, we invited participants to respond to a brief survey about their familiarity with SCU's Jesuit mission and how they see it animating their work and that of the University. The results from the 416 participants who responded can be seen below. In general, the responses reflect a relatively high familiarity with our mission and tradition, but a somewhat weaker evaluation of how they individually or the University collectively lived out that mission.



Online MPE Survey

One hundred thirty-three community members responded to our online MPE survey. This survey was open to anyone and was widely advertised in all our emails and at every listening session, as well as available on our website. The largest numbers of responses came from staff

members (46), faculty members (36), and undergraduates (23). This sample of our community provides a snapshot of how people with particular interest in mission—enough to answer our survey—evaluate SCU today.

As can be seen in the table below, these respondents expressed a high level of familiarity with SCU's mission (averaging 4.33 on a 5 point scale). They also express a high degree of confidence in their ability to articulate what makes SCU distinct in its values (4.16). They are less strong, though still on average positive, in their evaluation of the University's dedication of resources to naming, valuing, and living its mission (3.61).

In terms of their own appropriation of the mission, the respondents to our online campus survey place a very high value on being a member of our community with its mission (4.41) and they personally identify with that mission (4.26)

Responses to Online MPE Survey

| QUESTION (responses range from 1 to 5) | Average | Standard Deviation |
|---|---------|--------------------|
| How familiar are you with Santa Clara's mission as a Jesuit university? | 4.33 | 0.79 |
| When people ask you about Santa Clara University and what makes it distinct, how comfortable do you feel articulating what you see as its key values? | 4.16 | 0.82 |
| To what extent do you believe Santa Clara has taken steps and dedicated resources to naming, valuing, and living its mission? | 3.61 | 0.83 |
| How much do you value being a member of the SCU community as it pursues its mission and values? | 4.41 | 0.95 |
| How much do you personally identify with, or resonate with, Santa Clara's mission and values as a Jesuit university? | 4.26 | 1.19 |

Campus Climate Survey

Santa Clara carried out a comprehensive Campus Climate survey (with 3,450 respondents) during the early months of 2025, and the MPE committee was fortunate to be able to include a series of questions about how community members felt they were able to “deeply incorporate” key Jesuit values into their own lives. The results presented below, disaggregated by demographic groups, is particularly informative, especially because this survey reached the largest number of respondents, and because those respondents presumably did not come to the survey with a particular motivation to evaluate mission and values. Rather, they came with wide-ranging motivations representative of the general university community.

As can be seen below, these respondents report in large numbers the ability to deeply incorporate Jesuit values such as the Four C’s (a widely used SCU formulation that draws three “C’s” from SCU’s vision statement—competence, conscience, and compassion—and in recent years adds the word “community”), as well as building a more just, humane, and sustainable world, being people for and with others, and discernment and reflection.

Notably, though, respondents express—across all the demographic groups—less incorporation of the values that touch on faith or spirituality: finding God in all things, and faith that does justice. This finding, perhaps more than any other, prompted deep reflection in every setting in which it was discussed—including the steering committee and the talk-back sessions—and it has been particularly important in the formulation of the proposed mission priorities. It especially gave rise to conversations about the diverse faith experiences—and in many cases lack of faith commitments or experiences—of our students and community members, as well as how SCU might best draw on its Ignatian resources to welcome and engage all people more deeply.

Campus Climate Survey: Key Values As Seen by Campus Groups

Note: The percentage reflects those who “agreed” with the statement.

“I feel I am able to deeply incorporate the following Jesuit values:”

| Value (Average number of respondents) | Overall (2489) | Undergraduate (1185) | Graduate (517) | Faculty (242) | Staff (545) |
|---|----------------|----------------------|----------------|---------------|-------------|
| The 4 Cs: Competence, Conscience, Compassion, Community | 86.20% | 86.20% | 87.23% | 84.30% | 86.08% |
| Building a more Just, Humane and Sustainable world | 84.47% | 83.63% | 84.91% | 82.79% | 86.63% |
| Being People for and with Others | 82.32% | 82.45% | 81.47% | 77.69% | 84.90% |
| Discernment and Reflection | 80.87% | 79.70% | 84.81% | 82.79% | 78.83% |
| Kinship and Solidarity | 79.01% | 78.93% | 81.70% | 75.10% | 78.35% |
| <i>Cura Personalis</i> | 69.65% | 65.94% | 68.67% | 81.74% | 73.35% |
| A Faith that does justice | 57.60% | 55.06% | 65.56% | 51.04% | 58.53% |
| Finding God in All Things | 46.57% | 42.39% | 54.46% | 39.26% | 51.47% |

Senior Exit Survey

The senior surveys did not yield a great deal of new information, mainly because its length led many students to not complete the mission portion of the instrument; generally only about half of the students who began the survey persisted and responded to the mission-related questions.

Nevertheless, those graduates who did respond reported having a perceived stronger sense of vocation (74%) than they believe their peers at other universities have, and a conviction that their career upon leaving SCU will allow them to have a positive impact on the world (86%). And reflecting on faith, 32% reported their commitment to their spiritual life to have increased in their time at the university, with another 54% reporting no change in this commitment.



The Characteristics of Jesuit Education at Santa Clara University

We organize each of the following sections under three headings, which follow Fr. Carroll's two focus questions for our Mission Priority Examen.

- *Mission Alive* focuses on responses to the question, “Where is the Jesuit Catholic mission most visible?”
- *Challenges and Opportunities* focuses on the question, “Where is the mission most absent or unseen?”
- *Moving Forward* offers reflections on how our examen on these questions is charging our path forward to implement our priorities for the coming years.

We do not exhaustively report efforts or programs for each characteristic, as that would make this report hundreds of pages long and the information can readily be gleaned from the University website and other reports. Instead, we concentrate on the topics and practices that are most pertinent to Fr. Provincial's questions and that came up the most in response to them.



Characteristic 1: Leadership and Public Commitment to Mission

Mission Alive

The presidency of Dr. Julie Sullivan, Santa Clara's first lay (and first woman) president, has been marked by a sustained, intentional commitment to advancing the University's Jesuit, Catholic mission. This has been notable in her public statements, both internal and external (e.g., 2025 Convocation), as well as in the conscientious attention to the way the University presents itself to applicants, the press, the Church, and our Silicon Valley community. There is a distinct "leaning in" to our Jesuit, Catholic mission, in a way that is welcoming, invitational, and sincere and that many find resonates because of the personal witness of President Sullivan herself.

The University's commitment to its Mission and Values statements serve as constant reference points, highlighting our Jesuit, Catholic identity and our service to students and our local community, and many in the community can quote the values statement verbatim.

Mission

The University pursues its vision by creating an academic community that educates the whole person within the Jesuit, Catholic tradition, making student learning our central focus, continuously improving our curriculum and co-curriculum, strengthening our scholarship and creative work, and serving the communities of which we are a part in Silicon Valley and around the world.

Vision

Santa Clara University will educate citizens and leaders of competence, conscience, and compassion and cultivate knowledge and faith to build a more humane, just, and sustainable world.

Indeed, one of the most robust findings in our surveys and listening sessions was the way that, as one respondent put it, Jesuit values serve as the “north star, a set of nonnegotiable principles that drive every aspect of our discernment.” This is reinforced in decisions taken, resources allocated, and the ways that questions are formulated and messages communicated. Across university offices—from presidential to provostial, from student life to mission and ministry, from alumni relations to advancement—community members consistently saw our Jesuit values as a framework and reference point in all that we do.

Several recent decisions were highlighted by the community as evidence of the high priority given to consistently living our mission. The hiring of Fr. Agbonkhianmeghe E. Orobator, S.J., as the Dean of the Jesuit School of Theology of Santa Clara University (JST-SCU), and its planned relocation to the Mission Campus, signaled the centrality of Jesuit education—especially formation for ministry and theological studies—to our University enterprise. Likewise, the hiring of Fr. Matthew Carnes, S.J., as the Vice President for Mission and Ministry, brought a nationally recognized academic and Jesuit voice into the President’s central leadership team and raised aspirations for the way that our Jesuit values and practice of discernment can be part of every aspect of university life. The Board of Trustees’ creation of a Mission Committee, staffed by the Vice President for Mission and Ministry, and that committee’s recent exploration of communal discernment practices, has further increased the centrality of mission reflection in the governance of the University.

As part of Fr. Carnes' leadership, mission formation has become a regular practice among senior leaders and the trustees. A "Moment for Mission" is a part of every cabinet and trustee meeting, introducing or deepening awareness and experience with key Jesuit spiritual, pedagogical, and leadership practices. The practice of communal discernment is also being cultivated in an intentional way that is actively shaping the way that decisions are made. Workshops on discernment in common have been carried out with the cabinet, trustee mission committee, the JST board of trustees, and several university units and departments. And notable decisions—in particular, the relocation of JST—have been made using communal discernment practices which lasted almost eighteen months.

The University recently updated its logo (after roughly 20 years), and the decision to employ the concept of "Santa Clara Rising," with a rising sun behind the iconic image of the Mission Church was a striking—and noted—public commitment to emphasizing our Jesuit, Catholic mission and identity. Likewise, a series of recently posted banners proclaiming the "Living our Jesuit Values" help name and celebrate, in a consistent way, six of our key characteristics. President Sullivan made these values the centerpiece of her Convocation speech this year. And these values have resonated with an ever-wider share of the university population as we look to them to guide our embrace of inclusion and the dignity of every person in the face of challenges from the social and political climate.

Finally, President Sullivan and the University leadership have shown tremendous dedication to the Jesuit network, both through the Association of Jesuit Colleges and Universities (AJCU) and the International Association of Jesuit Universities (IAJU).

Shared programs and institutional visits happen with great regularity, including an upcoming leadership retreat with the senior leaders of SCU and Fordham and regular leadership retreats with all Jesuit law school deans and mission officers led by our School of Law, as well as visits to the Universidad Iberoamericana in Mexico City and the Ateneo in Manila. Administrators in a host of positions regularly network with their AJCU counterparts, and Santa Clara frequently serves as the host for these gatherings. And the University's investment in making JST the leading English-language Jesuit theology center constitutes a massive commitment to the universal Society of Jesus and Catholic Church.

Challenges and Opportunities

Our examen uncovered some opportunities and challenges for the way that mission-driven leadership is perceived in our community. In particular, participants in the listening sessions pointed to cases where they felt that decisions or business practices were driven by financial or market exigencies or efficiencies. The adoption and implementation of tools such as the Workday or Interfolio data management systems appeared, in their estimation, somewhat "cold" and perhaps lacking in the flexibility that *cura personalis* might otherwise entail. Likewise, some community members noted that mission leadership is often celebrated for its occurrence at the

central levels of administration, but is less seen or recognized when it occurs within units—such as schools or departments. Relatedly, the middle levels of leadership and administrative service, which often involve the most significant day-to-day decision-making, could benefit from further fore-grounding of our values and commitment to discernment.

In addition, there was some ambivalence about the way that our Jesuit, Catholic mission is portrayed and perceived in our external outreach. While there is considerable consensus that our values are widely shared inside the community—and the invitational and diversity-embracing nature of those values is understood here—some worry that a religious label like “Catholic” may be perceived as off-putting or exclusive to outsiders (including potential students and faculty). This tension invites continued conversation about how we tell our story as a Catholic university, especially at the level of leadership and communications.

Moving Forward

The mission priorities we have articulated point us to concrete action to further deepen the way that we live our mission and values in leadership at Santa Clara. Regular, ongoing, and progressively structured formation for all members of the community—from new hires to managers to senior leaders and trustees—offer the opportunity for our mission to be more fully known, lived, and celebrated. At the same time, paying special attention to the diverse experiences of faith and meaning that our community brings will allow us to engage questions of spirituality, religion, and values in a deeper, more inviting way. Finally, we can better articulate the alignment between our values and our decisions, structures, and practices, intentionally promoting policies that uplift the ways every member of our community contributes to our shared mission.



Characteristic 2: The Academic Life

Mission Alive

Santa Clara University's academic program is intentionally transformational, both for our students and our world. In our listening sessions, community members repeatedly pointed to the Ignatian pedagogical approach—grounded in experience, reflection, and action, and motivated by a deep concern for justice—as an overarching vision that permeates our teaching. Holistic and person-centered and embodying the touchstone phrase, *cura personalis*, it invites ethical reflection, applied learning through internships and community based coursework and empowers students to creatively pursue solutions to issues both local and global. At the same time, Santa Clara's teacher-scholars draw students into their programs of research and discovery, helping them become scholars in their own right.

For undergraduates, a foundational core curriculum—which offers students flexibility in the courses they can put together to meet their diverse interests and career goals—offers a scaffolded liberal education divided among three broad categories: Knowledge, Habits of Mind and Heart, and Engagement with the World. Philosophy and Religious Studies are central components of this core experience, embodying a key element of Jesuit education by opening up questions of ultimate meaning, transcendence, and purpose through the study of the arts, humanities, and

sciences—and as a primary expression of our commitment to Humanistic orientation of Jesuit higher education. The core courses are designed to set students up for more specialized work in their majors and minors. Similarly, many of the graduate programs have core curricula that aim at raising these same themes. For example, in keeping with the Jesuit ideal of a humanistic education, the School of Law offers a distinctive core curriculum dedicated to the formation of its students through the acquisition of knowledge, habits of mind and heart, experiential learning, ethics, community service, and professional identity formation.

At the time of writing this MPE, a revision process for the undergraduate core curriculum is underway. It seeks to offer recommendations to the University by summer 2026, restructuring the core to provide focused learning in key areas related to our values while preserving a common core experience. The committee overseeing that revision has adopted the following as a mission statement, and it is notable for the way it emphasizes the key components of Jesuit liberal education.

Revised Core Curriculum Mission Statement

At the heart of SCU's mission to educate the whole person, the core curriculum provides shared, transformative, and holistic development for all undergraduates. The core equips students with foundational knowledge, essential skills, and an ethical framework to thoughtfully integrate their learning, engage in complex global issues and contribute to a more just, sustainable, and humane world.

Several features of Santa Clara's education stand out as deserving of special mention in the ways they embody our Jesuit, Catholic mission. Ethics is a particular strength, and it is woven through coursework in every field, both undergraduate and graduate.

Likewise, community engaged student learning and community-based courses see students coming into contact with local communities, developing bonds of shared experience and appreciation and providing opportunities to reflect on one's place and positionality in the world. The Ignatian Center for Jesuit Education, through its Community Engaged Student Learning team, is exemplary in the way that it connects service learning, immersions, fellowships, and the core curriculum under the Mission and Ministry umbrella. Indeed, under its auspices, more than 95% of undergraduates participate in a Mission and Ministry program during their time at Santa Clara. At the same time, the Division of Inclusive Excellence promotes opportunities for greater welcome and inclusion of students from diverse backgrounds, both in the curriculum and co-curriculum, and this has resulted in increased levels of self-reported belonging among all members of our community.

The previous Mission Priority Examen provided an impetus to build on Santa Clara's already extensive faculty and staff formation. The Ignatian Center for Jesuit Education, through its Ignatian Formation team and its Bannan Forum, has led over 220 faculty and staff members in a year-long mission formation program. In addition, nearly 80 have participated in AJCU formation programs. And a host of shorter programs, ranging from the hugely popular and longstanding "Search for What Matters" to Ignatian 101 and 201 and the Ignatian Faculty Forum program, as well as immersions and retreats for faculty and staff, have touched several hundred members of our faculty community, shaping their teaching and facility with Ignatian, Jesuit educational themes and practices. An annual Jesuit Heritage Week—rebranded from Mission Week this year to disambiguate it from the Mission Church—offers a host of intellectual, spiritual, and social opportunities to celebrate and deepen our mission. One of its centerpieces is a dinner to welcome all new faculty and staff into the University community and its mission, hosted by Mission and Ministry and the President's Office..

The arrival of Provost James Glaser in 2024 has brought particular attention to both the research and teaching enterprises of the academic life. Through strategic hiring—including the hiring of three Jesuits at JST under his leadership—and institutional support, the research profile of the University is expanding, contributing to the core Jesuit value of seeking truth and contributing to the creation of knowledge. In addition, a new Center for Teaching Excellence was recently established, and it aims to become a recognized leader in Ignatian pedagogy as it works with our faculty.

Challenges and Opportunities

The academic enterprise is always in motion—with new scholars arriving each year, new questions and areas of research emerging, and evolving student profiles and contexts bringing new needs and interests to the classroom. As a result, during our listening sessions, many community members expressed a desire for SCU to continually find ways to invite and include new members of the community into its traditions and values, welcoming their diverse personal and professional experiences and providing ways for dialogue and mutual understanding. Our existing programs, such as Ignatian 101 and the Ignatian Faculty Forum, are highly effective, but there is a desire for even deeper opportunities over the course of a career.

Perhaps the greatest concern expressed in our listening sessions was about the tension between technical knowledge and humanistic education—a tension we sometimes feel especially acutely in Silicon Valley. As noted, the University has particular strengths in both of these areas, but in some cases in practice undergraduate students experience them in a fragmented, rather than unified way (for example, with a course in ethics often completely separate from student's majors).

Moving Forward

Our mission priorities provide several opportunities to cultivate depth in our living of the Jesuit educational tradition as the University undertakes key academic decisions. The first of these is a possible transition from a quarter-based academic calendar to a semester-based academic calendar. A working group will offer its findings to the Provost and President at the end of 2025 and a decision is likely to be made soon thereafter. If that decision is to change to semesters, there is an opportunity to model communal discernment as well as support and care to ensure that faculty, staff, and students can transition well to the new structure.

The revision of the core curriculum will likewise be a key moment of aligning our mission commitments with our academic offerings, both in the final design of the core and the implementation of it. All signs point to a core that is both true to our tradition and flexible enough to embrace new fields of study and career paths.

Finally, we look to the coming years as an exciting time of growth for both the research and teaching endeavors of the University. Strategic faculty hires, the potential of expansions in new areas of ethics, artificial intelligence, and health care, and our new Center for Teaching Excellence will bring out the best of our Jesuit tradition and form faculty and students for ever greater impact for the common good.



Characteristic 3: The Pursuit of Faith, Justice, and Reconciliation

Mission Alive

Santa Clara has long distinguished itself—both internally and externally—with its commitment to faith, justice, and reconciliation. Since at least the 1980s, University leadership made this a centerpiece of the school's work, and generations of students, faculty, and staff have joined the community and resonated with the focus on social justice as an overarching concern in our mission. In our surveys and focus groups, our community members often cited this commitment as their strongest point of connection and pride in the University, and they made ready application of it to issues including poverty, inequality, racism, and environmental degradation.

Santa Clara embodies its commitment to faith, justice, and reconciliation in a host of concrete ways. Most notably, the Ignatian Center for Jesuit Education serves as a vital hub that places work for justice and reconciliation in the context of our overall Ignatian identity. It coordinates the vast majority of undergraduates' core course requirement for Experiential Learning for Social Justice (ELSJ), in partnership with all three undergraduate serving Schools and the College, through which students go forth into local communities near campus to learn from, and accompany, the lives of those so near to us. This means that more than 95% of SCU undergraduates have an Ignatian-based experience of community engagement and service during their time with us.

Those communities also speak back to us, and bring their wisdom to our community, through our distinctive Thriving Neighbors program. In addition, the Ignatian Center offers a series of domestic and international immersion programs for students, faculty, and staff, which allow deeper engagement with more distant communities, many of which bring us into contact with the work of Jesuit universities and ministries in those places.

Likewise, the other two Centers of Distinction—the Markkula Center for Applied Ethics and Miller Center for Global Impact—see social justice as central values, and bring the distinct tools of ethics and entrepreneurship to bear on facing critical questions of inclusion, opportunity, and reconciliation. Inside the schools, the Frugal Innovation Hub (Engineering) and the Center for Social Justice and Public Service (Law), stand out (among many others) as examples of the way that social concern permeates the university.

The School of Law has advanced the Universal Apostolic Preferences of the Society of Jesus by strengthening community-centered, clinical programs that walk with the poor, the marginalized, and those whose human dignity has been violated in a mission of reconciliation and justice, including the Katharine and George Alexander Law Center, which serves community members confronting displacement, immigration, and human trafficking issues; the Northern California Innocence Project, which successfully exonerates wrongfully incarcerated people; the International Human Rights Clinic, which fights attacks on human dignity throughout the globe; the Mediation Clinic, which supports the peaceful resolution of conflicts, and the Unhoused Initiative which, in collaboration with the College of Arts and Sciences, works to mitigate the local and national housing crisis.

Work for environmental justice constitutes another widely recognized strength at Santa Clara. The “Leading through *Laudato si’*” Initiative brings together a host of school-based and program-based efforts, promoting sustainability in the use of campus resources, education on environmental issues, and social change. The Center for Sustainability’s Forge Garden stands as a treasured witness on campus to thoughtful, sustainable agriculture and its impact, and the Environmental Justice and Common Good Initiative (EJ & CGI) in the College of Arts and Sciences contributes to spreading community-engaged research, student mentoring, and community and global partnerships. Both the Center for Sustainability and EJ & CGI frequently collaborate with Mission and Ministry and other campus units to advance *Laudato si’*-inspired care projects to care for our common home.

One of the most important transformations since the 2019 MPE is the establishment of the Division of Inclusive Excellence and its leadership by Shá Duncan Smith. Its mission is to “accompany every member of the Santa Clara University community with compassion and intentionality, working together to cultivate a just, humane, inclusive, and sustainable environment in which all can learn, thrive, and belong.” It intentionally bases its work in our Ignatian tradition, emphasizing the importance of honoring the “sacred dignity and unique perspectives of each individual and community” and helping us move from discernment to action. In our listening sessions, respondents regularly highlighted how fundamental the work of

Inclusive Excellence is to their perception of our living out of our values. They see tremendous impact through its programs and view it as one of the University's most important commitments.

In addition, they see the University's efforts to ensure equity and access—through measures like financial aid and support for students—to be particularly important to how we live our values. Indeed, it is seen by many as one of the most Jesuit things we can do. Our aspiration is to eventually become an institution that can meet the full demonstrated need of all qualified students, and we have taken important, incremental steps toward this goal with our California and Cristo Rey Promise programs. Likewise, the LEAD Scholars program for first-generation college students, which has doubled in size in recent years, and the Posse program that brings a cohort of students to campus, are important ways in which we move forward together toward this goal as a community.

Finally, many noted how important the practice of restorative justice has become to our shared work. Many in our community have studied this approach in recent years and apply it in their work for justice—both internally and externally—and they see resonances in it with our Ignatian practices of reflection and discernment. It is remarkable how this conscientious commitment to justice is consistently seen and noted by the community—in all the settings we engaged, and across all backgrounds and experiences—as a fundamental marker of the Santa Clara mission and identity. They see it as something that sets us and our work apart among universities. And they have particularly appreciated the way that it has allowed us to maintain our work for inclusion and belonging in the face of the polarized political moment in which we live.

Challenges and Opportunities

The universality of many of SCU's core commitments, especially to social justice, can sometimes make their Ignatian—and Jesuit and Catholic—foundations seem less important or necessary. Given that many members of the SCU community come from diverse faith backgrounds, or no faith background, the particularity of a religious worldview can seem like a barrier rather than an invitation. This is especially apparent in our increasingly secular world today. And while Catholic values such as human dignity, care for the poor and migrants, and peace resonate deeply, other Catholic teachings can find less acceptance or be questioned. As a result, there can be something of a divide between the faith element and the justice element of our mission, with the latter finding far easier embrace than the former.

The strength of the community's focus on justice can also lead to a sharpened attention to university practices that seem less than prophetic, and some see this a source of disappointment or contradiction. For example, some would like the University to be more strident in staking out positions on pressing issues of the day, ranging from immigration to academic freedom to current global conflicts. At the same time, others raise questions about the business practices of universities—including investments, salaries, spending on athletics and academics and housing, etc.—and how these are related to ensuring access and equity.

Moving Forward

The strong foundation of our shared commitment to justice provides a platform for embracing our Mission Priorities as we move forward. In particular, the opportunity to cultivate greater depth opens up more discussion of the reasons we choose to pursue justice in the world. Our Ignatian spirituality gives us resources for this discussion—especially through the practice of communal discernment—and our Jesuit and Catholic tradition provides an intellectual apparatus of philosophy and theology for deepening understanding of the championing of justice as an imperative for a Catholic university.

Likewise, our work for justice through our engagement with communities on the margins is often an entry point for further discussions of meaning, value, ethics, and the common good. We see opportunities to use our extensive immersion and engagement programs as ways to open up Ignatian values and perspectives for more and more members of our community.

We also see our many institutional commitments around justice—including the centers and programs and initiatives across the University—as ripe for further intentional and explicit discussion of the Ignatian dimension of their work. Through the new cross-university committee on mission, a two-way dialogue can be fostered in a way that is mutually nourishing and beneficial.



Characteristic 4: Promoting an Ignatian Campus Culture

Mission Alive

Santa Clara students and community members often speak of a “special sauce,” something unique that is shared in the community and gives them a sense of belonging, meaning, and identity. In our conversations during the MPE, we heard numerous comments that evoked this special sauce, and they located it in a kind of mindset and a set of institutional practices.

Most notably, they singled out *cura personalis* as a basic approach that underlies everything else. Its care for each individual in their uniqueness—mind, body, and soul—is cherished by students, faculty, staff, and administrators. They saw the Ignatian “presupposition” of good will as an important resource for us, and they appreciated how it issues forth in compassion and a willingness to listen and learn from one another at a time when civil dialogue in our politics can be hard to come by. They also noted that they see it consistently invoked and employed in settings and decisions both large and small, from convocations and University Masses to department meetings and class discussions.

In addition, many identified a culture of reflection as a key part of our campus culture. They noted that meetings regularly begin with opportunities for gratitude or giving thanks, and they tied this to our Ignatian tradition with its emphasis on gratitude for God's gifts. They also spoke of a relational—rather than transactional—element in the ways that members of the community interact. Empathy, compassion, and “loving kindness” (a touchstone word for the dean of the Law School) are practiced in a palpable, noticeable way.

In recent years, SCU has given special attention to fostering a sense of welcome and belonging for all its members. This has been especially important as the community has become more diverse and included more first-generation, transfer, and non-traditional students. Departments and programs have generously responded, offering more resources for orientations—both for students and faculty and staff—and for support when individuals face particular challenges. Special attention has been given to issues like food and housing insecurity, mental health and wellness, and support for neuro-divergent students. Of particular note is “Bucky’s Closet,” SCU’s student-run on-campus free thrift store, which serves students, staff, and faculty by repurposing second-hand clothing, shoes, accessories, school supplies, and other small items.

Ignatian spirituality is an important backdrop to all of this work. Campus Ministry and the Ignatian Center for Jesuit Education play a special role in bringing spiritual and pastoral resources to all segments of the University, and they often serve as a bridge to help members of the community see how their own values and convictions can connect with Jesuit values. The many formation programs they offer—including the longstanding Search for What Matters program (a University favorite), Ignatian 101 and 201, the Ignatian Faculty Forum, and retreats—are important ways that faculty and staff learn about and incorporate Ignatian concepts into their courses and work. Santa Clara community members regularly take part in formation programs offered by the AJCU, including the Ignatian Colleagues Program, the Ignatian Leadership Seminar, the Ignatian Executive Leadership Program, and the newly created Ignatian Pedagogy Certificate Program.

The lifelong relationships that Broncos form are nurtured by a remarkably active, organized, and committed community of more than one hundred fifteen thousand graduates. Our Alumni Association provides vital support to maintaining these connections through an extensive set of programs and events and a mission-driven strategic plan, and it stands out for having maintained for over twenty five years a full-time position for Alumni Service and Spirituality.

Challenges and Opportunities

Our listening sessions helped us see that sometimes the high aspirations of *cura personalis* are not experienced equally by all. Some believe that the care and attention that we proclaim is targeted specifically on undergraduate students, and other constituencies do not receive as much focus. We heard comments like this from some graduate students, some faculty, and some staff, and they expressed a desire to have their own needs and concerns addressed more fully.

They also noted that the pace of life on campus can be a considerable barrier to cultivating a practice and culture of reflection. With the rapid rhythm of the quarter system, little space can seem to remain to slow down and discern. In our Silicon Valley context, students can feel pressure to gain an internship or land a job at a brand-name firm (e.g., Alphabet, Amazon, Apple, Tesla, Meta, Microsoft, and NVIDIA). In addition, many students simultaneously work and study to help finance their education. As is seen across the United States, student mental health is a consistent and growing concern, and faculty and staff feel ever greater urgency around it leading to their own increased stress.

For students there has been an increased attention to providing this care in the classroom through Ignatian based pedagogies as well as in places such as the Career Center that helps students focus on career discernment as a formative process. For employees, an important avenue to experience our Ignatian campus culture comes through managers, supervisors, or department chairs. In some cases, these leaders bring a strong sense of *cura personalis* to their work and ably integrate into their treatment of those who report to them, but in our listening sessions it became clear that this can be inconsistent.

Finally, some experience our life as a university community as siloed, with some schools or units enjoying less opportunity to share in opportunities for mission-related programming or benefits. The scheduling of events, or the opportunity to step away from other responsibilities, can stand in the way of feeling part of the community and its culture. Indeed, some can feel unseen in their efforts, uncelebrated or unrewarded for the contributions they make to our mission.

Moving Forward

Our mission priorities offer us important pathways to deepen our Ignatian campus culture across the entire community. Most importantly, we hear the call to depth as an invitation to provide more opportunities to individuals and units that may otherwise go overlooked. Our cross-university committee on mission will be a critical element in helping us see how and where to do this.

In addition, we see an important opportunity to engage in intentional formation for deans, managers and department chairs, and all in the university at moments of promotion and advancement. These are times when they often take on new responsibilities, and they can carry our shared mission in a new way.

The specifically Ignatian character of our culture can also be more consistently named and celebrated. With clearer messaging and finding ways to recognize work across the University that echoes our values we can help make more apparent the foundations and key elements of our Ignatian vision.



Characteristic 5: Service to the Church

Mission Alive

Santa Clara University traces its origins to an invitation from the then-bishop of California, Bishop John Alemany, O.P., to Jesuit Fathers John Nobili and Michael Accolti to found a college in response to the rush of population into the state following the discovery of gold in 1849. From that time, Santa Clara has seen service to the Catholic Church, both local and global, as an integral part of its mission.

One element of this service is a kind of sacred stewardship: The Santa Clara Mission Church, as one of the original twenty-one California missions, remains an important and sacred site. It serves as a focus for Catholic pilgrims and school children, while also being a critical location for continued encounter and dialogue with the Ohlone and Muwekma Ohlone peoples. It will celebrate a series of important anniversaries in the coming years—including the 175th anniversary of the founding of the University in 2026, the 250th of the founding of the Franciscan mission in 2027, and the 100th anniversary of the current Mission Church structure (rebuilt after a fire) in 2028. In addition, we have been inviting our local community to our campus, centered on the Mission Church, for cultural celebrations around Dia de los Muertos and the feast of Our Lady of Guadalupe that link faith and history and raise awareness about the educational opportunities for our growingly diverse local population. Many local residents also come to the daily 12:05 pm Mass.

The Mission Church, and the gardens that surround it, constitute the spiritual heart of our campus and they foster a vibrant spiritual life. The community gathers there for daily and Sunday Masses, with the 10:00 am Mass being a mainstay in the diocese, recognized for its thoughtful, engaging preaching, excellent music, and welcoming spirit. The student Masses, held in the evening, offer a respite and space for reflection in preparation for the coming week, and they involve robust student involvement as acolytes, lectors, Extraordinary Ministers of the Eucharist, choir members, and hospitality ministers. After a considerable decline in student participation following the pandemic, we have seen attendance increase by 57% in the last two years. A newly added candlelight Mass on Wednesday evenings and Eucharistic adoration is attracting large numbers and energizing involvement for a new generation of students. And the Sacrament of Reconciliation regularly draws students and community members on Sunday evenings, Monday mornings, and Wednesday evenings.

The Mass of the Holy Spirit, and the welcoming and commencement liturgies, see overflowing numbers of participants and they unite our community at key times. The Mission Church also regularly draws graduates and community members to campus for alumni weddings and funerals.

Locally, the University has a longstanding tradition of outstanding collaboration with the Diocese of San Jose since the diocese's creation in 1981 (and in the case of JST, with the Diocese of Oakland). The bishop comes to campus multiple times each year—presiding at liturgies and joining us for celebrations—and he knows campus leaders and the Jesuits very well. In addition, priests from the Jesuit community regularly offer Mass in diocesan parishes, and the priests of the diocese see us as shared collaborators in their mission. Senior administrators from the University regularly serve as resources to local Catholic institutions, serving on their boards and committees and helping provide professional development and partnership opportunities.

The School of Law partners with the regional St. Thomas Moore Society to conduct the annual Red Mass in the Mission Church. SCU and JST regularly host major events and programs designed to directly benefit the local and global Church, such as the Opus Prize, the Instituto Hispano and the Synodal “Together at the Table” gatherings. Indeed, the University is the locus of major convenings for the Church (and the Province), and in this way gives witness to its embeddedness in the diocese and larger ecclesial community.

One of the most important aspects of Santa Clara's service of the Church comes in its formation of ministers for service both locally and globally. Through the Jesuit School of Theology (JST) and the Graduate Program in Pastoral Ministries (GPPM), the University educates the next generation of ministers, leaders, and scholars for the Society of Jesus, numerous local dioceses, and the global Church. This work is a key component in our Impact 2030 strategic plan, and we are particularly excited about the coming relocation—and reimagination—of the Jesuit School of Theology to the Mission Campus. The combined faculties of our various schools offer degrees and certificate programs that form future church leaders for every type of service. The \$10 million Lilly Foundation grant that we have recently received will give additional impetus and support

to this effort, allowing us to reach even more students and dioceses. With pioneering work on synodality, including the landmark series of “Together at the Table” synodal gatherings in 2024-2028 and the innovative synodal curriculum under development, JST-SCU is establishing itself as a globally recognized leader for the future of the Church.

Connected to this work of formation is our commitment to theological inquiry and reflection at the service of the Church. Three groups of scholars—from our Department of Religious Studies, from the Jesuit School of Theology, and our Graduate Program in Pastoral Ministries—help advance inquiry on issues of critical theological importance today. Their publications, instruction, and participation in panels at the diocesan and global level help shape the thinking of the Church and form future leaders. They bring particular strengths in culturally contextualized theology, the sociology of religion, Christian ethics and Catholic social thought, and ecclesiology to the global church.

Challenges and Opportunities

Santa Clara’s service to the Church, as vital and robust as it is, is sometimes not seen or appreciated by the larger university community. Those who are not Catholic, or who come to SCU without faith experience or involvement, are sometimes unaware of the impact of our theological formation and research programs or see it as marginal. The closer relationship with the Jesuit School of Theology, however, has helped raise awareness, and high-profile events like the Opus Prize, the annual reenactment of the appearance of Nuestra Señora de Guadalupe, and “Together at the Table” Synodality symposium have given this work a wider audience.

Likewise, the relationship to the Catholic Church can be perceived by some in our community as restrictive, exclusionary, or problematic. The history of the missionary work carried out in this region by Franciscans prior to the establishment of the University, in which large numbers of indigenous peoples were concentrated, encouraged to convert, and in some cases mistreated, places issues of Catholic identity in sharp relief. Similarly, the sexual abuse and leadership crises in the Catholic Church have made many deeply suspicious of affiliation with the Church. And the ideological divides within the Catholic Church, which mirror many of the political divides in the United States, can make the Church further suspect.

Moving Forward

We see the challenges above as an opportunity to pursue, and model, greater dialogue and engagement. For example, we strive to live our Catholic faith in a way that advances a continuous, intentional effort for authentic encounter, dialogue, and reconciliation with the Ohlone and Muwekma Ohlone peoples. We seek to honestly grapple with the divisions and failings of the institutional church, and we cultivate relationships that can help re-forge trust. We choose not to run from hard questions, but instead to humbly pursue understanding and reconciliation together.

In addition, it is worth noting that in the 2019 Mission Priority Examen, relatively little mention was made of JST and the way it fit into the overall mission of the University. Over the subsequent years—with new leadership in both its dean and the University’s president—the unique resources and strengths that JST presents have come into sharper focus and we have begun to integrate our work ever more closely. With the coming relocation of JST in 2027, we are now poised to make the very most of what our combined efforts can offer to the Church.

We envision a future path in which Santa Clara serves as a preeminent school for ministerial and theological formation, recognized both nationally and internationally and drawing students and scholars from around the globe. And we believe that leadership as a theology center will help make all the more visible the gift our Catholic mission is and how this enriches our entire community.



Characteristic 6: Relationship to the Jesuit Community

Mission Alive

Santa Clara University has a profound, vibrant, and ongoing relationship with its local Jesuit community, the Jesuits West Province, the Jesuit Conference of Canada and the United States, and the worldwide Society of Jesus. SCU is deeply committed to the shared work of the Society of Jesus embodied in recent General Congregations and the Universal Apostolic Preferences, and it engages in regular, shared discernment with the provincials to ensure that it can support the work of the Assistancy.

The Jesuit community at the Mission Campus comprises approximately 24 members, 12 of whom hold formal roles within the University, such as faculty, administrators, or staff in key areas such as Mission and Ministry, and Alumni and University Relations. An additional four Jesuits are currently pursuing graduate studies at the University. The remainder of the community serves in other local apostolic works and Province governance, or their primary ministry is prayer for the Society and the Church. In our listening sessions, community members repeatedly and enthusiastically spoke of how much they appreciate the presence of Jesuits on campus. Alumni

and members of our Board of Regents, in particular, spoke of how important Jesuits were as teachers, mentors, and ministers during their college experience. Through liturgies, leadership, spiritual direction and counsel, teaching, and research, they make a noticeable difference that brings the mission of the University to life.

The University maintains a strong commitment to Jesuit presence in its governance, including an expectation of seven Jesuits on its Board of Trustees, with the Rector serving as an ex officio member. Once a year, the Board of Trustees joins the Jesuit community for Mass and dinner. In her regular administration, the president greatly values the advice, counsel, and involvement of Jesuits in the University, and she maintains regular meetings with the Rector and comes to the residence frequently. Her incorporation of a Jesuit as vice president for Mission and Ministry, and inclusion of him on her Executive Council, also constitutes an important space for a Jesuit perspective to the University's leadership.

The University also maintains a strong relationship with the Jesuits West province. Each year, the Provincial and his Provincial Assistant for Higher Education (PAHE) meet with the President, Provost, and the Chair of the Board of Trustees, as well as with the full Board of Trustees, and lines of communication are open for consultation between those meetings. The University is also well represented on three different province-planning committees, with Fr. Matthew Carnes, S.J., serving on the Jesuit Higher Education discernment committee, the Chief Mission Officer discernment committee, and the newly established regional planning committee. In the latter two committees, he is joined by University colleagues who are deeply invested in Jesuit education and the unique contributions the Jesuits West province can make. The University's Dean of the School of Law was appointed to serve as Consultant to the UWE Provincial Assistant for Higher education for the Chief Mission Officer Plus 1 Group. And the University works closely with other Jesuit apostolates in the San Jose area, including Bellarmine College Preparatory, Cristo Rey San Jose Jesuit High School, Sacred Heart Nativity School, Most Holy Trinity Parish, the Jesuit Retreat Center of Los Altos, and Sacred Heart Jesuit Center.

Santa Clara has a particularly important role in service to the Society of Jesus—in a way that few others in the U.S. do—as a center for formation and theological reflection. The Jesuit School of Theology is the principal hub for this work, and its eight Jesuits in faculty and staff positions and 57 Jesuits in various degree programs (representing 20 countries) together make Santa Clara one of the largest concentrations of Jesuits in the United States. Because of this Jesuit theological center, University leaders are also in regular dialogue with the leadership of the Jesuit Conference of Canada and the United States (JCCU), provincials from around the globe who send their Jesuits to study at SCU, and the central leadership of the Society in Rome. President Sullivan and Dean Orobator make annual visits to Fr. General and other Church leaders as part of this important relationship.

Challenges and Opportunities

While the relationship between the University and Jesuit community is very strong, it is not exempt from the demographic and planning challenges facing Jesuit universities and apostolates across the United States. As elsewhere, the Jesuit community at the Mission Campus is aging, and the overall number of Jesuits has decreased in recent years. While some Jesuits have been added during this same period in administrative, ministerial, and research/teaching roles, they have not equaled the number who have moved on to retirement or other missions. Already, the declining numbers can be felt, and they impact both SCU and other local Jesuit apostolates that are in need of sacramental ministry. Many university community members speak of how much they would like to have more Jesuits, and more visible Jesuit presence, but current members and age make this impossible. In addition, it places more pressure on the Jesuits who are available to fill in wherever possible.

On the other hand, the Jesuit community has been strengthened by the presence of Jesuits from around the globe. On the Mission Campus, three international Jesuits are currently in graduate studies and participate in the liturgical life of the university, and on the JST campus, the large global Jesuit community gives a witness of vital religious life and ministry. More and more, we anticipate living our mission in an intentionally global way, serving the Society and Church through the Jesuits from around the world we educate and drawing on them as members of our shared apostolate.

Moving Forward

Given these concerns, the University is highly focused on recruiting and retaining Jesuits in high-impact roles, on the one hand, and on forming lay leaders who also carry our shared mission. Through retreats, seminars, immersions, and other training programs, and in collaboration with the AJCU and other Jesuit networks, we are cultivating mission leaders for the future. There is a clear recognition that these can never precisely replace Jesuits, but also an openness to the new gifts they bring.

At the same time, the University is pursuing ever clearer and more consistent articulation of our Jesuit and Catholic values, as these animate our community and are important to welcome and form new members. Likewise, our efforts to promote formation across a career will allow for ever greater appropriation of these values. The depth and institutional growth we are pursuing in our mission priorities are directly geared to enabling this.



Characteristic 7: Institutional Integrity

Mission Alive

Santa Clara is strongly committed to ensuring that its institutional policies and practices reflect its Jesuit values and mission. As can be seen in the quantitative data above, community members see many ways that the University does this, and they value it as a powerful kind of witness in the world. In this section, we briefly highlight some of the ways that the community observed this most clearly.

In the recent times of political and economic uncertainty, the community recognized the clarity of communication that has come from the university and the way this has reflected our institutional values. They particularly appreciated President Sullivan's repeated emphasis on Catholic social teaching in the formulation of our policies for inclusion and opportunity, and they were proud that Santa Clara could so meaningfully stand upon its values.

Likewise, they have appreciated the transparency with which the University Finance Office has shared updates about the economic challenges that changing federal policies represented for the University, and the way that temporary measures were undertaken—and later relaxed—with a sense of calm, trust, and attention to the impact on all in the community. They also noted the efforts the Finance Office has made to make both the annual budgeting process and the endowment—and its investment policies—more understandable to the community.

Community members also regularly describe SCU as a great place to work, and they appreciate its benefits, especially educational benefits, as part of their compensation. The recent Total Rewards compensation study and adjustment for staff, which complements an earlier effort for faculty, is recognized as an important commitment to the ability of employees to afford living in Silicon Valley.

Challenges and Opportunities

Silicon Valley is one of the most expensive places to live in the world, and members of the community point to the challenges it presents for housing and other living expenses. The strategic plan, Impact 2030, recognizes that addressing this challenge—while at the same time maintaining the long-term viability and sustainability of the University—is a foundational commitment needed to make all our other aspirations possible. Over the past several years, SCU has undertaken a multi-phased initiative to modernize and enhance its staff compensation philosophy and structures. Over the last 10 years, SCU has invested over \$5 million in faculty market adjustments, and over the last two years, it has made \$3.5 million in investments in market adjustments for staff. This is in addition to annual merit increases.

Similarly, the high cost of higher education in the United States, from which Santa Clara is not immune, is perceived as a particular concern. The recent announcement of the Cristo Rey Promise and the California Promise—which offer to meet the full demonstrated need for all admitted students from the Cristo Rey network or who qualify for California State grants—is seen as an important effort to make the University accessible to lower-income and first-generation students. In addition, the School of Law has significantly increased the financial assistance provided to students through innovative programs like the Pledge Scholarship, moving close to meeting its key objective that every student admitted to the law school will be able to enroll and complete their legal education regardless of their financial circumstances.

Finally, business and bureaucratic practices are sometimes an area of opacity, uncertainty, and confusion for members of the community. Likewise, the complex nature of the shared governance structures and practices in the University—a source of important representation for many constituencies—can make enacting change seem slow or complicated.

Moving Forward

With Impact 2030 and the priorities set by this MPE process, the University aims to move forward in strengthening and enhancing trust around the issues of institutional integrity described here. There is always an opportunity for greater transparency and alignment with our values, and the call of depth will help us explore, explain, and improve how we live issues around finances, employment, decision-making, and policy. We have named in our mission priorities an ongoing attentiveness to the financial realities of the university and its members, and we believe that this has the promise of helping us make ever better—and better understood—decisions on critical matters.



V. NEW AND ADAPTED MISSION PRIORITIES

New and Adapted Mission Priorities

Our mission priorities follow from what we have heard through the careful process of communal discernment this past year. They emerged from an honest, grateful, and probing practice of self-reflection in the spring and they have been refined and sharpened this fall through our nine talk-back sessions with over 200 members of key campus constituencies, including the Board of Trustees, the Planning Action Council, the faculty and staff and student senates, the Mission Committee of the Board of Trustees, the Advisory Board for the Ignatian Center, the staff of Mission and Ministry, the Jesuit Community, and at an open forum for the University. In addition, both our findings and these priorities have been discussed with the Provincial Assistant for Higher Education for the Jesuits West province and with Bishop Cantú of the Diocese of San Jose.

Given this wide discussion, we are confident about the strong alignment around these priorities, and we look forward to the way that they can serve as a north star for us. We recognize that they will continue to evolve as we move forward, and we see that as one of their strengths. In addition, we view the establishment of an ongoing, permanent cross-university committee—convened and coordinated by the Office Mission and Ministry, and involving the broad participation of university schools and units—as a particularly important new mechanism for communal discernment to ensure our continual growth in reflection and living our mission.

Mission Priority 1: Depth

Our first Mission Priority is to continually seek to promote opportunities for greater depth of engagement with our SCU values. Our examen has shown a strong resonance in the community for these values, and also the possibility of understanding and living them with greater understanding and appreciation of their spiritual foundations. Many people in our community seek hope and meaning today, and our values—and the capacious Ignatian approach to spirituality and discernment—are well-suited to engaging them in this quest. With openness to the wide range of traditions and backgrounds our community brings, we will seek to:

1. Consistently name and celebrate our Ignatian values.
2. Embrace our community where they are.
 - i. This will involve giving special attention to those who come with diverse faith backgrounds, or no faith background, providing numerous opportunities for them to engage questions of meaning, purpose, and vocation. Ignatian spirituality, with its emphasis on experience and on the uniqueness of each person, is especially well-suited to this.
 - ii. It will also involve accompanying those who come to us with strong faith commitments who would like to go deeper in those faiths. Interreligious work is one element of this. In addition, we will seek to provide more opportunities for Catholics in our community, who constitute the largest single religious group on campus, to more deeply celebrate and engage their faith through liturgies, retreats, events, and other activities.
3. Recognize, celebrate, and better involve faculty and staff who live out our values. Provide more opportunities for them to take leadership roles in mission promotion efforts, especially through the Ignatian Center's fellows programs.

4. Provide greater opportunities for formation for faculty and staff across their career. Our current orientation programs are particularly strong, and there is an opportunity to more fully engage people in the middle of their careers—especially at times of promotion or moving into new leadership roles—with mission formation resources that can benefit them and the community.

Key Mechanisms for the achievement of this priority will include:

1. Reimagine Campus Ministry to foreground the invitation to explore spirituality and faith in a way that is welcoming and attractive to a new generation. This will likely involve renaming it to better reflect this new approach, perhaps as an Office of Spirituality and Faith.
2. Promote retreats and other intentional opportunities for spiritual and meaning exploration among our community members.
3. Foster intentional, collaborative practices that deepen our shared commitment to faith that does justice.
4. Capitalize on the relocation of JST and strategic Jesuit and Mission and Ministry hires. We see particular opportunities for greater mission-aligned involvement of JST students (and Jesuit hires) in the spiritual facilitator roles in the residence halls, intern positions in spirituality and faith development, and theological research and education. This can serve both our campus community and our local dioceses and the world Church.
5. Give special attention to graduate students. This group has expressed increasing interest in opportunities for formation in spirituality, vocation exploration, and discernment. The Provost's Office is pursuing a broader effort to improve the graduate student experience through their inclusion in governance and student life support, and several schools—most notably the School of Law and the School of Education and Counseling Psychology—have already begun mission-related efforts for their students as well. We see opportunities to build on and expand this work.
6. Appoint a cross-university Committee on Mission: Make the examen a regular practice, through the creation of a permanent, standing body that provides continual feedback and engagement with our living of mission. We envision this cross-university committee on mission to be led by the vice president for Mission and Ministry and to involve representation from each of the schools and major units of the university. It builds on the work some deans and unit leaders have begun by appointing members of their teams to serve as mission officers inside the schools or units.

Mission Priority 2: Advance Institutional Commitments that Reflect our Mission

Our second Mission Priority is to consistently advance institutional commitments that reflect our mission. In some sense, these institutional commitments are the proving ground for the embrace of our values by the institution and our community, and they give witness to the ways that our values shape our decisions.

We are fortunate that the process that developed our strategic plan, Impact 2030, was mission-driven and thus clearly reflects the key values and issues we have heard the community emphasize in the examen process. As a result, this MPE reaffirms the four key goals of Impact 2030—Reach on a Global Scale, Solutions for the Universal Good, Opportunity for All Talented Students, and Belonging for All Broncos. And the key mechanisms we articulate here build upon those goals, adding some nuance and emphasis to them and to the Foundational Commitments they described.

In line with this second Mission Priority, we will aim to build on the Impact 2030 strategic plan's goals by advancing institutional commitments that reflect this mission:

1. Continue to positively address the financial realities of Silicon Valley, providing expanded scholarships and working incrementally toward a full-need financial aid policy, and continuing to develop and implement market-driven compensation packages for all faculty and staff, building upon the multi-phase compensation initiatives currently underway. We recognize this as a perennial opportunity to live out our values in a challenging context, and we are committed to maintaining and building the trust of all in our community through our efforts.
2. Expand our global connections to the Jesuit network. As we seek to become ever more global in our reach, we see special opportunities to build lasting relationships with Jesuit universities around the world. We have a number of ongoing, though limited, exchanges and shared programs, and we envision developing a few, focused, deep relationships with key partners—starting in our hemisphere and expanding around the globe. The Collaborative Theology Initiative, spearheaded by the Jesuit School of Theology, is a model for our aspirations.
3. Relocate, reimagine, and integrate JST into the Mission Campus. This is a once in a generation opportunity for both SCU and JST, and we look forward to embracing it with attention, resources, and ingenuity. We expect it to have significant impacts on the way our Mission Campus lives our mission as a Jesuit, Catholic university. Some of the key areas we plan to concentrate on include:
 - i. Theological research and inquiry as our faculties combine.
 - ii. Ministerial formation both locally and globally as our schools bring their programs together.
 - iii. Residential life for undergraduates as JST students engage as spiritual facilitators in the residence halls.
 - iv. Retreat opportunities for faculty, staff, and students, enriched by the presence of JST students, faculty, and staff as participants and interns.
 - v. Immersion and community engaged student learning programs, enriched by JST students, faculty, and staff as participants and interns.
4. Align key developments in our academic program with our values. This will include giving particular attention to Ignatian pedagogical values and insights through our newly established Center for Teaching Excellence and through our approach to the core curriculum revisions currently underway.



VI. IMPLEMENTATION AND INTEGRATION

Implementation and Integration

The two mission priorities articulated in this report are deeply aligned with and serve to amplify the goals and Foundational Commitments of Santa Clara University's Impact 2030 Strategic Plan. This strong resonance ensures that the mission-driven work outlined will be integrated across the University's operational structure, providing the necessary institutional ownership, resources, and accountability for sustained progress.

Achieving the mission priorities requires a focused and collaborative approach, spearheaded by strategic organizational adjustments and governance structures.

Leadership and Capacity Building in Mission and Ministry

Central to the success of both mission priorities is the evolution of the SCU's Mission and Ministry.

A critical first step will be the planned reimagining of the current Campus Ministry office into an expanded Office of Spirituality and Faith (name still to be finalized). This change reflects a more inclusive and mission-aligned approach, recognizing and accompanying the diverse faith and spiritual journeys of our majority non-organized faith background community members, while also deepening the experiences of community members with significant faith commitments, especially our Catholic community members.

The Division of Mission and Ministry will continue to spearhead the role of chief mission integrator, working with mission officers in each school to ensure mission-centric values permeate academic and co-curricular life. It will drive the expansion of mission formation programs, ensuring that these opportunities accompany faculty, staff, and administrators throughout their entire tenure at Santa Clara. The vice president will also coordinate efforts to integrate mission living into opportunities for formation and recognition of employees.

The relocation and integration of the Jesuit School of Theology (JST) to the Mission Campus is a major strategic and physical commitment that will fortify our mission infrastructure. The JST will create new synergies for collaborative ministry, theological formation, and Ignatian pedagogical impact, enriching both student experiences and faculty development.

Establishing a Cross-University Mission Committee

To ensure sustained focus on the mission priorities, the University aims to establish a standing cross-university committee on Mission. Led by the Vice President for Mission and Ministry, this committee will include representatives from major university units, including, but not limited to, the schools, Student Affairs, Admissions, Finance and Operations, Human Resources, Inclusive Excellence, University Relations, and Alumni. Its purpose will be to ensure the effective, collaborative integration of the mission priorities. The committee will thus create an ongoing cycle of reflection and accountability that will serve to ensure the successful implementation of this examen, and deepen the value of future examens.



VII. CONCLUSION AND ADDITIONAL COMMENTS

Conclusion and Additional Comments

We conclude with a final note of gratitude. The Spiritual Exercises close with an act of thanksgiving for tanto bien recibido, “so much good received,” and we share that sentiment as we close this report. We are grateful for the mission and heritage we have received, and we embrace the opportunity and responsibility to care for it and innovate with it. We appreciate all the more the unique communities that make up Santa Clara University, and that bring gifts and perspectives that enrich us and our work and help it take ever-new forms. The “findings” of this MPE give us much to celebrate and point us in clear directions for future growth. And during this time of economic and political uncertainty, they also invite us into solidarity and shared mission with other Jesuit universities, for the opportunities and challenges we experience are in many cases similar to theirs.

Most importantly, we are grateful for the way we have learned to live this examen at Santa Clara University. The iterative process of regular, repeated consultation, reflection, listening, and visioning offers us a new “way of proceeding” in the living of our mission. We have already seen the fruits of this process in increased connection and synergy across disparate parts of the University, and we see ways that it will deepen our commitment to each other and ability to discern together. We look forward to continuing this process—not in seven years, when next required by the Society of Jesus, but ongoingly, as part of our internalized living of our mission.



VIII. APPENDICES

Appendix A: Provincial Letter to President Sullivan Launching SCU's Examen

February 7, 2025

Dr. Julie Sullivan President

Santa Clara University 500 El Camino Real Santa Clara, CA 95053 Dear Julie,

Thank you for our conversations during my recent visit. I am grateful for your willingness to participate in the Mission Priority Examen (MPE) for Santa Clara University (SCU) and preparing for the Peer Visit in January 2026. 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 Visit team early in January 2026. You should receive my confirmation of Father General's reaffirmation decision and feedback in early fall 2026. 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.

Sometime in the fall of 2026, I look forward to meeting with your Board of Trustees to discuss Father Sosa's feedback as part of my *cura apostolica*. Together, we will confirm initiatives to continue to strengthen Santa Clara's future Catholic and Jesuit mission commitment.

In the 2020 MPE, Santa Clara identified mission strengths and challenges. Santa Clara's Self-Study noted two tasks for the university community in engaging its Catholic and Jesuit Mission:

Across the University, over different sectors, and bridging differences of creed and conviction, there is a deep sense of commitment to mission, a desire to understand it better, and to feel included in it professionally and personally. The areas, therefore, that we recommend to the University's consideration for adoption as mission priorities are:

1. A clear articulation and broad communication of SCU's Jesuit, Catholic mission and character - at this Jesuit, Catholic university, at this time, in this place, with our specific history and ways of proceeding, and for all the people who together make up Santa Clara University.
2. Deeper education, engagement and ongoing formation about our Jesuit, Catholic mission and character that allows for growth and development throughout one's career and experience at SCU. (SCU Self-Study, Fall 2019)

The Peer Visitors recommended that the University create a Mission Office structure focusing on its leadership, staffing, resources, and accountability. Former President Fr. Kevin O'Brien, SJ, moved to create the position and hired the first SCU VP for Mission and Ministry, Dr. Alison Benders. Fr. Matthew Carnes, SJ, became the VP for Mission and Ministry in the summer of 2024.

Across the AJCU system, there is consistent talk about the need for enhanced mission engagement “formation” (until we can find a better word for it). Please share a brief summary of your projected faculty, staff, and board programming in your self-study.

With the Mission Office structure and staffing in place, Santa Clara continues to prepare for its Peer Visit next January. I am happy to confirm your suggestion that the Santa Clara MPE process focuses on the following question:

In what ways is the Jesuit and Catholic mission of Santa Clara University most visible and apparent in the University and beyond? In what ways is it most absent or unseen?

As you noted, “[w]e have constructed it to be capacious enough to (a) allow further reflection on the previous MPE’s findings and recommendations, (b) foster both reflection and formation within the SCU community as we carry out the MPE events and listening sessions, and (c) permit an honest self-assessment in the spirit Fr. Sosa has emphasized.” (Matthew Carnes e-mail, January 20, 2025)

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. These revisions are available on the MPE website.

Please work with Fr. Bob Niehoff, S.J. regarding the decisions and choices you must 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. I am grateful for your engagement in the MPE process and pray that this reflection will be a blessing for Santa Clara University.

Sincerely,

Sean Carroll, S.J. Provincial

CC: Larry Sonsini, Chair, SCU Board of Trustees
Robert L. Niehoff, S.J., Provincial Assistant for Higher Education

Appendix B: Santa Clara University Strategic Plan: Impact 2030



Strategic Plan 2024 – 2030

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The world needs Santa Clara University to be looking to the horizon—to the frontiers as did our Jesuit founders—in a timeless search for truth, reflective discernment, and transformative action. Impact 2030 will help define the Jesuit university of the future.”

JULIE SULLIVAN, PRESIDENT

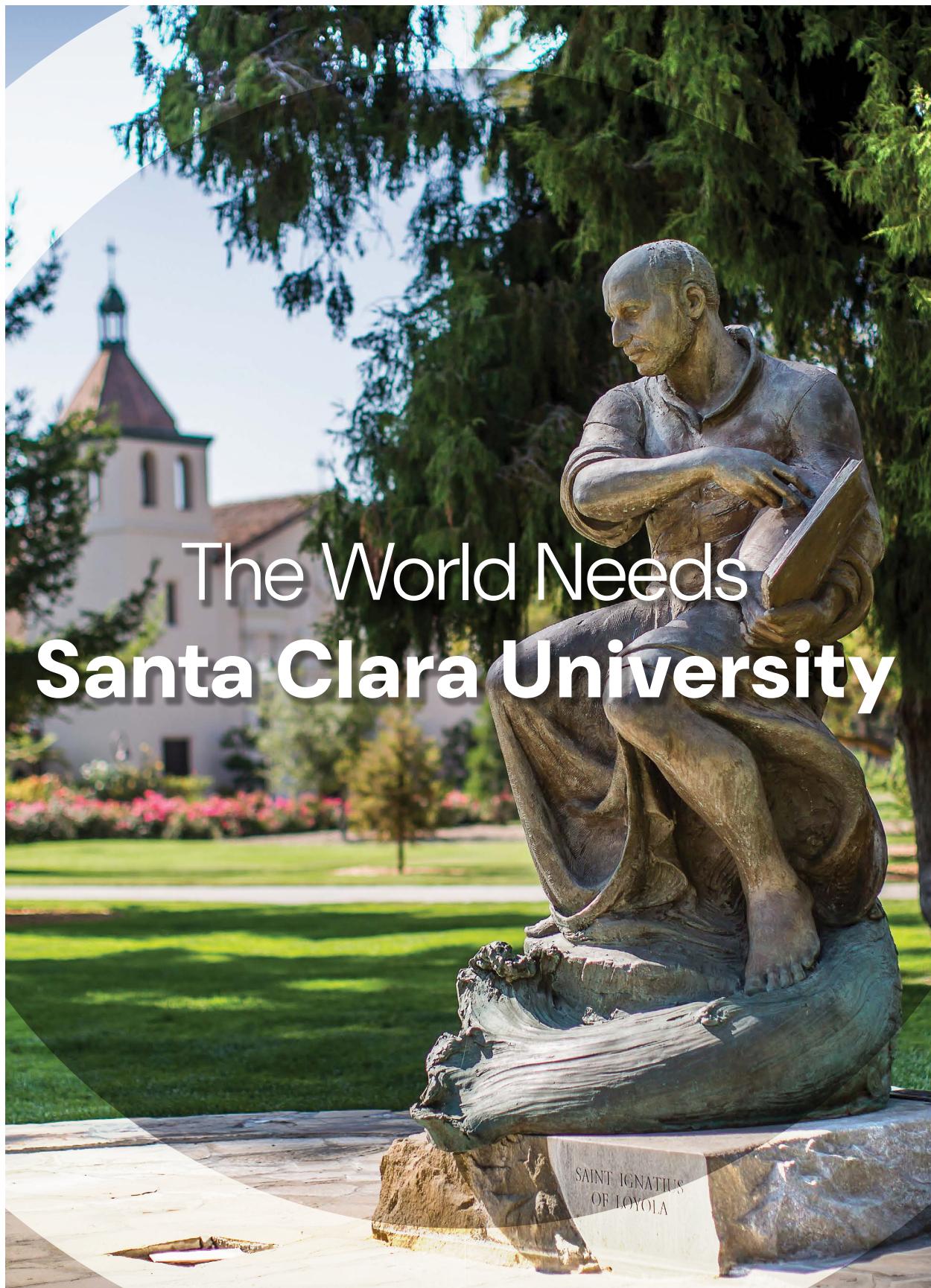


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Impact 2030 builds upon Santa Clara University's ascent as one of the nation's leading institutions of higher learning. It fulfills our promise to equip all talented students with the knowledge and ethical clarity our complex and globalizing world will demand of them.”

LARRY SONSINI, CHAIR, BOARD OF TRUSTEES





The World Needs
Santa Clara University

The World Needs SCU IMPACT 2030

The Santa Clara University vision and mission place at the center student learning within the Jesuit, Catholic tradition, in order to educate citizens and leaders of competence, conscience and compassion, and build a more humane, just, and sustainable world. Our charge has never been more vital, needed, and relevant.

As the global Jesuit university located in Silicon Valley, we sit at the intersection of innovation and humanity, ideally positioned to address epochal shifts in global society, education, and technology.

Profound and rapid changes in our world mean students are coming to Santa Clara University with far different expectations, needs, and skills than in past decades. They will graduate into a rapidly changing world that requires that we anticipate how to prepare our students, what to prepare them for, and what the University community must seek to learn, discover, and create in our scholarship.

Impact 2030 reflects our commitment to meet these challenges and advance our University's mission and values boldly—to be a community of people for and with others, in kinship and solidarity, dedicated to using our talents for the betterment of humanity and our common home.

It reflects our need to leverage our strengths in innovation, education, and ethical leadership to prepare students to address the promise and pitfalls of technologies like artificial intelligence and machine learning; to innovate solutions to pressing economic, health, and educational-access challenges; and to meet the crucial need to "care for our common home," embodied in Laudato Si' and Laudate Deum, the guiding environmental missives from Pope Francis.

Our community is uniquely positioned to ensure this learning takes place in an environment of practical, living justice—one that ensures that the generations ahead will flourish and be made better by our contributions now.

“

What a Jesuit university gives us is the power and audacity to imagine what a better version of ourselves and our world could be.”

AGBONKHIANMEGHE OROBATOR S.J.
DEAN, SANTA CLARA UNIVERSITY JESUIT SCHOOL OF THEOLOGY



While our community of scholars is uniquely positioned to cultivate the next generation of educated, impactful citizens and leaders, doing so requires a strategic plan with vision and clarity—one that builds upon our strengths, and increases our capacities in areas of need and opportunity.

Recognizing these callings, President Julie Sullivan initiated the Impact 2030 strategic planning process in a January 31, 2023, letter with a challenge to the entire University community to develop a course of action that is “specific and inspiring, actionable and bold.”

Guided by the University’s Planning Action Council, faculty, students, staff, Jesuits,

administrative leaders, trustees, alumni and friends responded to the call. More than 2,000 have engaged in focus groups, open forums, surveys, planning sessions, work group analyses and more—contributing ideas, debating and discussing priorities, and defining a multiyear roadmap for success.

Impact 2030 is a plan that leverages our time-tested Jesuit educational model and momentum as a leading national university. On Feb. 9, 2024, the Board of Trustees unanimously adopted Impact 2030.

VISION

Santa Clara University will educate citizens and leaders of competence, conscience, and compassion and cultivate knowledge and faith to build a more humane, just, and sustainable world.

MISSION

Santa Clara University pursues its vision by creating an academic community that educates the whole person within the Jesuit, Catholic tradition, making student learning our central focus, continuously improving our curriculum and co-curriculum, strengthening our scholarship and creative work, and serving the communities of which we are a part in Silicon Valley and around the world.

A Strong FOUNDATION

embark on this strategic plan from a position of immense strength, starting with our nationally recognized teacher-scholar model that enables faculty to be at the cutting edge of their disciplines and keep student learning at the forefront. Our deliberate and mindful embrace of liberal arts—a vital cornerstone for all students through core classes in religion, social justice, critical thinking and diverse cultures—is also a prized foundation for producing well-rounded citizens of the world. Additionally, we are able to draw and expand on the national reputation and industry leadership demonstrated by our three Centers of Distinction, which serve as interdisciplinary models for:

- Applying ethics in the fields of business, technology, medicine, and more (Markkula Center for Applied Ethics)
- Educating, mentoring, and supporting the work of more than 1,400 social entrepreneurs from more than 100 countries, and engaging students who go on to apply for and obtain Fulbrights and other awards (Miller Center for Social Entrepreneurship)
- Fusing our Jesuit mission and Ignatian spirituality into all corners of our campus (Ignatian Center for Jesuit Education)

Ranked 13th among all U.S. universities in undergraduate teaching, up from 23rd in 2019

—U.S. News & World Report

Our Jesuit School of Theology (JST) is well-positioned to help lead expansion internationally.

JST regularly attracts, educates, and forms a community for lay and religious leaders from more than 40 countries around the world—many of whom return to their home countries and lead

dioceses or religious orders that shape ministry and service in entire regions.

Our programs and offerings for entrepreneurship and innovation are also boundless sources of current and potential strength—from the start-up-building and resource-rich offerings of our cross-disciplinary Ciocca Center for Innovation and Entrepreneurship, to the courses and other programs at the Leavey School of Business, which teach how an “entrepreneurial mindset” benefits students in every major across campus.

And finally, our “secret sauce”: the passion of our more than 100,000-strong alumni and our extended Bronco family. We are a community that cares for the whole and seeks the holy—in ourselves, in our neighbors, and in our work.

A University RISING

Our incredible progress following the adoption and implementation of our previous strategic plan, "SCU 2020," shows we are in an enviable position. Since the previous plan was launched, SCU has achieved:

National Prominence

- **Top 15% of all U.S. universities**; becoming nationally ranked for the first time in 2019
- **Top 50 in "Best Colleges for Future Leaders"** by TIME magazine
- **94% student retention rate and 89% graduation rate**, both among the highest in the nation
- **2 Rhodes Scholars and 2 Knight-Hennessy Scholars**
- **44 Fulbright U.S. Student Program scholarship winners**

A Secure Foundation

- Completed on Jan. 27, 2024, a **9 ½ year, \$1 billion campaign**, becoming only the fourth Catholic university—three of which are Jesuit—to reach this milestone
- **Over \$280 million** raised for new scholarship funds
- **Three quarters of a million square feet** in new and renovated classrooms, labs, residence halls, and arts and athletic facilities

A More Diverse Student Body

- **Increase in the percentage of enrolled students of color from 44% to 58% of the student body**
- **145% increase in first-generation students** in our LEAD Scholars Program
- Recipient of the **Higher Education Excellence in Diversity award**, three years in a row

Impact 2030 Approach

The heart of Impact 2030 are four broad strategic priorities that emerged from our strategic planning process. These four strategic priorities expand our impact globally, encompassing curricular ambitions in areas like AI and ethical AI, commit to providing access to a world-class Santa Clara education to anyone accepted to our University—regardless of financial circumstance—and build upon the power of our committed and passionate co community to develop and sustaining and lifelong connections for the three classes of our future.

ther, the four strategic priorities provide a blueprint for our ambitions in the coming years. They shore up areas for improvement in Silicon Valley outreach, graduate education, and geographic and socio-economic diversity, build upon our established teacher-scholar model that is an expression of our Jesuit values and highly regarded liberal arts foundation.

Along the strategic priorities, we have identified a series of foundational commitments. We must invest more in our University's human capital and improve business and financial management practices to enhance our organizational capacity for sustained success. Many of these commitments reflect an expansion of financial goals begun in recent years, with

metrics and action steps to ensure we fortify our people, technologies, budget capacity, and sustainability operations for Impact 2030 to succeed.

Through the four major strategic priorities and foundational commitments, Impact 2030 reflects a confident University—nationally recognized for educational excellence, with an inspiring and compelling Jesuit vision and mission, cutting-edge interdisciplinary facilities, and a geographic location recognized as the world's leading center of innovation. We are rooted, and we are rising together.

Four Strategic Priorities for Expanding Our Impact

Impact 2030 identifies four Strategic Priorities to fulfill our promise and potential to become the world's leading Jesuit university:





Strategic Priority One: Reach on a Global Scale

The Why

In 2019, our University's growing academic strengths were recognized nationally, when U.S. News & World Report included Santa Clara in its national rankings for the first time. This recognition of our quality, strengths in undergraduate teaching, and progress—reflected in innumerable national grants, industry partnerships, conference speaking, and professional association leadership roles for our faculty—have helped to cement our national standing.

Now, we are setting our sights on finding those disciplines, schools, and partnerships through which we can expand our footprint as an international university. By establishing Santa Clara as an engaged global collaborator, we will advance interculturality, which fosters deep understanding and respect for all cultures, deepens international networks and relationships, and enables trust for the mutual exchange of ideas and cultural appreciation.

Increasing our international reach will benefit our University as we identify strategically aligned schools, entrepreneurs, students, and other partners who share our values and social justice aspirations to collaborate for a better world. This will open doors for joint research projects, student exchange programs, and internship opportunities, and will surface untapped resources for students' academic experiences. It will draw ever-more diverse student populations, exposing our students to the multicultural workplaces their futures hold, and to the richness of intercultural encounters.

In this future, every Bronco will graduate with intercultural competence, and the knowledge, skills, and creativity needed to thrive in their careers and as citizens in a globally connected world.

We have many strong bases from which to build out this priority:

- Our Jesuit School of Theology, which teaches globally contextualized theology to students from over 40 countries, and is one of only two Jesuit theologates in the U.S., with a new dean, Agbonkhianmeghe E. Orobator, S.J.—previously president of the Jesuit Conference of Africa and Madagascar—who is an internationally respected theologian on topics including ecclesiology; theological ethics; human rights and dignity; and the fuller participation of women in the Church
- Our Miller Center, where leaders and volunteer executives from Silicon Valley have accelerated more than 1,400 social enterprises from over 100 countries
- Our partnerships through our Global Engagement office and Ignatian Center immersions
- Our university-wide academic focus that leads toward an informed, ethical engagement with the world

Goal 1: Become the leading Jesuit theologate for the changing face of the global Catholic Church

Initiatives include:

- Expand and strengthen our Jesuit School of Theology faculty expertise in critical and emerging areas of theology through the creation of new endowed chairs, and increase the number of global leaders with advanced theology degrees through new Jesuit School of Theology scholarships
- Explore the feasibility of moving the Jesuit School of Theology to the Santa Clara campus

Goal 2: Become a global hub for collaboration that advances economic, social, ecological, and political development

Initiatives include:

- Expand our global, community-based solutions work through new collaborations with Ignatian partners and programs in Miller Center, the Frugal Innovation Hub, and the Ignatian Center

Goal 3: Become a more globally engaged campus through international study, immersion, internship, and research opportunities

Initiatives include:

- Increase the number of undergraduate students who participate in a global study program and the international student population in our undergraduate and graduate programs

Together, these changes will deepen our global engagement, and have the potential to establish Santa Clara University as the global Jesuit university.

“ *In 2017, Rev. Arturo Sosa, S.J., Superior General of the Society of Jesus, challenged Jesuit universities to act for the equitable interaction of diverse worldwide cultures through dialogue, mutual respect, and collaboration, and to work collaboratively with networks and centers on global issues of common concern.”*





Strategic Priority Two: Solutions for the Universal Good

The Why

Our graduate and undergraduate faculty currently excel at educating for rigor, relevance, and preparation for lifelong career success.

Our students leave Santa Clara prepared with critical-thinking and ethical frameworks to work through challenges not foreseen in the classroom, and with the confidence to be both strong team players and effective leaders.

To continue this success in these times of rapid technological advances, increased interdisciplinary collaboration, complex societal challenges, and widening gaps in who benefits from such advances, we must strengthen our teaching supports and expand the scope and quality of our research infrastructure.

Our Silicon Valley setting provides the opportunity to make maximum use of the vast technical knowledge and innovation present within our Silicon Valley environs. We must leverage this ecosystem for learning, research, and new programs, and ensure faculty can lead all students to confidently and ethically utilize emergent technologies like AI to advance their disciplines, emerging fields, and society. AI, in particular, is an area of focus due to its new and transformative impact on the way we live, learn, work, and tend to areas of human need.

“In the STEM field, we spend our time thinking about new technologies and the things we want to develop and build. But the choices that we make in doing that work come out of the ethos of the university. We want to make the world a better place.”

CHRISTOPHER KITTS, PROFESSOR, MECHANICAL ENGINEERING

There also is a growing opportunity for Santa Clara to offer leadership in the area of health care. Health care represents almost 20% of the national GDP and is an area of need and opportunity for Santa Clara. Our nation is facing a health care provider shortage that is projected to become even more acute, particularly in California. At the same time, Santa Clara has the strong science, technology, business, and ethical foundations for exploring new health-related degrees, programs, or even schools. This includes our robust public health program, medical ethics expertise within the Markkula Center, and the fact that approximately 500 undergraduate students currently are pre-health majors.

Goal 1: Strengthen the teacher-scholar model by investing in our faculty and bolstering the relevancy and impact of their research and teaching

Initiatives include:

- Create a new Center for Teaching Excellence
- Raise \$150 million for new endowed chairs and professorships to support faculty scholars in key areas of expertise and distinction and whose research helps fashion a more humane, just, and sustainable world
- Expand the scope and depth of our faculty research support and increase the number of externally funded grants

Goal 2: Build on our strengths in undergraduate liberal arts education and Ignatian pedagogy that incorporate discernment, experiential learning and research, reflection, and commitment and service to others

Initiatives include:

- Launch a new core curriculum reflective of Santa Clara's Jesuit and humanistic values and responsive to the needs of a rapidly changing world
- Increase the number of transformative opportunities for students to apply their liberal arts skills to real world problems through immersions, research, startup acceleration, and other experiential learning opportunities offered by the College, Schools, and our Centers of Distinction

Goal 3: Grow enrollment in, and expand the prominence of, our graduate and law programs, to strengthen our impact on Silicon Valley and beyond

Initiatives include:

- Adapt existing, and develop new, graduate and law programs in response to changing needs of employers
- Bolster graduate and law student financial and other support, and increase completion rates and placements with the most desirable employers in the Silicon Valley and beyond

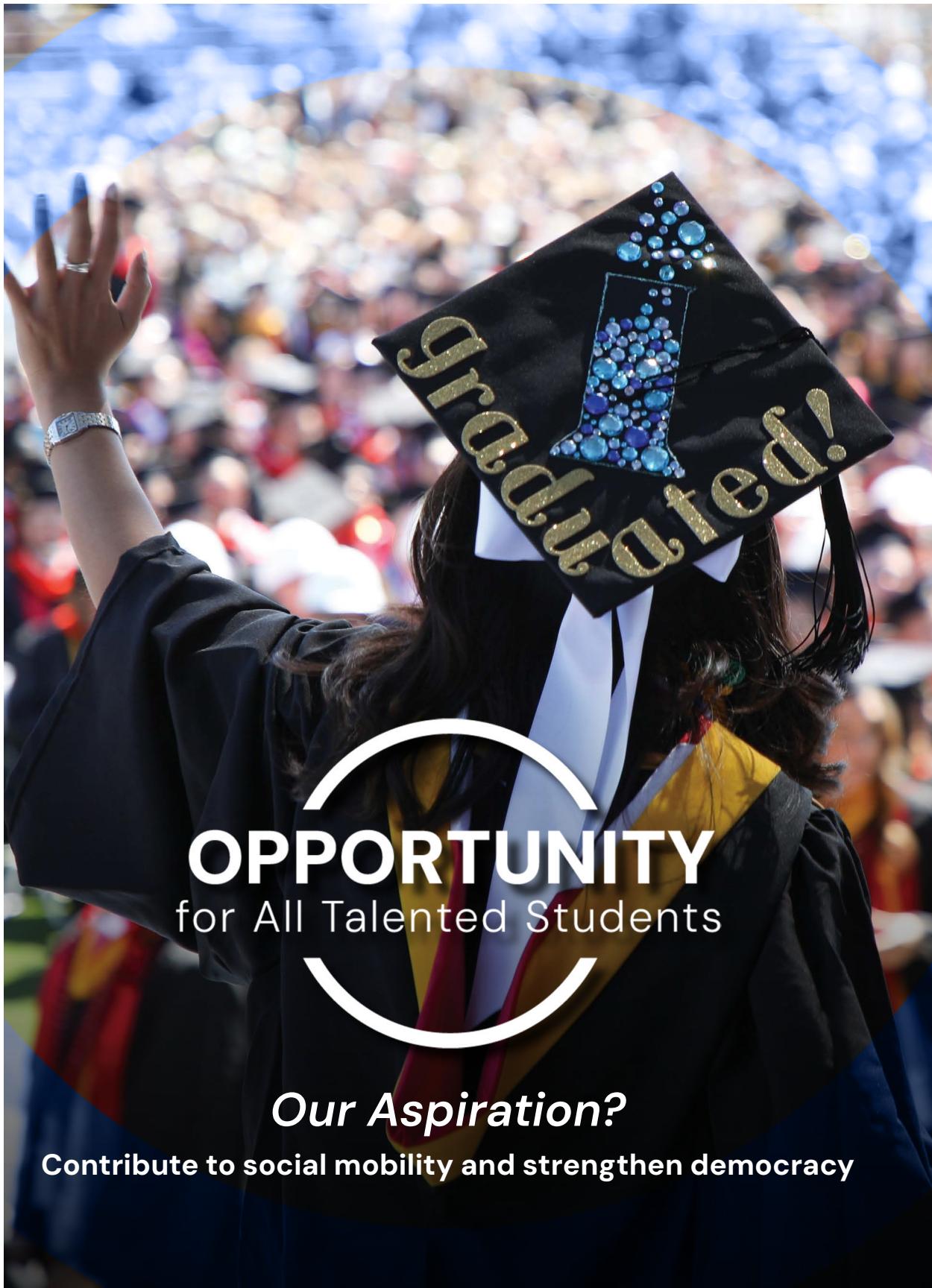
Goal 4: Increase our expertise and reputation in high-impact areas where we have strong foundations and where the societal need is great, notably health care; emerging technologies including artificial intelligence (AI) and the ethics of its use; and sustainability

Initiatives include:

- Create new health care professional programs that are differentiated and distinct, reflect our values, and incorporate the future trends in health care practices
- Conduct a comprehensive review of possible new programs in areas such as public health, health sciences, nursing, or medicine to determine an optimal strategy
- Ensure that all Santa Clara University students can responsibly and effectively use AI and other technologies to advance their disciplines, emerging fields, and society
- Develop a leading University institute that catalyzes the beneficial integration of AI and other emerging technologies into our teaching, learning, and scholarship, and connects and leverages our faculty and staff expertise across the University and with outside experts
- Support research and thought leadership that examines the causes of environmental injustice and vulnerability, and puts forward potential solutions for the public and policy makers



SANTA CLARA UNIVERSITY ◦ IMPACT 20



Strategic Priority Three: Opportunity for All Talented Students

The Why

Expanding access and ensuring success for all talented students who aspire to attend Santa Clara are among the most fundamental ways we activate our Jesuit, Catholic mission and responsibility to advance the universal good, contribute to social mobility in our society, and strengthen our democracy. Data abounds showing that attaining a four-year degree improves earnings over a high school diploma alone; decreases unemployment; and vastly increases capacity for moving from one social or economic strata to another, uplifting generations.

Data also shows that the national pipeline for incoming students is changing markedly from decades past:

- An enrollment “cliff”: A recession-related decline in births after 2008 means there will be fewer applicants.
- Hispanic growth: Those who apply will increasingly reflect the growing Hispanic U.S. population (currently one in five university students is Hispanic, and 40% of California’s population is Hispanic).
- New needs: Census-based predictions inform us that the “average” applicant increasingly will be public-school-educated, first-generation, and low- to middle-income.

“*It is our aim to ensure that talented and promising students from a wide range of backgrounds and experiences form our campus communities. As a Jesuit, Catholic university, creating equitable, inclusive, and diverse communities that enrich our campus learning environment is foundational to our faith-based mission.”*

JULIE SULLIVAN, PRESIDENT

While we have made progress toward creating a more diverse and accessible University, we know much work remains, particularly in light of demographic shifts. By focusing on this priority, we will widen the aperture of opportunity for all talented low- and middle-income and first-generation students who are drawn to our values-driven, whole-person approach to education. These efforts also will help secure our future enrollment, and ensure our long-term viability.

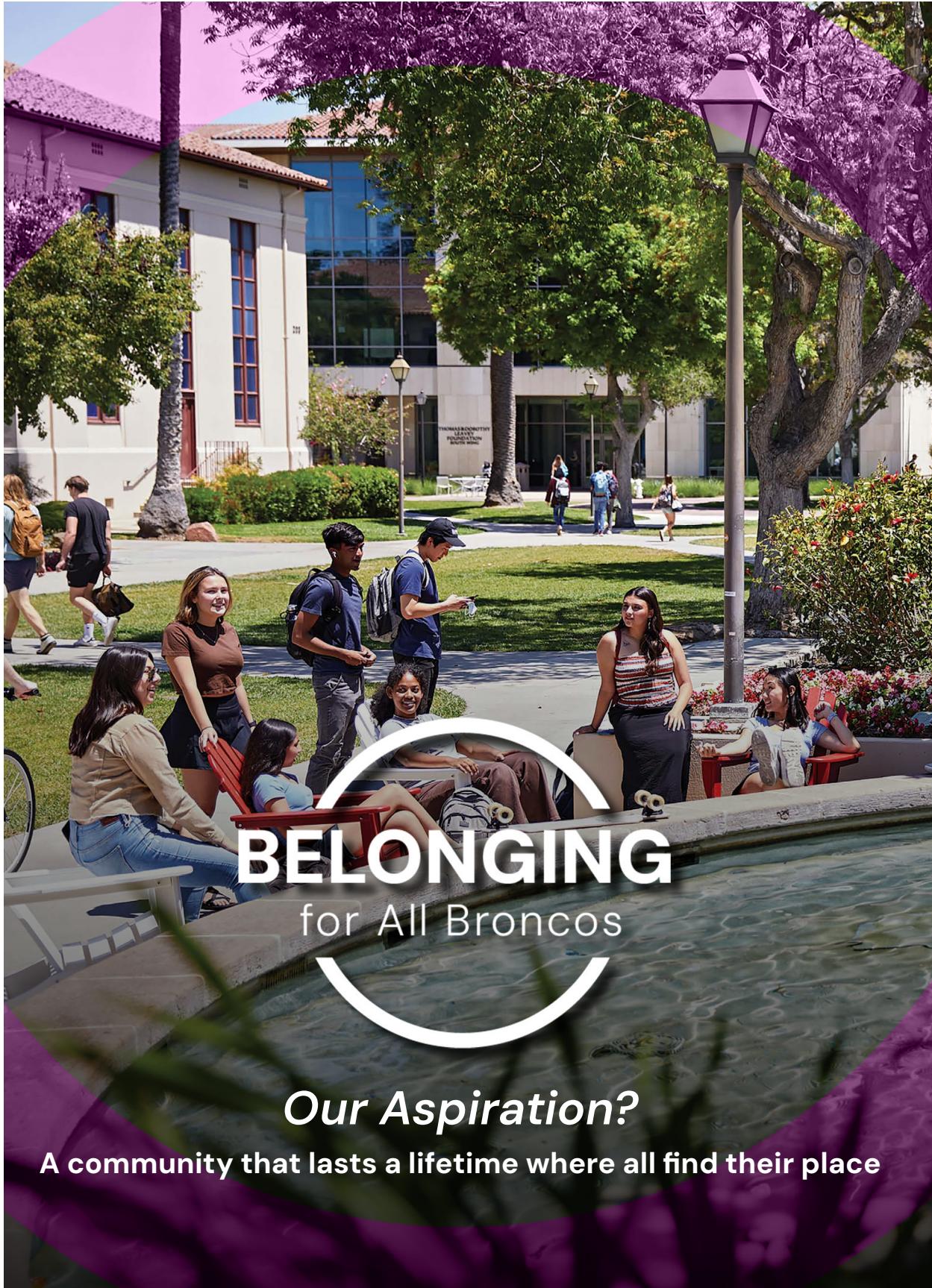
Goal: Ensure that a Santa Clara education is within reach of *all* students, and become increasingly proactive and creative in our outreach to the demographically shifting prospective-student population

Initiatives include:

- Build and expand upon newly formed partnerships with the American Talent Initiative, California Private College Alliance, and The Posse Foundation to increase access for enrolled students who identify as first-generation, as low- and middle-income, or as eligible for federal Pell Grants
- Raise \$500 million in scholarships
- Increase the population of students transferring from community colleges or other institutions
- Attract the growing pipeline of talented Hispanic/Latiné/x students and ensure they thrive and flourish, and as a result attain the federal designation of being a Hispanic-Serving Institution
- Double the number of students served by our marquee LEAD Scholars Program







BELONGING

for All Broncos

Our Aspiration?

A community that lasts a lifetime where all find their place

Strategic Priority Four: Belonging for All Broncos

The Why

By building a vibrant and engaged campus and alumni community that is diverse, equitable, and inclusive, and whose members interact meaningfully with one another, we embrace our Jesuit, Catholic values of recognizing the God-given dignity of all human persons and our responsibility to genuinely accompany others and care for the whole person.

This priority also aims to sustain and nurture the “secret sauce” that has long characterized our Bronco community—the incredibly strong ties and lifelong relationships formed among students and sustained among our alumni, which is so important to our success as a university.

In fostering belonging, connection, and community, it is important to have a more diversified campus with collaborative spaces, rich performing arts offerings, values-oriented communities, and common

experiences to foster belonging. This can help inculcate respect for diversity across political, social, and cultural divides—skills our nation and our democracy urgently need. Such bonds will also help sustain our strong student retention and graduation rates.

Bronco Athletics also plays an essential role. The shared, collective experience and excitement generated by our outstanding student athletes in women’s soccer, men’s basketball, and other sports, fosters pride and unity, and creates memories and bonds that last a lifetime.

“*I am constantly finding new ways to fulfill my passions of education, leadership, and service at Santa Clara. These opportunities empower me to address challenges, because I know that I will be able to overcome them with the support of my SCU community.”*

HYDEIA WYSINGER '25 FIRST-GENERATION LEAD SCHOLAR
DOUBLE MAJOR PSYCHOLOGY AND PUBLIC HEALTH

Goal: Ensure that all faculty, staff, students, and alumni experience a strong sense of belonging and engage in a lifelong affiliation with each other and Santa Clara

Initiatives include:

- Increase and promote diversity and inclusion so that all students, faculty, staff, and alumni fashion a community of care and belonging
- Implement a reimagined Residential Learning Community experience that builds common ground within our student population, and encompasses third- and fourth-year students
- Create mentoring and internship programs between alumni and students that focus on learning and success after Santa Clara
- Remodel technology-enhanced spaces to support cultural, artistic, and social programming
- Launch a Performing Arts Incubator for extracurricular programming, pairing faculty artists with students across the University, to create meaningful, interactive artistic experiences for students
- Continue to invest in Bronco Athletics and build on the prominence of women's soccer and men's basketball, which builds Bronco spirit and community







Foundational Commitments

In addition to the four strategic priorities, a number of foundational commitments have been identified that focus on our people and processes, and the ways in which we can achieve a more sustainable campus.

The Why

Our exceptional faculty and staff are the University's most cherished resource, ensuring our students receive the highest levels of educational, ethical, and emotional support to flourish and find their paths at Santa Clara. However, the high cost of living in Silicon Valley, especially housing affordability, challenges our ability to continue to retain and recruit top talent. Compensation and home ownership are critical priorities for our employees to thrive at Santa Clara.

At the same time, we need to develop better data-driven, multiyear planning models that enable us to align programs and resources with long-term strategic plan priorities, measure progress, and adjust for success. This is particularly important in a resource-constrained, competitive higher-education market that is being disrupted by new technologies. To succeed, we must be more nimble, efficient, and effective.

Finally, as a Jesuit and Catholic university, our approach to people and operations includes promoting sustainable ways of working for the betterment of our environment. The Princeton Review has recognized our University as among the top 30 universities in the nation for our sustainable practices. Our foundational commitments focus on continuing progress as a national leader in sustainability.

Goal 1: Ensure those who carry out our most important work have the resources to thrive

Initiatives include:

- Develop and implement market-driven compensation packages for all faculty and staff, building upon the multi-phase compensation initiatives currently underway
- Launch a revolving, shared-equity investment fund to support home ownership

Goal 2: Develop a long-term, multiyear financial model that ensures our financial viability and better aligns existing resources with our long-term strategic needs

Initiatives include:

- Refine the University budget process
- Develop revenue growth plans and cost saving measures for each division

Goal 3: Enhance operational effectiveness

Initiatives include:

- More effectively share and leverage data to enhance key decisions
- Strategically integrate emerging technologies into University operations

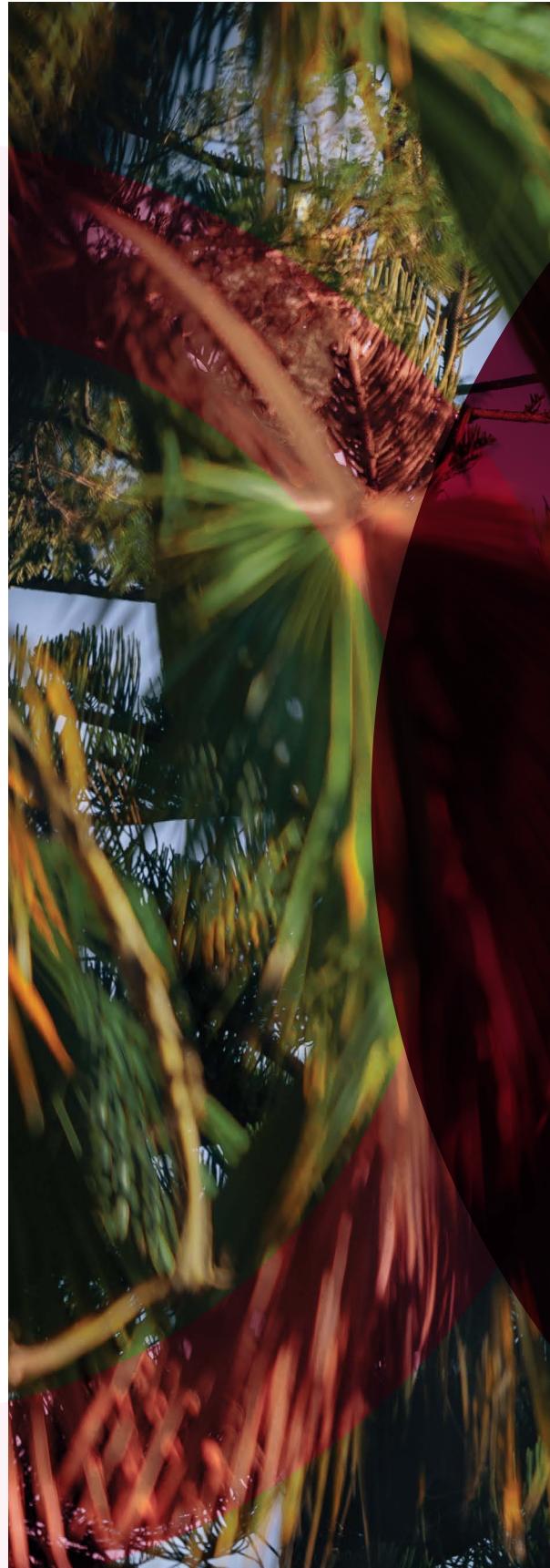
Goal 4: Position Santa Clara toward becoming a climate-positive university

Initiatives include:

- Reduce the University's carbon footprint
- Employ sustainable operational practices in procurement, waste management, water use, and landscaping

Conclusion

The Impact 2030 strategic priorities and foundational commitments build on the incredible progress made by generations of Broncos in establishing Santa Clara University as one of the nation's top Jesuit universities. By working together to fulfill the promise of Impact 2030, we will be a university that serves the world. A university that is at the forefront for shaping the good. A university contributing to social mobility and strengthening our democracy. A university community that lasts a lifetime and where all find their place. And a university characterized by the knowledge and respect that comes with a shared mission to advance the greater good, and shared values that unite us as Broncos for life.













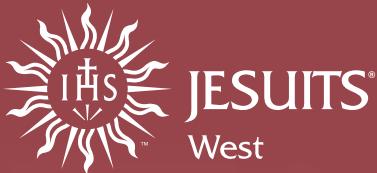
Visit scu.edu/strategicplan for more info



Santa Clara University
Office of the President
500 El Camino Real
Santa Clara, CA 95053-0513
scu.edu

PRES 0124 Strategic Plan 500

Appendix C: Jesuits West Province Plan



APOSTOLIC PLANNING VISION STATEMENT

To be a community of Jesuits and apostolic partners that fully embraces discernment in common as we seek to respond to God's call.

APOSTOLIC DIRECTIONS

Jesuits West Province commits itself to and supports apostolic works that will:

- Ground our experience of God through the Spiritual Exercises, Ignatian spirituality and Ignatian discernment;
- Promote and support mutual collaboration;
- Foster community and belonging; and
- Exercise an apostolic preference for youth and the marginalized.

*Apostolic Vision and Directions Confirmed by
Jesuit Superior General Fr. Arturo Sosa, SJ, November 28, 2023*



Photo of Jesuits and apostolic partners from the Jesuits West Province taken at the apostolic planning gathering held at Loyola Marymount University, June 7 – 9, 2023

Appendix D:
SCU Campus Climate Report—Main Findings on Mission

**Santa Clara University
Campus Climate Study
Final Report**

October 2025

**Office for Diversity and Inclusion
Inclusive Excellence Division**



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INSTITUTIONAL VALUES

In 2025, the SCU community was asked to provide their agreement to a series of questions about SCUs mission and values. The percentage reflects those that “agreed” with the statement.

Here is a summary:

- I engage in ethical decision making (91.92%)
- I understand the mission of Santa Clara University (87.41%)
- I am aware of SCU's efforts around justice, equity, diversity and inclusion (86.71%)
- I actively work to further social justice at SCU (64.69%)
- I am making connections between my intellectual and spiritual life (61.04%)
- I engage with campus mental health and wellness resources (45.02%)

A Closer Look:

It is a powerful message when over 87% of the community resonates and understands the mission of the institution. Related to this is that the community is engaging in ethical decision making (92%) and that they are aware of the efforts around justice, equity, diversity and inclusion (87%). This is a testament to the behind the scenes efforts to help educate and shape the SCU community.

An area of opportunity is understanding how different stakeholders are engaging campus mental health and wellness resources. While 45% agree, 31% indicated neither, and 24% disagreed.

This will emerge under Jesuit values, but an opportunity to think about how our work and studies relate to one's spiritual life.

JESUIT VALUES

In 2025, we were more intentional in specifically asking for feedback on SCUs Jesuit values. Respondents were asked about their agreement with these values and if they incorporated the Jesuit values. The percentage reflects those that “agreed” with the statement.

- The 4 Cs - Competence, Conscious, Compassion and Community (86.20%)
- Just, humane and sustainable world (84.47%)
- Being People for Others (82.32%)
- Discernment & Reflection (80.87%)
- Kinship and Solidarity (79.01%)
- Cura Personalis (69.65%)
- A faith that does justice (57.60%)
- Finding God in all things (46.57%)

A Closer Look:

It is clear that members of the SCU community resonate with those Jesuit values that are focused on community and connections (the 4Cs, being people for others). This in many ways connects with the strong understanding of the mission of Santa Clara University.

The areas of community focus on the two values that focus on “a faith that does justice” and “finding god in all things”. These are not Jesuit values that we often talk about at SCU so this provides an opportunity to better engage and discuss, especially as the institution engages in the Mission Priority Examen.

COMMUNITY AND BELONGING

Respondents were asked to provide feedback about community and belonging at SCU. The percentage reflects those that responded “yes” with the statement.

- Strong personal commitment to the importance of community and belonging (84.78%)
- A clear understanding of the importance of diversity, equity, and inclusion at SCU (87.16%)
- Participated in diversity-related workshops (e.g. safe space, undocually, inclusive search, title ix) (52.43%)
- Attended events such as speakers that focused on diversity-related topics (61.05%)
- Attended cultural and other diversity-related programs organized by student organizations (59.07%)
- Engaged with the Multicultural Center (MCC) (39.82)
- Engaged with the Rainbow Resource Center (RRC) (22.93%)
- Engaged with the DISC space in the Sobrato Campus for Discovery and Innovation (SCDI) (26.12%)
- Engaged with an Employee Resource Group (ERG) (16.24%)

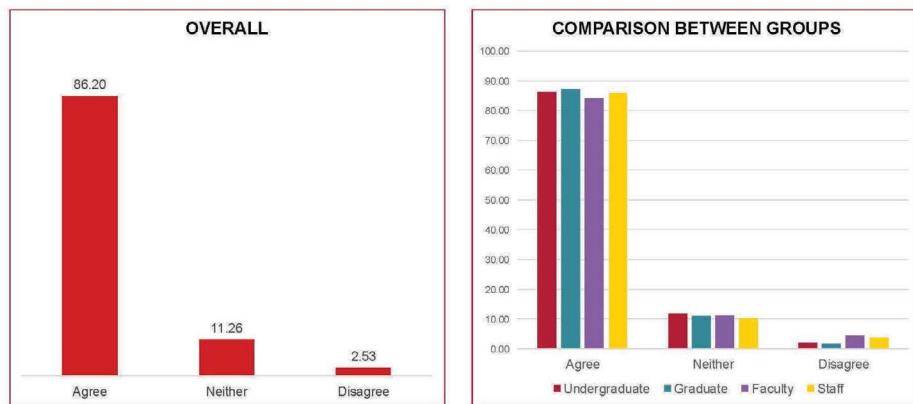
A Closer Look:

It is clear that the SCU stakeholders reflect a strong personal commitment to the importance of community and belonging (85%), and have an even higher understanding of the importance of diversity, equity and inclusion (87%). Amid the context of when this study was launched, these results reflect the strength of the SCU community.

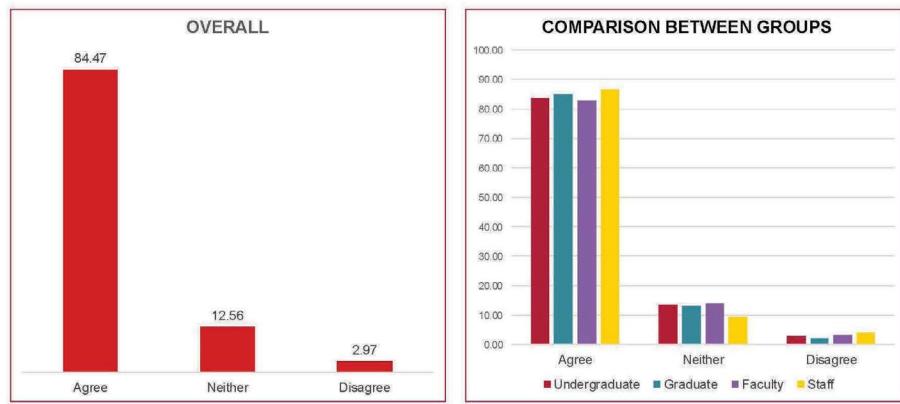
An area of opportunity to ensure that all members of the community are aware and can engage with the different diversity-related programs, activities, services and spaces that are available.

The 2025 Campus Climate Survey, conducted January 27 to April 9, 2025, provided an opportunity to ask a short battery of questions to SCU community members regarding their embrace of Jesuit, Catholic mission and values. Below are included the full results for these mission-related questions, each of which was phrased as "I feel that I am able to deeply incorporate the following Jesuit values:"

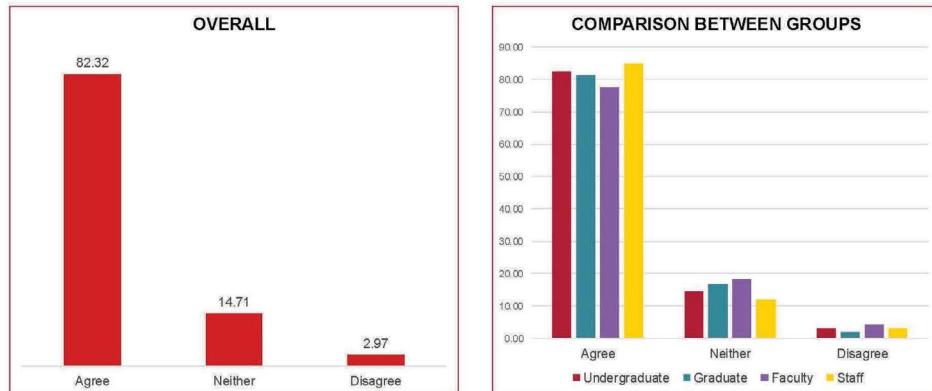
Q8: The 4 Cs - Competence, Conscious, Compassion and Community



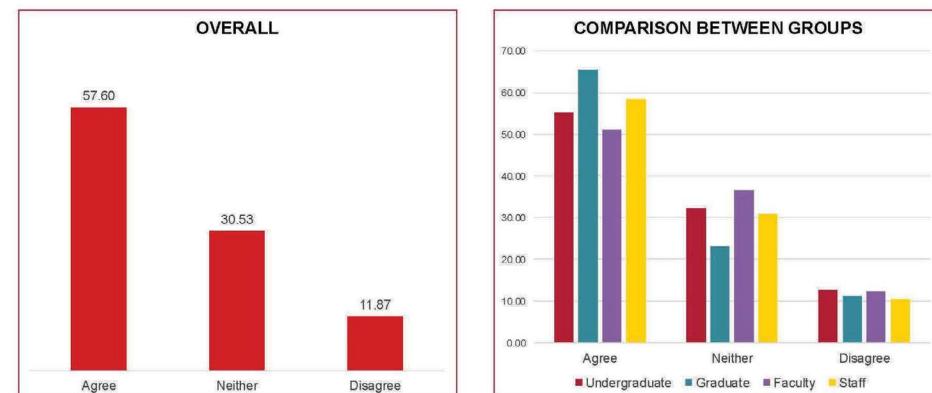
Q7: Just, humane and sustainable world



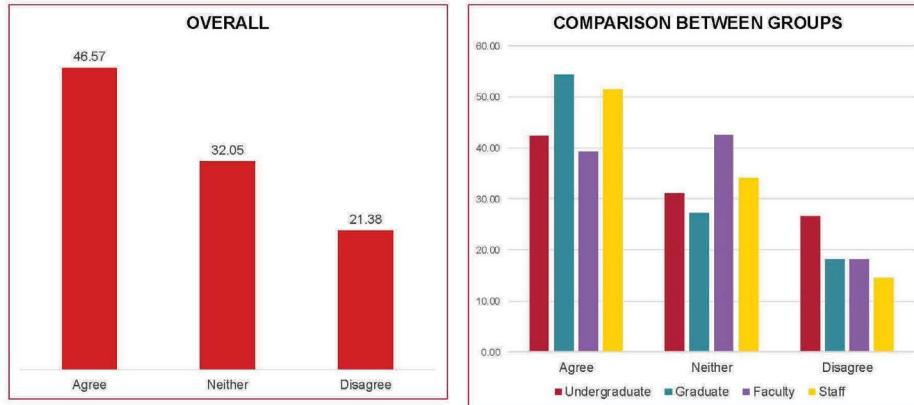
Q6: Being People for Others



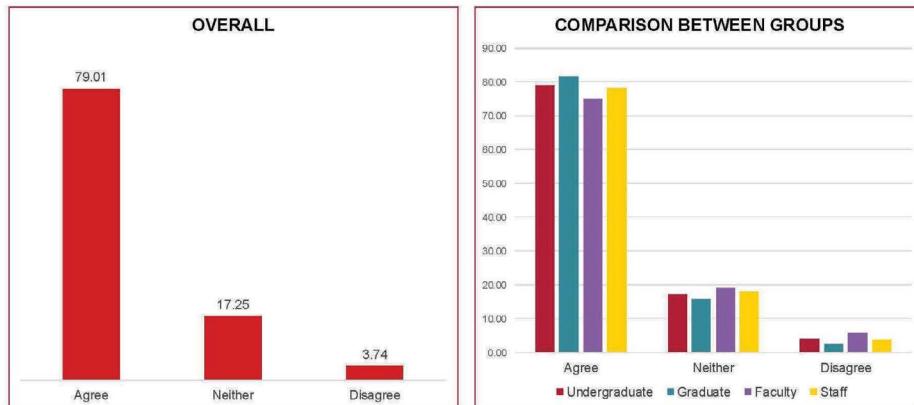
Q5: A faith that does justice



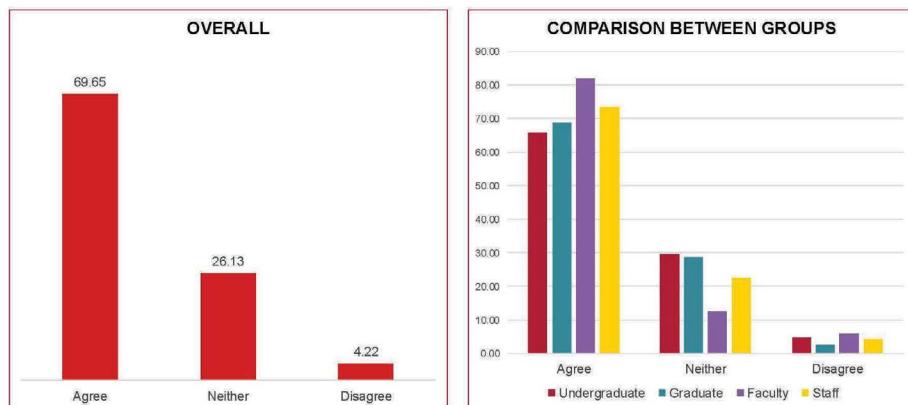
Q4: Finding God in all things



Q3: Kinship and Solidarity



Q2: Cura Personalis



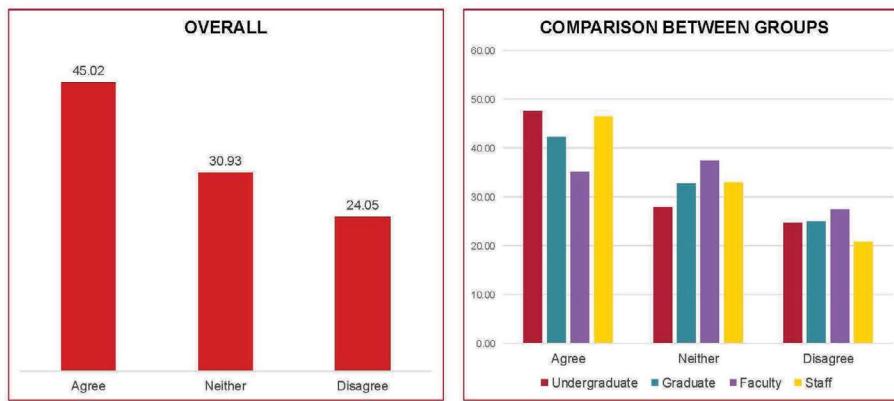
Q1: Discernment and Reflection



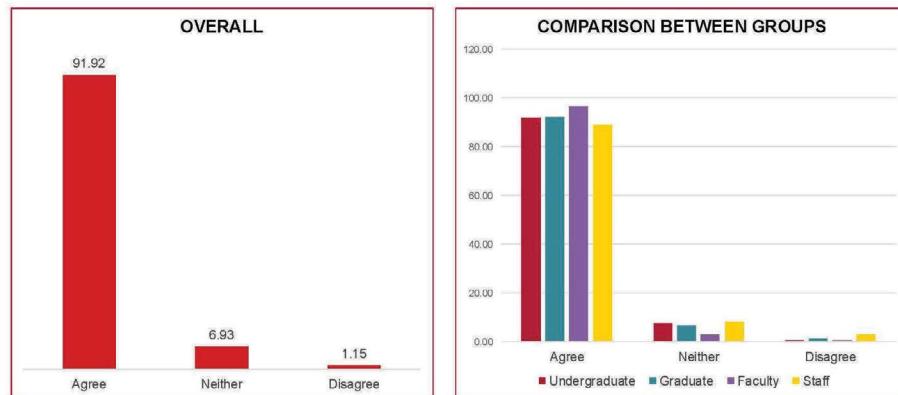
Jesuit Values

As a member of the SCU community, I feel that I am able to deeply incorporate the following Jesuit values:

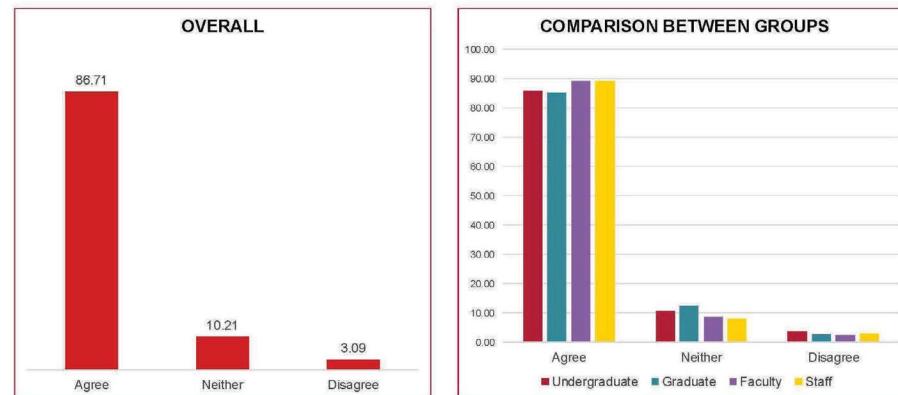
Q6: I engage with campus mental health and wellness resources



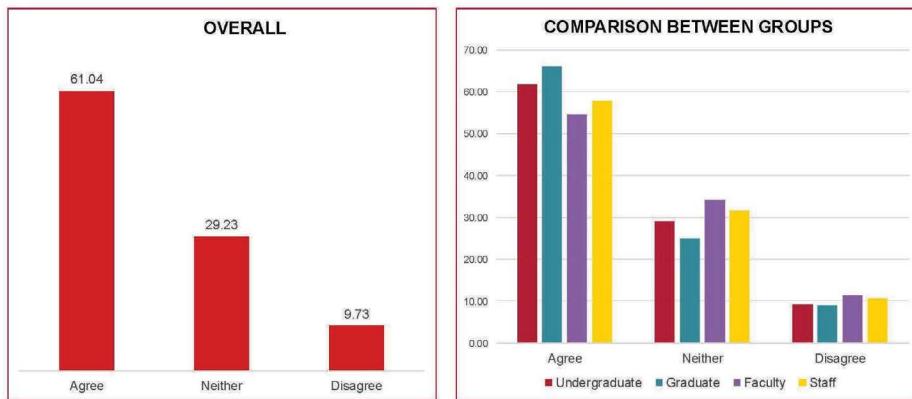
Q5: I engage in ethical decision making



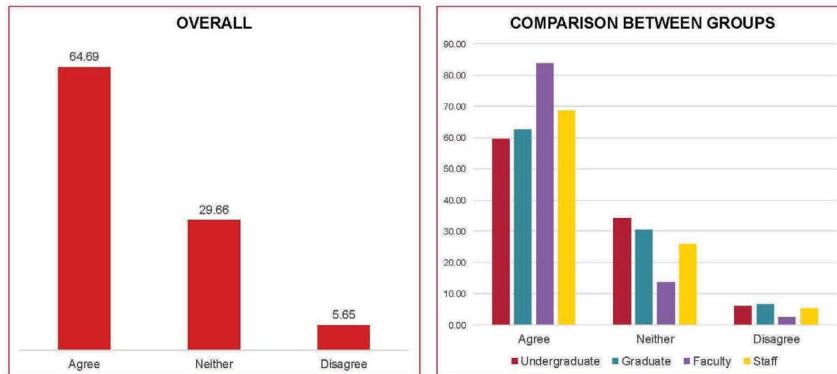
Q4: I am aware of SCU's efforts around justice, equity, diversity and inclusion



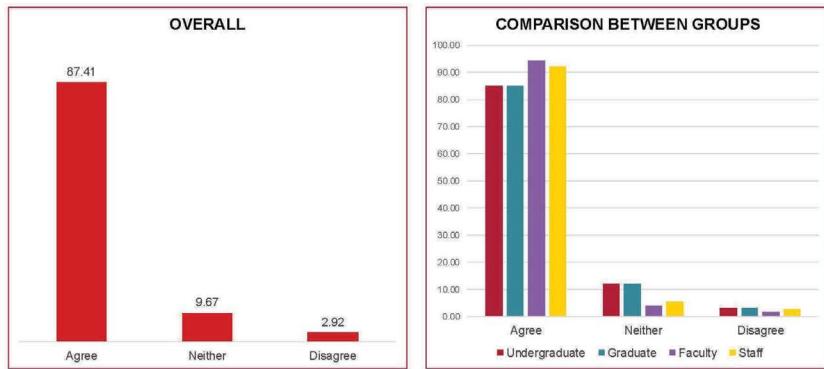
Q3: I am making connections between my intellectual and spiritual life



Q2: I actively work to further social justice at SCU



Q1: I understand the mission of Santa Clara University





Santa Clara
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