



# EN CAMINO

THE STRATEGIC PLAN  
FOR BECOMING THE JST-SCU  
ONLY GOD CAN IMAGINE



Santa Clara  
Jesuit School of Theology

STRATEGIC PLAN 2024-2030

# A LETTER FROM DEAN AGBONKHIANMEGHE E. OROBATOR, S.J.

Dear JST-SCU Partners:

Christened *En Camino: The Strategic Plan for Becoming the JST-SCU Only God Can Imagine*, this plan is the fruit of our collective effort, the shape of our shared vision, and the path to our common future.

*En Camino* neither ambitions perfection nor mimics false modesty. We are serious about becoming the leading Jesuit theologate for the changing face of the global Catholic Church. We are ready to elevate our academic excellence in culturally contextualized theology to a global stage, experience the full potential, opportunities, and promises of our identity as an integral part of Santa Clara University; build an affordable community where students, faculty, and staff belong, thrive, and succeed; and offer a compelling vision to those who will journey with and generously bless us with the gift of their time, talent, and treasure. *En Camino* portrays the kind of school we want to become and focuses on lifting up people and building relationships.

*En Camino* constitutes our best imagination at this time of the JST-SCU that only God can imagine. Our priorities are intentionally bold and ambitious, and our goals aspire toward a future that does not yet and may not exist. We want to heed the summons of the moment to help create that future, the impact of which will be measured and realized in the experience of the journey itself.

*En Camino* may seem risky, even naïve, but it possesses the potential to transform and strengthen JST-SCU's core mission of theological education and ministerial formation in the 21st century. *En Camino* invites us to choose hope over fear and discover what God desires for us to become, rather than succumb to the limitations of what we hesitate to imagine.

As we embark on this exhilarating journey, we entrust our (ad)venture to the Owner of our Dreams and the Creator of our Future: "Now to God who is able to do exceedingly abundantly above all that we ask or think, according to the power that works in us, to God be glory in the church by Christ Jesus to all generations, forever and ever. Amen!" (Eph. 3:20-21).

Yours in Christ's mission,



Agbonkhianmeghe E. Orobator, S.J.  
Dean, Jesuit School of Theology of Santa Clara University



## EN CAMINO

*En camino* is a phrase that captures the dynamic energy of experiencing a pilgrimage; a sacred journey made with hope and intention. Pilgrims often find in one another a sense of solidarity and belonging. St. Ignatius of Loyola, our school's patron saint, refers to the idea of *el camino* - the way - in his Spiritual Exercises. Like companions *en camino*, the Jesuit School of Theology of Santa Clara University (JST-SCU) is **on the way**. Together, we are rooted confidently in our mission and identity while proceeding prayerfully toward a hope filled future. In doing so, we endeavor humbly to become the JST-SCU that only God can imagine.

## PREAMBLE

### Where we have been: a rich history

The Jesuit School of Theology was established in 1934. Formerly named Alma College and located in Los Gatos, California, the school was founded to serve the needs of two Jesuit provinces, California and Oregon.

In February 1969, in response to the call of Vatican II, the school relocated to Berkeley, California to become one of the member schools of the Graduate Theological Union, adjacent to the University of California. In the same year, the school's name was changed to the Jesuit School of Theology at Berkeley (JSTB). In 2009, JSTB became integrated as a graduate school of Santa Clara University (SCU).

### Where we begin: a solid foundation

The identity and mission statements that were established in JST-SCU's [2018-2023 Strategic Plan](#), as well as the school's commitment to the [Laudato Si' Action Platform \(2022\)](#), provide a solid foundation to build upon.

**Identity:** The Jesuit School of Theology of Santa Clara University is an international center of scholarly and ministerial formation. The faculty and student body are comprised of lay men and women, Jesuits, clergy, and members of other religious orders. Rooted in the Catholic and Ignatian traditions, we engage in ecumenical, interfaith, and intercultural dialogue through the Graduate Theological Union. Distinguished faculty encourage students to think critically about theology and how to justly live out their faith in service of the Church and the global community.

**Mission:** The Jesuit School of Theology educates scholars and ministers to serve the Church and society by enlivening faith, promoting reconciliation, laboring for justice, and participating in God's mercy. We bring theology into dialogue with communities, with their particular histories and cultures, serving people and learning from them in a spirit of solidarity.

Laudato Si': In May 2023, JST-SCU adopted its [Laudato Si' Action Plan](#), which commits the school to academic, co-curricular, and operational activities that align with the Seven Goals of the Laudato Si' Action Platform, as articulated by the Vatican Dicastery for Promoting Integral Human Development. These goals include responding to the cry of the poor; responding to the cry of the earth; ecological economics; ecological spirituality; ecological education; adoption of sustainable lifestyles; and community resilience and empowerment.

## Where we are going: mission narrative

For decades, the Jesuit School of Theology has responded to the signs of the times. Such adaptation remains critically important, particularly as the landscape of graduate theological education is rapidly changing. While many theological schools are struggling to meet the demands of current realities, JST-SCU is charting the course for a compelling future that builds upon the school's rich history and solid foundation.

At the start of the strategic planning process in summer 2023, the JST-SCU Strategic Planning Committee developed **framing statements** to guide the school's inquiries and exploration. As the school's strategic planning process unfolded during fall 2023, two related events were occurring, which provided an opportunity for **institutional alignment**. Santa Clara University was in the midst of a university-wide strategic planning process and the 16th Ordinary General Assembly of the Synod of Bishops, commonly called the Synod on Synodality, occurred.

### **Framing Statements**

The following framing statements were informed by: 1) JST-SCU's existing mission, vision, and values rooted in the Gospel of Jesus Christ; 2) feedback from the Jesuit Conference of Canada and the United States regarding the criteria for a desired theologate and criteria desired in the formation of its students: Jesuits, religious, and lay; 3) feedback from the Superior General of the Society of Jesus, Arturo Sosa, S.J., regarding his vision for the future of global theological education.

- JST-SCU is an international center of scholarly and ministerial formation, with a faculty and student body consisting of lay women and men, Jesuits, clergy, and members of other religious orders. Each of these groups comes to JST-SCU with unique and distinct needs that must receive particular attention.
- JST-SCU is an ecclesiastical faculty sponsored by the Society of Jesus. As such, the school derives its *raison d'être* from the Church and is guided by the orientations outlined in the Universal Apostolic Preferences. The school educates and forms students who will worship, minister, and serve in their local communities and in the global Church.
- JST-SCU is strategically positioned to facilitate and lead a Global Theology Initiative that harnesses the opportunities of the global network of Jesuit theological centers to advance and realize our vision and the mission of the Society of Jesus and the Church.

- To remain relevant, viable, and sustainable, theological education and pastoral formation must embrace emerging learning modalities and innovative academic programming models.

## **Institutional Alignment**

Intentionally aligning the strategic planning processes of JST-SCU and SCU created a once-in-a-generation opportunity to explore new possibilities to strengthen the integration of JST-SCU and SCU in ways that benefit both the University and the school while also leveraging the strengths and resources of each. The first strategic priority within *Impact 2030: Santa Clara University's Strategic Plan* is, "Reach on a global scale." Within that priority, the first goal audaciously declares that the University will become home to "the leading Jesuit theologate for the changing face of the global Catholic Church." JST-SCU's strategic plan boldly advances this university-wide priority.

The Synod on Synodality provided a model for a way of proceeding that JST-SCU embraces. Moreover, the synthesis report of the Synod, *A Synodal Church in Mission*, offers insights that are important for all Catholic theological schools, including JST-SCU, to consider. There are two components in the report that are particularly aligned with our school's strategic planning.

First, the Synod affirms, "All the missionaries -- laymen and women, those in consecrated life, deacons and priests, and particularly the members of missionary institutes and fidei donum missionaries -- are an important resource for creating bonds of knowledge and exchange of gifts" (Part II, Section 8, Convergence G).

This call echoes at JST-SCU, where we value the vocation of every missionary disciple and the fundamental importance of educating and forming them in shared spaces that honor their gifts.

Second, the Synod declares, "Openness to listening and accompanying all, including those who have suffered abuse and hurt in the Church, has made visible many who have long felt invisible. Addressing the structural conditions that abetted such abuse, remains before us, and requires concrete gestures of penitence" (Part 1, Section 1, Convergence E).

JST-SCU is committed to creating just and equitable structural conditions and, in doing so, will work to establish JST-SCU as a theological center that focuses on the inclusion and education of lay women and religious sisters for leadership and ministry.


This strategic plan boldly prepares JST-SCU for a future that does not yet exist, one that is *en camino*. In the spirit of pilgrimage, the following strategic priorities, goals, and initiatives are an invitation to join us **on the way** as we humbly endeavor to become the JST-SCU that only God can imagine.

# STRATEGIC PRIORITIES AND GOALS


*En Camino* identifies four Strategic Priorities that will focus attention and resources as the school strives to become the leading Jesuit theologate for the changing face of the global Catholic Church.




Culturally  
contextualized  
theology in a global  
context



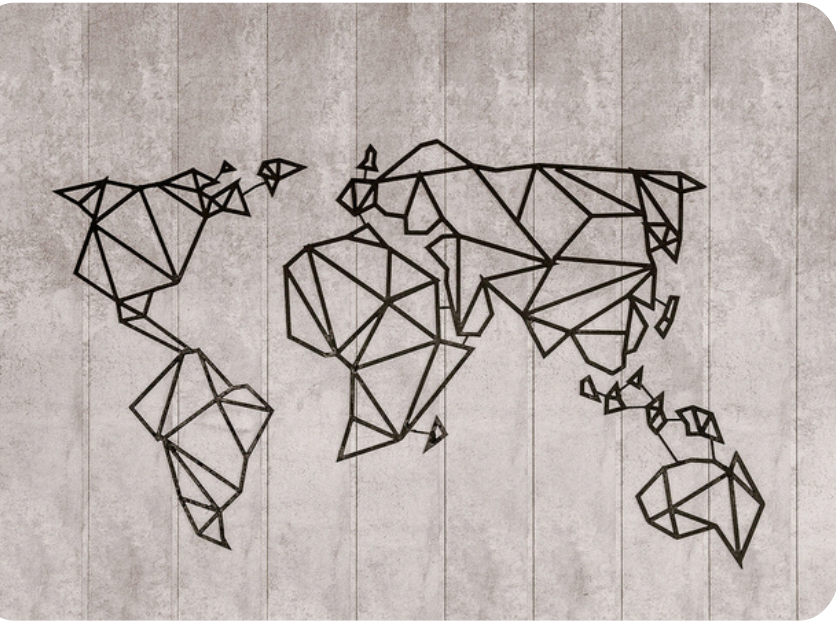
An integrated  
graduate school of  
Santa Clara  
University



A community of  
hospitality, human  
flourishing, and  
ecclesial belonging



Resources,  
collaboration, and  
partnership for  
success



# STRATEGIC PRIORITY 1:

## Culturally contextualized theology in a global context

*Enhance the impact of JST-SCU's theological education and ministerial formation on a global scale*

Rooted in our identity as an apostolic work sponsored by the Society of Jesus, an ecclesiastical institute of higher education and research, a faculty whose scholarship is grounded in culturally contextualized theology, and a graduate school of Santa Clara University, JST-SCU will become the leading Jesuit theologate for the changing face of the global Catholic Church.

# GOALS



**Goal 1:** Design, launch, and lead a Global Theology Initiative (GTI): a global network of the seven English-medium theological centers sponsored by the Society of Jesus working together to creatively reimagine their missions in the Church and in the world.



**Goal 2:** Establish new endowed chairs in disciplines that advance the school's strategic goals.



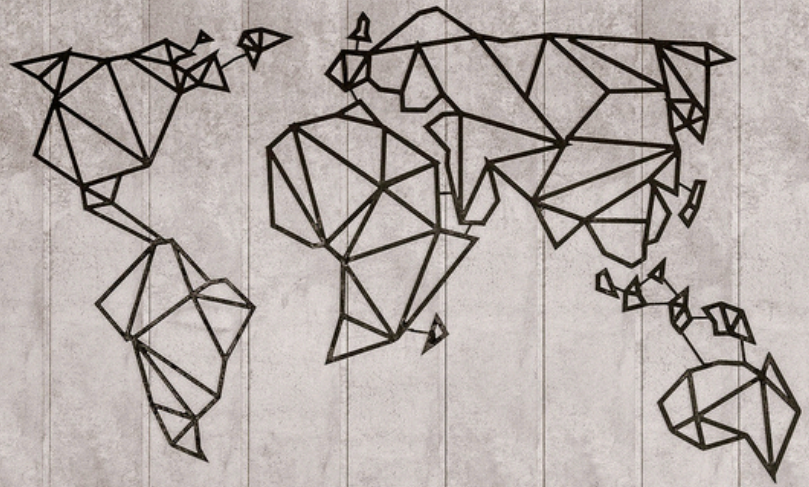
**Goal 3:** Invest in the school's foundational commitment to academic excellence by strengthening pedagogies and learning outcomes, and convening major academic gatherings.



**Goal 4:** Develop curricular offerings that align with the Universal Apostolic Preferences of the Society of Jesus: (1) showing the way to God; (2) walking with the excluded; (3) journeying with the youth; (4) caring for our common home.

## GOALS AND INITIATIVES FOR STRATEGIC PRIORITY #1

Culturally contextualized theology in a global context



### GOAL 1

Design, launch, and lead a Global Theology Initiative (GTI): a global network of the seven English-medium theological centers sponsored by the Society of Jesus working together to creatively reimagine their missions in the Church and in the world.

#### INITIATIVES INCLUDE:

- Create and convene faculty and staff working groups in areas like the Catholic theological intellectual tradition, pedagogy, curriculum, formation, and public theology, and offer GTI-wide pedagogical training workshops and short collaborative programs to enhance teaching and learning.
- Support faculty and students on exchange and immersion-learning programs annually.
- Develop and launch publicly engaged theology and ministry projects and academic convenings that draw on foundational Catholic traditions to engage key global themes like synodality, migration, ecology, technology, and restorative justice.
- Support emerging scholars (new faculty and students exploring doctoral studies) via mentoring, residencies, and micro-grants for relevant projects and conference participation.

### GOAL 2

Establish new endowed chairs in disciplines that advance the school's strategic goals.




#### INITIATIVES INCLUDE:

- Recruit and hire new faculty, which could be in theology and technology, pastoral theology, integral ecology, Hispanic/Latino theology, feminist theology, history of Christianity, or New Testament.

## GOAL 3

Invest in the school's foundational commitment to academic excellence by strengthening pedagogies and learning outcomes, and convening major academic gatherings.




### INITIATIVES INCLUDE:

-  Develop faculty capacity to utilize intercultural, online/hybrid, and Synodal pedagogies; develop student learning outcomes and competencies that measure intercultural capacity.
-  Partner with the Dicastries of the Vatican and the Secretariat for the Synod to develop joint initiatives (convening and research) that serve and advance the mission of the global Church.
-  Facilitate financial and administrative support to faculty who want to plan and host convenings related to their fields of scholarship and praxis.

## GOAL 4

Develop curricular offerings that align with the Universal Apostolic Preferences of the Society of Jesus: (1) showing the way to God; (2) walking with the excluded; (3) journeying with the youth; (4) caring for our common home.

### INITIATIVES INCLUDE:

-  Develop a certificate in social and environmental justice.
-  Develop a certificate focused on educating spiritual directors rooted in Ignatian Spirituality.
-  Strengthen the JST Renewal Program as a strong option for theological renewal and spiritual replenishment to meet the needs of ministers in the United States and the global Church community.



## STRATEGIC PRIORITY 2:

### An integrated graduate school of Santa Clara University

*Strengthen the belonging of JST-SCU as an integral part of the University community*

JST-SCU will strengthen its integration into Santa Clara University by forging new structural collaborations and by developing new academic and programmatic partnerships to ensure that JST-SCU students, faculty, and staff have the opportunity to share fully in, and contribute to, the life of the University as a thriving and active constituent part.

## GOALS



**Goal 1:** Conduct a comprehensive assessment and facilitate a collective discernment of the potential relocation of JST-SCU to the Santa Clara campus.



**Goal 2:** Strengthen the academic collaborations between JST-SCU and the college, schools, and centers of distinction at Santa Clara University.



**Goal 3:** Strengthen collaborations with partners at SCU including, but not limited to, the Division of Mission and Ministry, the Office of Student Life, the Cowell Center, Global Engagement, Information Services, and the Career Center.



**Goal 4:** JST-SCU will utilize the resources of SCU to develop new curricular and co-curricular initiatives that focus on ministry readiness and preparing all JST-SCU graduates for professional and vocational success.

# GOALS AND INITIATIVES FOR STRATEGIC PRIORITY #2

An integrated graduate school of Santa Clara University



## GOAL 1

Conduct a comprehensive assessment and facilitate a collective discernment of the potential relocation of JST-SCU to the Santa Clara campus.

### INITIATIVES INCLUDE:

- Develop and launch a process to conduct a comprehensive assessment and collective discernment that ensures the participation of all stakeholders.

## GOAL 2

Strengthen the academic collaborations between JST-SCU and the college, schools, and centers of distinction at Santa Clara University.

### INITIATIVES INCLUDE:

- Build upon existing collaborations with GPPM and ECP and leverage financial, human, and scholarly resources in order to advance and support SCU's goal of becoming a Hispanic Serving Institution.
- Establish the Instituto Hispano as a center for theological research in Hispanic/Latino contextual and transdisciplinary dialogue, formation, and ministry to the local Church.
- In collaboration, JST-SCU and ECP will develop opportunities for cross-registration, tracks or concentrations within existing programs, new certificates, and joint degrees (e.g., a Teaching Certificate).
- In collaboration with the college and schools of SCU, JST-SCU will explore the launch of new interdisciplinary academic programs, including a Master of Arts (M.A.) program, a Doctorate of Philosophy (Ph.D.) program, and/or a Doctorate of Ministry program (D.Min.) that leverage and promote the scholarly resources available at JST-SCU, in SCU's Religious Studies Department, and throughout the University.

- ▶ Build upon existing programmatic collaborations with the Miller Center for Social Entrepreneurship and the Markkula Center for Applied Ethics in order to nurture and cultivate an entrepreneurial spirit in students who are interested in exploring new forms of ministerial models.

## GOAL 3

Strengthen collaborations with partners at SCU including, but not limited to, the Division of Mission and Ministry, the Office of Student Life, the Cowell Center, Global Engagement, Information Services, and the Career Center.

### INITIATIVES INCLUDE:

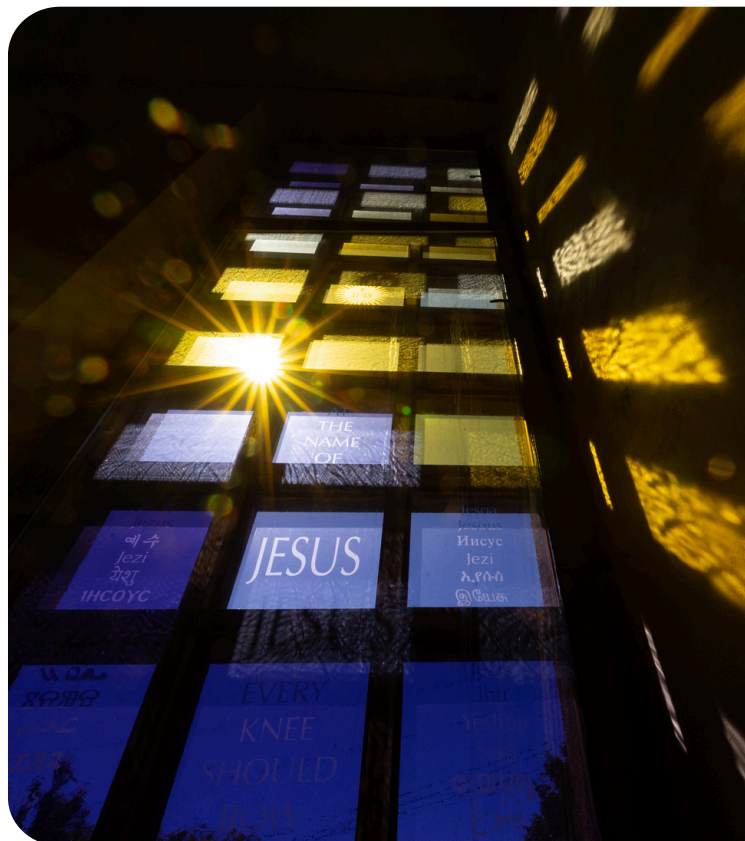
- ▶ Develop and implement new immersion programs in collaboration with the Ignatian Center.
- ▶ Develop and implement new field education opportunities for JST-SCU students in the Division of Mission and Ministry and with other partners of SCU.
- ▶ Develop and implement models that provide students, faculty, and staff with full or comparable access to the wellness resources provided by SCU.

## GOAL 4

JST-SCU will utilize the resources of SCU to develop new curricular and co-curricular initiatives that focus on ministry readiness and preparing all JST-SCU graduates for professional and vocational success.

### INITIATIVES INCLUDE:

- ▶ Develop and offer administration and business courses for students preparing for professional leadership and work as professional administrators (for example, non-profit leaders, parish administrators, pastoral associates, and pastors).
- ▶ Develop and offer internship programs for students who do not participate in field education.



## STRATEGIC PRIORITY 3:

**A community of hospitality, human flourishing, and ecclesial belonging**

*Support all members of the JST-SCU community to achieve their purposes and empower them for vocational and ministerial success and lifelong learning*

**Rooted in a spirit of synodality, JST-SCU will build a joyful school community in which all the diverse members belong and thrive.**

## GOALS



**Goal 1:** JST-SCU will establish itself as a transformational theological center and advocate for women that focuses on the just and equitable inclusion and education of lay women and religious sisters for leadership and ministry in a synodal Church.



**Goal 2:** JST-SCU will further become a school of encounter, accompaniment, and discernment in common by developing intercultural capacity among faculty, staff, and students so that all members of our school community feel welcomed and are able to flourish.



**Goal 3:** JST-SCU will offer admitted students with demonstrated financial need scholarships, grants, and graduate assistant opportunities that cover the full annual cost of attendance, including tuition and fees, housing, and insurance.

## GOALS AND INITIATIVES FOR STRATEGIC PRIORITY #3

A community of hospitality, human flourishing, and ecclesial belonging

### GOAL 1

JST-SCU will establish itself as a transformational theological center and advocate for women that focuses on the just and equitable inclusion and education of lay women and religious sisters for leadership and ministry in a synodal Church.

#### INITIATIVES INCLUDE:

- Establish an academic certificate in Leadership of Women in a Synodal and Global Church.
- Design and pilot a formation program for women interested in exploring and discerning ecclesial roles including the diaconate (inclusive ministerial liturgical models in collaboration with dioceses, parishes, and organizations that are actively supporting women in the Church), along with providing school-sponsored opportunities for student ministry in select parishes.
- Create a transformational formation program to interrogate the culture of clericalism/sexism and empower participants to initiate change.

### GOAL 2

JST-SCU will further become a school of encounter, accompaniment, and discernment in common by developing intercultural capacity among faculty, staff, and students so that all members of our school community feel welcomed and are able to flourish.




#### INITIATIVES INCLUDE:

- Complete a Culturally Responsive Pedagogy Assessment and offer follow-up workshops to improve capacity.
- Fund professional development conferences and/or JST workshops that focus on facilitating cultural responsiveness in our students, faculty, and staff.

## GOAL 3

JST-SCU will offer admitted students with demonstrated financial need scholarships, grants, and graduate assistant opportunities that cover the full annual cost of attendance, including tuition and fees, housing, and insurance.

### INITIATIVES INCLUDE:

-  Develop a scholarship model to provide the necessary financial support.
-  Create new scholarships.
-  Develop a graduate assistant program that meets the needs of students and provides the necessary financial support.



## STRATEGIC PRIORITY 4:

**Resources, collaboration, and partnership for success**

*Secure resources and cultivate strategic relationships to guarantee success and sustainability*

**JST-SCU will identify, secure, and leverage the resources needed to become the leading Jesuit theologate for the changing face of the global Catholic Church and fulfill the imperatives and activities described in this strategic plan.**

## GOALS



**Goal 1:** JST-SCU will develop an enrollment, recruitment, and retention plan with a corresponding financial model that grows enrollment to a headcount of 150+ students over the course of five years.



**Goal 2:** Grow the school's endowment in order to fund the strategic priorities outlined in this plan.



**Goal 3:** Strengthen JST-SCU's marketing and communications efforts to tell the school's story in bold and compelling ways.

# GOALS AND INITIATIVES FOR STRATEGIC PRIORITY #4

Resources, collaboration, and partnership for success

## GOAL 1

JST-SCU will develop an enrollment, recruitment, and retention plan with a corresponding financial model that grows enrollment to a headcount of 150+ students over the course of five years.

### INITIATIVES INCLUDE:

- ▶ JST-SCU will establish new collaborations and strategic partnerships with leaders of new initiatives in ecclesial ministries from both lay and ecclesiastical organizations in order to identify, enroll, and support new student populations who are called to these ministries.

## GOAL 2

Grow the school's endowment in order to fund the strategic priorities outlined in this plan.

### INITIATIVES INCLUDE:

- ▶ Explore all opportunities to generate new sources of revenue and funding.
- ▶ Collaborate with University Relations to launch a capital campaign.

## GOAL 3

Strengthen JST-SCU's marketing and communications efforts to tell the school's story in bold and compelling ways.

### INITIATIVES INCLUDE:

- ▶ Develop and implement marketing and communication plans that enhance the school's reputation and advance the school's development and recruiting efforts.
- ▶ Launch the JST-SCU Media Lab to provide a new and innovative platform to students who are interested in exploring emerging forms of ministry and public theology.





*Now to God who is able to do  
exceedingly abundantly above all that  
we ask or think, according to the  
power that works in us, to God be  
glory in the church by Christ Jesus to  
all generations, forever and ever.  
Amen.*

**-Ephesians 3:20-21**

