



Sponsorship, CMHE and Ecclesial Relations

GOALS AND OUTCOMES

Regular communication with CMHE and ongoing dialogue with Church authorities foster relationships that enhance the Catholic and Mercy identity.

STRATEGIC INTERGRATION

- Participate in CHME MOC, ACCU and local mission-related consortiums.
- Diocesan specific relationships with Bishops, etc.



MercyHigherEd.org



Catholic Social Teaching and Critical Concerns in Action

GOALS AND OUTCOMES

CIT and CST and the Sisters of Mercy Critical Concerns are integrated throughout the routines of the university and are expressed in action in pedagogical resources, service learning and community conversations.

STRATEGIC INTERGRATION

- All policies and practices should be created and assessed relative to adherence to mission and core values.
- The planning documents including financial and fundraising plans reflect alignment with and commitment to the mission and core values.
- Develop programming that highlights CST and CC's.
- Incorporate into various rituals and liturgical celebrations as well as academic convocations.
- CIT/CST is incorporated into the curriculum.

TACTICAL INFORMATION

- Includes workshops, seminars and learning opportunities during Mercy Week activities.
- Regular reflection on the correlation of mission and margin.



Mission Integration Core Areas



Mission Integration

Core Areas

Inspiration *(Institutional Mission Goals and Outcomes)*

The inner circle represents the foundational elements for Mission Integration and institutional identity across institutions of the Conference for Mercy Higher Education.

Catholic Identity

Supported by and expressed in Catholic Social Teaching, Catholic Intellectual Tradition, and Ex Corde Ecclesiae

Mercy Heritage, Charism and Mission

Supported by and expressed in the story of Catherine McAuley, the Direction Statement and Critical Concerns of the Institute of the Sisters of Mercy of the Americas, the Statement on Catholic Identity and Mercy Charism for CMHE Colleges and Universities, and Statement of Our Catholic Identity and Mercy Charism

Animation *(Strategic Initiatives for Mission Integration)*

The Chief Mission Officer provides executive leadership for the influence, collaboration and impact across the 8 Core Areas of Mission Integration reflected in the outer circles.

Reflection|Renewal *(Assessment)*

The animating aspects of the CMO's ministry are informed by a regular and ongoing process of assessment and renewal with a focus on: the strategic initiatives represented in the 8 core areas of mission integration, and; institutional outcomes.

Overview

This document reflects a comprehensive and cohesive overview of Mission Integration at colleges and universities sponsored by the Sister of Mercy of the Americas. While it is intended to be a foundational document and organizing framework for the CMHE Mission Officers, it is relevant and applicable across all areas of the college and university community. It can be used as a guide for strategic planning, shared accountability, assessment, matrices and gap analysis. It can be used for orientation of new presidents, senior administrators and trustees. It is also a valuable tool in annual goal-setting, performance reviews and succession planning and selection of Mission Officers. It is intended not to be prescriptive for any individual campus but rather aspirational for all of Mercy Higher Education. It will be used by the CMHE Mission Officers Council to inform and shape their work together as strategic, systematic and sustainable.



Engagement in Community and Celebrations

GOALS AND OUTCOMES

College-wide celebrations provide opportunities to engage the campus community in the expression of our Catholic, Mercy identity. Community partnerships and relationships value mutuality and service and give corporate witness to the fostering of peace, justice, human dignity and development of the human family.

STRATEGIC INTERGRATION

- Engagement with Community Service and Service Learning
- Outreach to the community includes such a activity as:
 - participation in local events,
 - hosting community events,
 - inviting community to campus events
- The university engages partners in reciprocal relationships that further CST.

TACTICAL INFORMATION

Includes celebrations that are hosted for Mercy Week.





Ongoing Formation for Mission

GOALS AND OUTCOMES

Formation experiences deepen leaders' understanding of the Catholic and Mercy identity and engage individual commitment to and accountability for a flourishing mission.

STRATEGIC INTERGRATION

- Formal leadership formation offerings assure that university leadership consider personal call and vocation, engaging others in the ministry, and are familiar with and comfortable in discussing CIT/ CST, Critical Concerns and bringing values to decisions.
- Ongoing support for each Vice Presidential area as it relates to mission
- Evaluation and Assessment tools measure the organization's view of fidelity to mission and values.
- Governing Board has established a plan for discussing mission and values in the role of governance.



Space, Art, Symbolism and Environment

GOALS AND OUTCOMES

Space, symbols, art and the physical environment cultivate inspiration of the ever-present Holy and Sacred in ways that reflect our Mission Identity and Story.

STRATEGIC INTERGRATION

- Dialogue about and consideration of the contribution to human development and well-being that space, art, symbol and the environment provide are encouraged.
- Periodic Review of environment to enhance symbols, art, space etc.



Inclusive Worship, Reflection, and Ritual

GOALS AND OUTCOMES

Worship, ritual practices and reflection are inclusive of all and tie to the ministry identity of the university. Catholic Sacramental life is understood as essential at the university.

STRATEGIC INTERGRATION

- Campus Ministry responds to all students, providing liturgical opportunities, prayer and spiritual reflection including ecumenical and interfaith care for the pastoral and faith journeys of all students.
- Worship, reflection and ritual opportunities offered for all members of the campus community and reflect a spirit of inclusion.

TACTICAL INFORMATION

Includes prayer and rituals done during Mercy Week activities.





Every place has its own particular ideas and feelings which must be yielded to when possible.

*Letter to Frances Warde November 17, 1838
Mother Catherine McAuley*



Curricular / Co-Curricular Development and Integration

GOALS AND OUTCOMES

The faculty and staff are aware of and committed to the Catholic and Mercy mission and identity of the university and are able to explore these within their teaching and learning experiences.

STRATEGIC INTERGRATION

- New employee orientation includes review of Ex Corde Ecclesiae, Critical Concerns of RSM's, History and Heritage of Founders (stories).
- Intentional dialogue with General Education coordinators to assure Mission and Core Values are imbedded. Review outcomes.
- Provide pedagogical resources to faculty and student development staff for curriculum and co-curriculum that contributes to competency in Catholic Social Teaching, Critical Concerns and Mission understandings.

TACTICAL INFORMATION

Provide foundational documents and resources



Hiring, Orientation, Onboarding and Ongoing Mission Development

GOALS AND OUTCOMES

Orientation of staff, faculty, students and new Board members provide the university community a shared understanding of and engagement in the mission and ministry identity.

STRATEGIC

- Hiring for Mission
- New orientation sessions for staff and for faculty have significant time assigned for heritage, mission and identity review and discussion.
- Onboarding processes include periodic "check-ins" on mission experiences of new staff and faculty.
- New student materials, orientations and gatherings have discussion of heritage, mission and identity.
- Student organizations are oriented to and discuss how their work furthers the mission and values of the university.
- New Board members and administrators receive an overview of the Catholic and Mercy identity of the university.
- New President's orientation includes the core areas of mission integration
- Value based behavioral expectations that reflect the expression of mission and values are embedded in the performance management processes (selection, evaluation and annual goal establishment)