

**A FIVE-YEAR STRATEGIC PLAN**  
**for the**  
**IGNATIAN SPIRITUALITY CENTER**

*Adopted by the Board of Directors: September 25, 2007*

*With*

*Revisions approved by the Board of Directors: May 11, 2010*

**INTRODUCTION**

The staff, Board of Directors and selected advisors of the ISC jointly prepared this Five-Year Strategic Plan in order to:

- Evaluate the existing services and programs offered by the ISC in light of our mission;
- Make recommendations about the continuation, improvement and possible expansion of the existing programs and services
- Consider additional programs and services consistent with the ISC mission and resources;
- Evaluate the organizational structure and funding of the ISC to ensure that the ISC is properly managed and funded to achieve its mission and successfully implement this Five-Year Plan; and,
- Set forth our current vision and hopes with the understanding that this Five-Year Plan will be annually reviewed and enhanced as appropriate.

**MISSION STATEMENT**

*Responding to the deep spiritual hunger in our world in collaboration with the Jesuit ministries, we provide spiritual direction, programs and resources that assist persons of all faiths to serve Christ's mission of compassion, healing and justice.*

# **STRATEGIC PLAN**

## **Part I. Programs of the Ignatian Spirituality Center**

### **Program Objectives:**

*Provide educational opportunities, prayer and formation experiences, retreats, special events, spiritual direction connection services and informational resources rooted in Ignatian Spirituality for receptive groups and individuals in the Puget Sound area.*

### **Guiding Principles of our Programs:**

*In providing programs rooted in Ignatian Spirituality, we will promote interreligious dialogue and dialogue with culture (GC 34). Specifically, we will strengthen efforts to dialogue about and provide opportunities in Ignatian Spirituality to:*

- *wider ecumenical and interfaith circles, "to persons of all faiths"*
- *culturally and economically diverse populations including individuals living on the margins of society*
- *young and old, especially those who are searching for deeper spirituality and may feel estranged from their ecclesial communities*
- *those in leadership positions, strengthening their service in a faith that does justice*
- *in all programs we will be mindful that justice includes advocacy for the earth*

*With respect to all of our program goals and objectives, we will, where appropriate and feasible, collaborate with other local Jesuit apostolates, and operate within the limitations of our budget and resources.*

### **A. Educational Opportunities**

1. Continue current programs that provide introductory as well as “formational” and “deepening” experiences in Ignatian Spirituality.
2. Create presentations in Ignatian Prayer and Spirituality that can be readily adapted for use in brief formats and in multiple settings, as needed.
3. Invite and cultivate a pool of leaders trained in Ignatian Spirituality who will present programs to various groups.

4. Share our programs with various ministries, parishes and schools throughout the region through email invitations and newsletter.
5. Participate in and/or provide workshops on Ignatian Spirituality for local and national conferences, such as the Ignatian Institute and the Ignatian Spirituality Conference.
6. Be open to co-sponsoring events that would encourage dialogue around Ignatian Spirituality with other traditions and cultures in collaboration with Seattle University, the School of Theology and Ministry (STM) and local Jesuit apostolates.
7. Explore the need for and feasibility of the ISC offering adaptations of various existing programs in Ignatian Spirituality, such as, but not limited to:
  - Lightworks
  - Christian Life Community (CLC Nigerian model)
  - Arrupe Seminar (Seattle University)
  - Young Adult Retreats
  - Ignatian “book study” groups
  - Ignatian Spirituality and the Arts events with music, concerts, film, writers, etc.

## **B. Prayer Experiences**

1. Prayer experiences will be rooted in the Spiritual Exercises of St. Ignatius, allowing for creativity and adaptability to particular circumstances.
2. Continue the seven-week Ignatian Prayer Experience (IPE) series once a year, or according to demand. The series should be led by a person trained in Ignatian spirituality. Consider creative ways to provide introduction and orientation to this experience.
3. Continue IPE “Adaptations” such as those offered at Recovery Café. Explore new venues (such as Seattle Preparatory, Magis, local parishes) and ways to make participation more accessible to others (e.g., young mothers, those “on the margins”, JV’s, etc.), especially those who are underserved and/or are in the margins.
4. Continue to offer the five week Discernment in Daily Life Series according to demand.

## **C. Retreats**

1. Continue to offer the Novena of Grace, the annual nine day retreat in March at Seattle University and St. Joseph's Parish.

2. Make the Novena more accessible through our website, and other possible media.
3. Co-sponsor an annual summer retreat with the regional Ignatian Spirituality Ministries of the Oregon Province beginning in summer 2007.
4. Continue to offer an Advent Evening of Prayer in collaboration with St. Joseph's Parish and other local Jesuit Apostolates.
5. Explore the offerings of Jesuit retreat centers in the California Province for possible future sharing of resources.
6. Explore development and implementation of possible new formats for Ignatian retreats

**D. Formation Opportunities**

1. Formation opportunities, being rooted in Ignatian Spirituality, should promote a more explicit awareness of its connection to the service of the Gospel and a “faith that does justice.”
  - a. Consider co-sponsoring events with local Jesuit apostolates and the Intercommunity Peace and Justice Center that aim to deepen this connection.
  - b. Address this connection periodically through articles in our newsletter, links on our website, and promotion of local and regional events.
  - c. Provide opportunities for study, prayerful reflection and discussion of Jesuit documents (especially General Congregation 33, 34 and 35) that address and clarify the importance of the “promotion of faith in the service of justice”, particularly among the leadership of ISC.
  - d. Provide prayerful evaluation and reflection on our current and future programming in light of these values.
2. Continue to offer, refine and expand the Spiritual Enrichment of Young Adults (SEYA) program in King and Pierce counties according to need and resources available.
  - a. Gather an informal SEYA Advisory Subcommittee (twice yearly) made up of young adults that will work with the SEYA Program Coordinator and Program Committee representative to consider factors pertinent to the program’s continued success, including, but not limited to the following: identifying spiritual needs of young adults, Ignatian topics/themes of evenings, marketing, evaluation and volunteer support.

- b. Seek continued funding for the SEYA program through fundraising, donations, grants and other sources. Continue to seek support from co-hosting parishes and organizations.
  - c. Address the personnel needs for implementation of the program, including the use of interns and staff.
  - d. Develop a marketing plan for creating greater visibility, specifically targeting receptive groups such as Jesuit Volunteers, young adults in local church communities, and “spiritual but not religious” young adults.
  - e. Make use of our connection with other regional Jesuit ministries and the Archdiocese of Western Washington to source trained leaders and to identify possible new formats and venues for the program.
  - f. Continue to meet twice yearly with organizations (IPJC, MAGIS, SU Campus Ministry, SNJM Community, and OYYAM of Seattle Archdiocese), providing young adult spiritual enrichment in our area to insure leverage of resources.
3. Collaborate with the Oregon Province and its Spirituality Ministries and with Seattle University to explore the need for and feasibility of developing an in depth formation program in Ignatian Spirituality for current spiritual directors, retreat leaders and presenters.

#### **E. Resource and Referral Services**

- 1. Continue to be a resource for those interested in Ignatian spirituality by providing Ignatian prayer and retreat resource referrals for individuals, parishes and organizations.
- 2. Explore the feasibility of sharing program and leadership resources in Ignatian Spirituality (such as the Ignatian Prayer Experience Manual) with Jesuit ministries, parishes and other organizations.
- 3. Strengthen and nurture our creative collaboration with the other Jesuit apostolates and spirituality ministries in the development of resources in Ignatian Spirituality.

#### **F. Spiritual Direction Services**

- 1. Continue to develop the following:
  - a. Formation of a Spiritual Direction Advisory Committee to evaluate and make recommendations for the Spiritual Direction Connections Service and Resource Pool;

- b. One-on-one process of Spiritual Direction Connections and its follow up evaluations;
  - c. Request for a donation rather than a set fee for the connections services;
  - d. Promotion and marketing of spiritual direction services to Jesuit Apostolates and the communities that currently participate in our other programs;
  - e. Collaboration with SEEL, various local Jesuit Apostolates, SDI, and other appropriate organizations and groups to strengthen spiritual direction services.
2. Explore the feasibility of the following potential new directions and innovations:
- a. Expanding ways to promote and market Spiritual Direction Services to non-Ignatian populations and institutions (spirituality centers, SDI, spiritual direction training program
  - b. Offering services to more diverse populations (people on the margins of society, ecumenically, culturally and ethnically diverse populations, etc);
  - c. Consider the following marketing strategies in promotion of the ISC Spiritual Direction Connection Service in our region:
    - 1) Maintain a quality brochure for SD Connections promotion
    - 2) Refine the SD Connections Service presence on our website
    - 3) Offer informational events about spiritual direction as feasible.
  - d. Consider alternatives to the traditional model of individual Spiritual Direction, such as couples, families, groups, etc.
3. Support, Strengthen and Refine the Resource Pool
- a. Continue to ensure the quality of the Resource Pool of Spiritual Directors including, but not limited to the following:
    - 1) Review and refine Resource Pool membership criteria, as necessary
    - 2) Provide annual continuing education and enrichment opportunities for spiritual directors, including the exploration of opportunities to collaborate with other groups
    - 3) Offer annual formation opportunities that deepen and strengthen the Ignatian dimension of their spiritual direction
    - 4) Provide ethics and liability insurance information to members
    - 5) Convene those in the Resource Pool semi-annually for the purposes of:
      - Building support and networking

- Gathering information about potential programs to offer for parishes and other groups
  - Forming supervision groups
  - Promoting spiritual direction in their wider communities
  - Exploring possible topics for future enrichment events
- b. Review and refine the membership composition of the Resource Pool, giving consideration to the following: total desirable number of directors; cultural, ethnic, and spiritual diversity; and the need for strong representation of both genders, particularly men who are Roman Catholic.
- c. Explore the following potential new directions and innovations for the Resource Pool:
- 1) Formation of peer and facilitated supervision groups
  - 2) Identify and invite persons who are grounded in Ignatian Spirituality to assist with enrichment opportunities for the spiritual directors
  - 3) Create a qualified pool of spiritual directors who would serve as referrals for leading retreats and prayer experiences for parishes, schools, and other groups who contact us
- d. Explore new ways to compensate ISC for the matching service, encouraging a larger donation to the Center by those who are financially able.

## **Part II. Organization, Funding and Management**

### **A. Organizational Goals**

1. Continue to promote and strengthen collaboration and partnership between the ISC and the local Jesuit works and those of the Oregon Province in the Center's long range planning, and in its implementation of programs, services and events.
  - a. Maintain active membership by at least one delegated representative of each of the local Seattle Apostolates on our Board of Directors.
  - b. Communicate regularly with the leadership of Seattle University, Seattle Prep and the Pastor of St. Joseph's Parish.
  - c. Submit an Annual End of the Year Report to the Directors of the local Jesuit Works and to the leadership of the Oregon Province.
  - d. Request and encourage the local Jesuits to participate in the mission and ministry of the ISC as their gifts and time allow.
  - e. Continue active participation in the Local Jesuit Apostolic Network.
  - f. Maintain a strong Jesuit presence on our Board of Directors with at least one local Jesuits serving each year.

- g. Participate in the meetings in Portland convened by the Oregon Province.
  - h. Co-sponsor events with other local Apostolates.
  - i. Extend an invitation to those serving in local Jesuit Apostolates for participation in and leadership of ISC programs, events and services.
  - j. Support and strengthen the long-term sustainability of the Spirituality Ministries of the Oregon Province.
  - k. Ensure the continuation of the ISC relationship with the Oregon Province.
2. Strengthen the development of the ISC Board of Directors in its Ignatian identity, spirit of unity, and service of our mission.
- a. Maintain a full and active Board of Directors.
  - b. Provide ongoing formation for Board Members in various aspects of Ignatian Spirituality.
  - c. Offer an orientation for new members prior to September Board meeting.
  - d. Nurture and maintain strong relationships and clear communication between the Board and the various ISC committees and staff.
  - e. Provide at least one annual social event for the Board.
  - f. Appreciate and recognize the Board members' service.
3. Marketing and Public Relations: Enhance the public and institutional recognition of the Ignatian Spirituality Center and its mission, programs, events, and services.
- a. All committees and staff periodically evaluate strategies for marketing and public relations.
  - b. Continue to provide a semi-annual printed and online newsletter with information about ISC and its programs, topics in Ignatian Spirituality, and other regional Ignatian events.
  - c. Re-design, expand and regularly update the ISC website.
  - d. Host at least two events annually that serve as "friend-raisers" to promote an interest in Ignatian Spirituality and to cultivate a broader participation in and support for the Center and its mission.
4. Continue to network and foster relationships between ISC and the leadership of various denominations and organizations.

## **B. Financial Planning and Fundraising Goals**

1. Ensure a firm financial foundation to meet the current and expanding mission and works of the ISC.
- 2.. Form two Board committees from the (previously) existing Funding and Finance Committee: one would focus on Budget and Financial Planning and the other on Fundraising and Development.
3. The Finance Committee will
  - a. have 3-6 members, and will include a Staff Member and at least one Board Member.
  - b. focus on planning and implementation of the budget and the finance planning process including:
    - 1) conduct regular reviews of the budget
    - 2) evaluate the current budget annually in January, and by March assess the projected income and expenses for the coming fiscal year in light of the ISC program goals and plans, staffing needs, etc.
    - 3) Prepare the annual ISC budget
    - 4) Evaluate our historic partial cost recovery and fee-for-service strategies
    - 5) Meet once each year with the Chair of the Development Committee to coordinate efforts around fundraising, and once each year with the Chair of the Program Committee to coordinate efforts in finance planning and budgeting in terms of programs.
4. The budget for the Ignatian Spirituality Center will be prudently managed in a way that reflects the Gospel values of compassion, healing and justice.
  - a. The ISC Director and/or Finance Committee will meet at mid-year to review the budget in light of our mission and goals, and the financial projections for the remainder of the year.
  - b. Staff will control operational costs by utilizing the skills and expertise of Board members, volunteers, interns, students, etc., and also by conscientious spending for materials and supplies.
5. The Development Committee will focus its efforts on fundraising and development including:
  - a. Continue to pursue additional funding through grants and other sources

- b. Develop a more widespread understanding of the ISC and cultivate relationships that will lead to additional financial support
- c. Recruit a Seattle University intern from the not-for-profit leadership program or the pro bono consultation services of an established fundraiser
- d. Review, revise and implement the strategies set forth in the January 2006 Development Plan
- e. Create the most compelling case statement possible for ISC fundraising efforts
- f. Offer at least one high profile fundraising event per year
- g. Nurture relationships with current donors and cultivate relationships with potential large donors.
- h. Expand the pool of “Ignatian Ignition” donors who will commit to an annual contribution to sustain the work of ISC

### **C. Management Goals**

1. The Officers of the Board of Directors will develop and implement an annual evaluation process for the Board and for the executive director of the ISC.
2. The Chair of the FFD and the Director of the ISC will develop and implement an annual process for determining the personnel, program, space and other needs of the ISC consistent with its budget and focusing on the need to remain in close proximity to the local Jesuit Apostolates and to ensure that adequate space is provided for our events and programs.
3. The Director of the ISC will, subject to Board approval, provide and evaluate paid professional staff to efficiently direct and implement the mission and works of the ISC for the duration of this Five Year Plan taking into consideration the following:
  - a. At the minimum, a core staff should (continue to) be employed to serve these six areas of responsibility essential to the mission and ministry of ISC:
    - 1) Overall Direction and Fundraising
    - 2) Program Coordination
    - 3) Spiritual Direction Services Coordination
    - 4) Administrative & Program Assistance
    - 5) *SEYA* Coordination
    - 6) Program Outreach Coordination
  - b. Hire persons on an as-needed, contract basis; i.e, liturgy assistant for Novena, program presenters, musicians, graphic designers, etc.
  - c. Seek out and cultivate an adequate number of well trained, stipended leaders in Ignatian Spirituality for programs and retreats.

- d. Keep the ISC office open on weekdays throughout most of the year, with a minimum of one staff present. (*mail, email and phone messages will, at a minimum, be checked on a regular basis throughout July and early August*)
- e. *Regularly* review and revise contracts for all stipended service providers.
- f. Nurture and strengthen the staff as a team, and encourage opportunities for professional development.