

*Conference for Mercy  
Higher Education*

# Mission Review Self-Study

January 2021





# Introduction

Inspired by the enduring vision of the founding Sisters of Mercy, Salve Regina's mission is a living commitment to the Catholic tradition and Mercy values that the University endeavors to integrate into all dimensions of its institutional life, including teaching, research, service and leadership. With its focus on seeking wisdom and promoting universal justice, the mission is the cornerstone of strategic planning and academic programming, fostering the development of lifelong Mercy leaders who understand the importance of turning empathy into action.

The University's mission statement has inspired thousands of students, faculty, staff, trustees and alumni to work for a world that is harmonious, just and merciful; it was approved by the Board of Trustees in its present form in 1997, reaffirmed in 2009, and again in 2020.

The University established the role of vice president for mission integration in 2001 and welcomed its first layperson into this position in 2018. The Office of Mission Integration oversees three areas: the Mercy Center for Spiritual Life, the Center for Community Engagement and Service, and the recently established McAuley Institute for Mercy Education. Tasked with providing the campus community opportunities to incorporate the mission into the Salve Regina experience, the Office sponsors initiatives to promote understanding and engagement with the living tradition of Mercy.

The 2019 installation of Catherine McAuley's statue in the center of campus serves as a visual manifestation of the spirit of Mercy that continues to inspire the life and work of the University. Without hesitation and undaunted by obstacles, Catherine and the first Sisters of Mercy went where the need was greatest to tend to the sick, educate the poor, and to offer compassionate outreach. Nearly 200 years after Catherine's profession of vows, her legacy continues to live on through Salve's mission and our commitment to the transformative work of Mercy, Catholic higher education.

**“...to those imbued with the charism of Mercy, need was the touchstone, ministry the response, and courage the vitalizing force.”**

Excerpted from “With Courage and Compassion”  
by MARY ELOISE TOBIN, RSM, and  
MARY JEAN TOBIN, RSM

## SALVE REGINA UNIVERSITY ADMINISTRATION



**Dr. Kelli J. Armstrong**  
*President*



**Dr. M. Therese Antone, RSM**  
*Chancellor*



**Dr Nancy G Schreiber**  
*Provost/Vice President for  
Academic Affairs*



**J. Malcolm Smith**  
*Vice President for  
Student Affairs*



**Dr. Theresa Ladrigan-Whelpley**  
*Vice President for  
Mission Integration*



**William Hall**  
*Vice President for  
Administration/  
Chief Financial Officer*



**Dr. James Ludes**  
*Vice President for  
Public Research and Initiatives*



**Michael Semenza**  
*Vice President for  
University Relations and  
Advancement*



**James Fowler, Jr.**  
*Vice President for  
Enrollment Management*



**Kristine Hendrickson**  
*Associate Vice President  
for University Relations/  
Chief Communications Officer*



**MaeLynn Patten**  
*Chief Advancement Officer*



## MISSION REVIEW COMMITTEE

In preparation for the CMHE mission review peer visit, an *ad hoc* Mission Review Committee was convened with the following members of the campus community:

Dr. Theresa Ladrigan-Whelpley  
*Vice President for Mission Integration, Committee Chair*

Annemarie Bartlett  
*Director of Institutional Research and Effectiveness*

Amy Cady  
*Assistant Director, Mercy Center for Spiritual Life*

Dr. Daniel Cowdin  
*Professor of Religious and Theological Studies*

Stephanie Dupuis  
*Associate Dean of Admission*

Dr. Myra Edelstein  
*Associate Professor of Business and Economics*

Mary Edwards  
*Director of Constituent Communications and Design*

Christine Kavanagh, RSM  
*Chair, Mission Committee, Board of Trustees and Executive Director, ReFocus, Inc.*

Kelly Powers  
*Director, Center for Community Engagement and Service*

Dr. Steven Rodenborn  
*Dean of Undergraduate Studies*

Dr. Miguel Romero  
*Assistant Professor of Religious and Theological Studies*

Together, the committee worked over the course of the fall 2020 semester to build upon information gathered by the NECHE self-study mission review committee and develop a framework by which the CMHE mission review would answer the five queries across eight core areas of mission integration.

# Mission Statement

As a community that welcomes people of all beliefs, Salve Regina University, a Catholic institution founded by the Sisters of Mercy, seeks wisdom and promotes universal justice.

The University, through teaching and research, prepares men and women for responsible lives by imparting and expanding knowledge, developing skills and cultivating enduring values. Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives.

In keeping with the traditions of the Sisters of Mercy, and recognizing that all people are stewards of God's creation, the University encourages students to work for a world that is harmonious, just, and merciful.

“Let the Mission Statement serve as your guiding marker as you encounter life’s future cross roads. May you travel the path of life in peace with faith as your compass and love as your lodestar.”

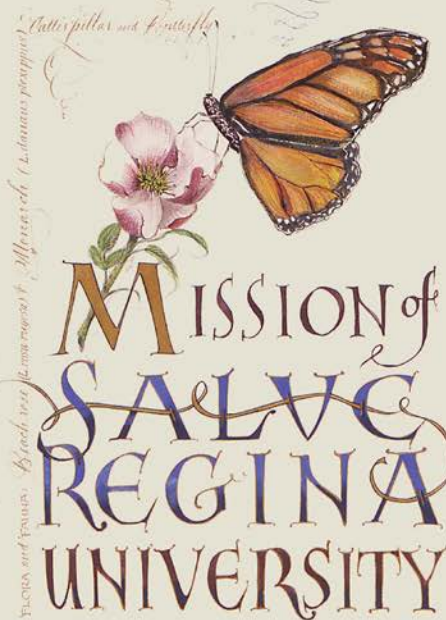
SISTER THERESE ANTONE, CHANCELLOR  
from her blessing to graduating students  
at Commencement.



**A**S A COMMUNITY THAT WELCOMES PEOPLE OF ALL BELIEFS, SALVE REGINA UNIVERSITY, a Catholic institution founded by the SISTERS OF MERCY, seeks wisdom and promotes universal justice.

**T**HE UNIVERSITY THROUGH TEACHING AND RESEARCH prepares men and women for responsible lives by imparting and expanding knowledge, developing skills, and cultivating enduring values. Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives.

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# The Mercy Promise

Query 1: What Does the Mercy, Catholic Mission mean for Salve Regina University?

The enduring vision of Salve Regina’s founding Sisters of Mercy has guided the institution since its conception and subsequent charter, which was granted after approval by the Rhode Island Governor and General Assembly in 1934. Following Catherine McAuley’s example of resolute persistence, the Sisters were “imbued with the charism of Mercy,” in which “need was the touchstone, ministry the response and courage the vitalizing force.” (“With Courage and Compassion,” p. 9).

## Where it all began

**1827** Catherine McAuley opened the first House of Mercy on Baggot Street in Dublin, where she worked to shelter, educate and care for the poor in her community, particularly women.



**1843** Led by Mother Frances Warde, the Sisters of Mercy came to America and first settled in Pittsburgh, Penn.

**1851** The Sisters of Mercy arrive in Providence and live at St. Xavier’s Convent, a Mercy community. From there, the Sisters branch out to other cities in New England.



**1831** Catherine McAuley and two companions profess their vows, founding the Sisters of Mercy.





Thirteen years later, Robert Goelet gifted Ochre Court, his family’s spectacular Gilded Age “cottage” that sits oceanside along Newport’s famed Cliff Walk, to Salve Regina College. Made in memory of his father Ogden, the gift enabled the founding Sisters to open the gates of Salve Regina in welcome to the first 58 students on September 24, 1947 – Mercy Day – as the Class of 1951.

“*Salve Regina, Mater misericordiae*” is the beginning of an ancient Latin hymn that translates today to “Hail Holy Queen, Mother of Mercy, our life, our sweetness and our hope.” It was under the protection of Mary, Queen of Heaven and Mother of Mercy, that the Religious Sisters of Mercy founded the University and it is Mercy that informs and pervades all facets of the Salve Regina experience.



Mary Eloise Tobin, RSM (dec.), and Mary Jean Tobin, RSM (dec.), authors of “With Courage and Compassion: A Reflection on the History of Salve Regina University in the Light of the Spirit Which Engendered and Sustains It”

**1934** 100 years after the formation of the Sisters of Mercy, the State of Rhode Island granted a charter to the Sisters of Mercy of Providence for a corporation named Salve Regina College.



## 1947

Robert Goelet gifts Ochre Court in Newport, R.I., to the Sisters of Mercy to open Salve Regina College “to promote virtue and piety in learning.” Mother Matthew Doyle, RSM, becomes Salve’s first president and welcomed 58 students of the Class of 1951.

## 1973

Salve Regina College becomes coeducational. Sister Lucille McKillop, Salve’s fifth president, states that “for all practical purposes, Salve has been coeducational all along in as much as 440 men were enrolled in the school’s law enforcement courses although not for a degree.”



“The mission statement is a reasonable, lovely piece to live by. It is my inspiration to get involved and be the brightest light I can be on campus.”

CARLY CHERVENAK '23

Today, nearly 75 years after the gates of Ochre Court were open to Salve Regina's first students, the University is poised to celebrate its jubilee anniversary in 2022, having built a strong foundation of Mercy-driven education upon which its next chapters may unfold. While the mission is anchored in the traditions of the Sisters of Mercy, it is also visionary in purpose for Salve Regina's students

and graduates. The University continues to assess programming through a mission lens, carefully considering the ways in which a Mercy education is oriented to the needs and critical concerns of our students, community, and the world.



## 1991

Salve Regina achieves University status in formal recognition of its graduate studies programs and the substantial development of its curriculum.

## 1996

The University strengthens its longstanding commitment to community service by establishing the Feinstein Enriching America Program, which supports students as they complete a minimum of 10 hours of community service before they graduate.



## 2005

The Sisters of Mercy declare a commitment to five Critical Concerns of Mercy – Earth, immigration, nonviolence, anti-racism and women. These are addressed through personal and institutional choices, advocacy with legislators and other government leaders and corporate and community engagement.

Salve Regina University offers an education that is built on the power of Mercy to change the world. We challenge students to achieve academic excellence through disciplined development of skills and knowledge, and to cultivate the spirit of Mercy within themselves – to see, to care, and to act for the good of others. Salve Regina currently serves over 2,100 undergraduates and 600 graduate and doctoral students coming from 40 states and 20 countries. The University has 46 undergraduate majors, 14 master’s degree programs with options for concentrations and certificates. Salve Regina offers Ph.D. programs in Humanities and International Relations and a Doctor of Nursing Practice (DNP). In keeping with the traditions of the Sisters of Mercy and recognizing that all people are stewards of God’s creation, the University encourages students to work for a world that is harmonious, just and merciful.



## 2010

Our Lady of Mercy Chapel opens, complete with stained glass windows created by local Victorian artist John LaFarge. Catholic Masses, multi-faith celebrations, sabbath time and more are observed. The chapel houses the Mercy Center for Spiritual Life where students deepen their faith, engage in service, seek justice and become leaders formed by Mercy.

## 2019

Dr. Kelli J. Armstrong is inaugurated as Salve Regina’s eighth, and first lay, president. Dr. Armstrong focuses on improving the educational experience for students through research, planning and strategy and is particularly passionate about serving disadvantaged students and supporting the advancement of women in underrepresented areas.



## 2020

The McAuley Institute for Education is established to advance the vocation of Salve Regina University through leadership formation initiatives and interdisciplinary faculty collaboratives centered on the tradition and Critical Concerns of Mercy.





## NEW AND VISIONARY LEADERSHIP

In her inaugural address in September 2019, **President Kelli J. Armstrong, Ph.D.**, shared her vision for Salve Regina’s future, with emphasis on upholding the Mercy promise:



“We can no longer be quiet about who we are. This is our time to show the world what a Mercy education means because the world needs us more than ever. In the words of Catherine McAuley: ‘We should be shining lamps, giving light to all around us.’ The world is tumultuous, but Salve Regina has what the world needs. In the coming years, we will expand our geographic reach...

We will bolster those areas in our institution that best represent our mission. We will seek where we can have the greatest impact. And we will enhance Salve’s ability to shine a light on the world. We will work to strengthen and protect our University so that the Mercy mission is secure, and so that many future generations can benefit from our transformative education.”

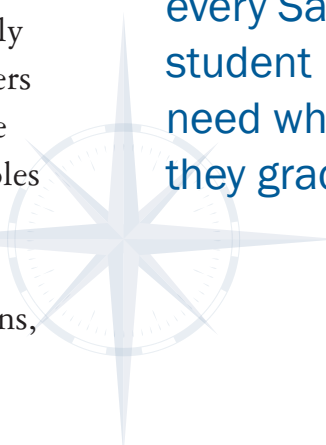
## THE STRATEGIC COMPASS

Salve Regina regularly undergoes mission-driven strategic planning and evaluation, as is evidenced by the 2020 Strategic Compass process. This initiative has articulated anew the institution's core values and value proposition as a Mercy, Catholic university.

Salve Regina University has been animated by its Catholic and Mercy values since its inception. However, through listening deeply to the voices of students, faculty, staff, alumni, community members and other stakeholders, the Strategic Compass Steering Committee articulated six distinct University values and four strategic principles that both have strong ties to the mission and history of Salve and point the way forward. These articulated values and strategic principles, alongside the mission statement, will guide the decisions, actions, and developments of Salve Regina into the future.

Given new leadership in key positions, including the University's first lay president in its 73-year history, the Strategic Compass process also prompted the review and renewal of the institutional mission statement that is at the heart of the Salve Regina experience. At its October 2020 meeting, the Board of Trustees adopted the Covenant of Mercy Higher Education and reaffirmed the mission, demonstrating that the connection between the past and the future is linked through the University's Mercy, Catholic mission and values.

Throughout the Strategic Compass project, a central question guided the work: "What does every Salve student need when they graduate?" Salve Regina University strives to integrate academic excellence in the Catholic Intellectual Tradition with our core Mercy values and mission to deliver a transformative educational experience for each student. All Salve students need to leave the University with an appreciation for their unique God-given talents and how to cultivate these gifts to make a positive difference in the world.



What does every Salve student need when they graduate?

## Strategic Compass Foundational Values

### Purpose-Driven Education

Through a values-based education rooted in liberal arts, academic rigor and experiential learning, Salve students gain deep knowledge that prepares them for career success and a journey of life-long learning. Students gain the unique ability to enrich any workplace and pursue a life of meaning and impact.

### Respect and Dignity for All

We regard all humanity as being worthy of respect and honor the uniqueness and dignity of each individual as God's creation, embracing differences in the feelings, beliefs, wishes, experiences, cultures and traditions of others, with kindness and curiosity.

### Mercy Community

We recognize the sacredness of community and pride ourselves on being a welcoming, inclusive and collaborative environment, with a sense of companionship and belonging for all, as we help each other on life's journey and in service of the common good, in hopes of making the world a better place.

### Integrity

We seek to develop leaders with a strong moral compass, committed to making a positive difference in their communities and in a diverse and changing world. We hold ourselves to high ethical standards as stewards of the resources of Salve Regina University and the responsibilities entrusted to us.

### Faith and Spirituality

We promote the intellectual and spiritual exploration of faith for people of all beliefs, guided by our Catholic heritage, and seek to support all members of our community on their spiritual journey.

### Compassionate Service and Solidarity

We are sensitive and attentive to the needs and experiences of others, accompanying them with Mercy, acceptance and understanding. We seek to alleviate suffering, sensing what will truly be of service, and proactively anticipate and respond to these needs.





## STRATEGIC COMPASS

# *Guiding Principles*

### RIGOROUS TRANSFORMATIVE EDUCATION

grounded in liberal arts and professional programs, personalized to support each student's needs in pursuit and development of their unique best self

### INCLUSIVE COMMUNITY

that values diversity, welcoming every individual with kindness, dignity and respect

### ADAPTIVE RESILIENCE

nurtured by faith, hope and optimism and supporting each individual's ability to adapt and thrive in the midst of adversity and changing circumstances

### COMPASSIONATE MERCY LEADERSHIP

cultivated through the lived experience of our Mercy mission and core values in all we do at Salve

## Strategic Compass Guiding Principles

### **Rigorous transformative education**

Salve Regina is a caring and supportive community that strives to optimize each student's outcomes, offering a welcoming, "high-touch" experience from recruitment to graduation and beyond. Salve Regina's approach to education is rooted in the Catholic Intellectual Tradition and recognizes the importance of both faith and reason in the pursuit of the continual human quest for knowledge and truth. This "whole person" approach to education challenges students to develop intellectually, emotionally and spiritually, in order to become the best version of themselves. In pursuit of this goal, the Salve Regina faculty strive to truly know the student and meet them where they are and to provide them with a challenging and tailored academic experience that broadens their perspectives and fosters intellectual curiosity, critical thinking, self-reflection and personal growth. Salve faculty are given the academic freedom to do this, which results in students learning to listen to and engage with one another with an open mind, develop the skills necessary to excel in their chosen field, live a life of meaning, and pursue lifelong learning.

### **Inclusive community**

We believe that every voice is valuable and should be heard. We are committed to addressing inequities and creating opportunities for marginalized individuals and groups by learning from one another, respecting differences in life experience, recognizing the dignity of others, and welcoming all with hospitality, kindness and respect. We celebrate the uniqueness of our students, faculty and staff, and recognize the value each person brings to our community. Embracing Salve's Mercy mission, we place a high priority on addressing the critical concerns of our local and global communities through the transformative work of a Mercy education. We seek to advance teaching, research and institutional action on the Critical Concerns of the Sisters of Mercy: anti-racism, Earth, immigration, women and nonviolence. We welcome diverse views of thought, making positive assumptions about others and being open to change and new ideas. We believe this broadens our perspectives, leads to a more inclusive community, expands our worldview and affirms our common humanity.





### **Adaptive resilience**

Adaptive resilience is the ability to remain responsive versus reactive to changing circumstances and adversity, staying true to core values, mission and identity, and adapting with integrity. In an increasingly complex, uncertain and changing world, Salve Regina understands the need to instill resilience and cultivate a growth mindset among our students, faculty, staff and administrators. We strive to create a supportive, positive community where people listen to one another, learn together from failures, and seek feedback in the spirit of continual improvement. We view challenges as something that should be embraced, celebrating hard work, effort and resourcefulness. Each voice is valued as we reflect, engage with one another, explore options and choose wisely from them. We adapt to our ever-changing environment strategically while staying true to our mission so that we may make a meaningful impact within our community and beyond.



### **Compassionate Mercy leadership**

Our mission is to develop and cultivate compassionate Mercy leadership in our students and across the University by embodying the enduring values of the Sisters of Mercy: to seek wisdom, promote universal justice and work for a world that is harmonious, just, and merciful. Now, more than ever, the world needs leaders who are attuned to the needs of the most vulnerable, who can engage across differences respectfully, and who lead with humility, integrity, fairness, grace and courage. Compassionate leaders turn their attention outwards and are motivated to serve and accompany, understanding that we are all connected. Salve Regina faculty and staff strive to practice and demonstrate compassionate leadership. We ensure that the Mercy mission is included in our teaching, research, and institutional commitments, advancing work on the Critical Concerns of the Sisters of Mercy: anti-racism, Earth, immigration, women and nonviolence. Through community engaged learning, research and service, we provide students with the opportunity to understand and practice Mercy leadership in action.

# Mission Integration Core Areas

Query 2: How does the University apply its meaning of mission through programs, policies, practices?

## SPONSORSHIP, CMHE AND ECCLESIAL RELATIONS

Membership in the **Conference for Mercy Higher Education (CMHE)** is an essential component of Salve Regina's realization of its Mercy, Catholic identity and mission. CMHE seeks to preserve and develop the core Catholic identity and mission of Mercy higher education in accord with the spirit, mission and heritage of the Sisters of Mercy. Salve's president, vice president for mission integration, and director of the Mercy Center for Spiritual Life have all been active members of the CMHE network, regularly participating in annual meetings and conferences. Dr. Theresa Ladrigan-Whelpley, vice president for mission integration, has served as vice-chair of the CMHE Mission Officers' Council from 2018-2019 and as chair from 2019-2020. Dr. Ladrigan-Whelpley has also served on the CMHE planning committee developing a mission formation program for Boards of Trustees at Mercy colleges and universities. Salve has sent delegates, including the president, board chair, RSM board members, and the vice president for mission integration, to CMHE's biennial leadership retreat, "Mercy the Principal Path." The University actively participates in CMHE-sponsored student programs including the Pilgrimage for Young Mercy Leaders (sending three students and one staff delegate biennially), U.N. Mercy Global Action program (sending four students biennially), and D.C. Mercy Advocacy program (sending four students biennially). Salve has also participated in CMHE-sponsored collaboratives, including: D.C. Mercy Roundtable where Dr. Anthony LoPresti, associate professor of religious and theological studies, presented on "Mercy and Power"; and Carlow Roundtable at Mercy International Center where Dr. Ladrigan-Whelpley presented on "Living the Charism: Traditioning Mercy, Catholic Higher Education in the 21st Century" (2018) and Dr. Leona Misto, RSM, presented on "Salve Regina University: Charting Its Course by Mission Integration and Planning" (2007).

Under the leadership of the University chancellor, Dr. M. Therese Antone, RSM, and the Board of Trustees' Mission Committee, the University adopted the **Covenant of Mercy Higher Education** in October 2020, updating its bylaws and charter accordingly, and affirming the mission statement. The Covenant describes the intentions and assurances that inform the relationship between the Institute of the Sisters of Mercy of the Americas and Mercy colleges and universities. The Board of Trustees' **Mission Committee**, instituted in 2005 and chaired by Sister Christine Kavanagh, seeks to advance the Catholic identity and Mercy mission of the University across institutional priorities and programs and within board discussions and decision-making. Five vowed members of the Sisters of Mercy serve as Trustees, a number that remains a requirement of Salve's bylaws to assure the integral sponsorship of the Institute of the Sisters of Mercy in the governance of the University. In a recent (2020) self-evaluation by Board members, 96% strongly agreed and the remaining members (4%) agreed that "The Board makes decisions that support the philosophy, mission, values, and traditions of the Sisters of Mercy and Salve Regina University."

"We need leaders today who possess not just competence, but compassion; not just intelligence, but empathy. Like Catherine McAuley almost 200 years ago, we open our doors of Mercy to all."

DR. THERESA LADRIGAN-WHELPLEY  
Vice President for Mission Integration

Salve Regina is also a member institution and active participant in the **Association of Catholic Colleges and Universities (ACCU)**. President Kelli J. Armstrong, Ph.D., and the vice president for mission integration regularly participate in annual meetings, and Dr. Ladrigan-Whelpley has also served on the planning committee for the ACCU Mission Officer's Conference in 2018 and 2019

and currently serves on the Catholic Identity Mission Assessment (CIMA) Advisory Board. A shared study of *Ex Corde Ecclesiae* and the unique commitments and educational paradigm of a Mercy, Catholic university is hosted for new faculty through the Mercy Faculty Forum, with a session focused on Salve's Catholic identity and Mercy charism. A similar session for staff and administrators is included annually in the Mercy Leadership Colloquium.

Salve Regina is a member of the Catholic Campus Ministry Association (CCMA) and two Roman Catholic clergy of the **Diocese of Providence** currently serve as University Chaplains through the Mercy Center for Spiritual Life. Salve's full-time (.75 FTE) University Chaplain, Rev. Scott J. Pontes, is formally appointed to this position by Bishop Thomas Tobin to support the religious life of Salve's



students, faculty and staff, and Fr. Ray Malm, who is retired from the diocese, actively supports the ministry of the Mercy Center in a part-time role (.25 FTE). **Catholic Mass** is celebrated on Sundays at 5 p.m. and 7 p.m. and during the week on Tuesdays and Wednesdays at 12:15 p.m. in Our Lady of Mercy Chapel. A liturgical intern in the Mercy Center supports the formation and leadership of student liturgical ministers at Sunday Masses and a student liturgy committee convened by Fr. Malm plans liturgical celebrations and designs the artscape in the Chapel in accord with the liturgical seasons.

Spiritual programming for Catholic and non-Catholic students, faculty and staff, such as the rosary, bible study, RCIA, a faith and food speaker series, Taizé prayer, retreats and service outreach are also regularly offered through the Mercy Center, which welcomed a new director, MaryAnne Davey, in 2021 and developed a new strategic plan in 2020. **Bishop Thomas Tobin** of the Diocese of Providence is invited to preside at key University celebrations each year such as the Baccalaureate Mass (and the recent Inauguration Mass of Salve's eighth president), and the president keeps the bishop informed of significant events in the institution's academic and spiritual life. The University Chaplains and Mercy Center staff also have initiated outreach across a network of local communities of worship (from multiple Christian and other faith traditions), hosted multifaith services on campus, and worked to connect students with local faith communities to support their religious and spiritual life and development.

## SPACE, ART, SYMBOLISM AND ENVIRONMENT

The calligraphic artwork depicting **Salve Regina's mission statement** is one of the most recognizable on campus; it hangs in offices, is distributed at new student, faculty and employee orientations, and appears in a variety of publications as well as on the University

website. The illustration of a caterpillar's metamorphosis into a butterfly symbolizes the transformative power of a Salve Regina education, in which Mercy plays a central and vital role.



The institution's Mercy, Catholic heritage is evident across the campus landscape, with **statues** of Mary and Joseph and the Sacred Heart of Jesus located at the University's administration and academic buildings. Perhaps the most poignant example is the statue of **Catherine McAuley**, foundress of the Sisters of Mercy, which stands at the center of campus beside Our Lady of Mercy Chapel.

A recent addition in 2019, Catherine's statue has become a familiar and favorite figure to students, faculty and staff who take the time to pose with her for photos, present her with flowers, and wrap her in a scarf during

the winter months or a mask during a pandemic. Her presence is a powerful symbol encompassing the past, present and future calls to action for a world that is harmonious, just, and merciful.

**Catherine's words** are also displayed around campus on a number of stones, located at busy intersections, that share her most famous quotes, such as "We should be shining lamps,

giving light to those around us." Her wisdom and vision empower the campus community to embrace the Mercy mission and her portrait presides over the staircase in McAuley Hall, one of several University buildings named for a Sister of Mercy. Other buildings include Miley Hall, O'Hare Academic Building, McKillop Library, Antone Academic Center, and Gerety Hall – all named after Sisters



"In silence and quiet the devout soul  
becomes familiar with God."

Catherine McAuley



of Mercy who served as University presidents, each playing an important role in the institution's history.

**Our Lady of Mercy Chapel** stands at the heart of campus as a tribute to the Sisters of Mercy who have served Salve Regina. Consecrated in 2010, the chapel offers Sunday and weekday Masses and other religious services and allows graduates and community members to celebrate their weddings on campus in a sacred space. The main floor houses both the chapel and a space designated as a multifaith prayer room, offering quiet space for prayer and meditation for people of all faiths. However, because this designated space also features stained glass windows of Mary and Jesus, the multifaith use of this space has not yet been realized. The Mercy Center's current strategic plan includes the priority of developing a multifaith sanctuary for campus. The Mercy Center for Spiritual Life, located on the lower level, provides ample space for student activities, fellowship and offices for campus ministers. Throughout the day, the chapel bells resonate

Our Lady of Mercy Chapel (above) and Catherine McAuley's statue (opposite) stand at the heart of Salve Regina's campus.



throughout campus and serve as an audible reminder of Salve Regina's connection to its Catholic roots.

Other visual representations include the **Mercy shield** prominently displayed in McKillop Library's circulation area, crosses in classrooms, Mercy Center **banners** hung on the wrought-iron fence along Ochre Point Avenue (focusing on one of the Critical Concerns of the Sisters of Mercy), Salve Seeks light pole banners, a variety of posters promoting events or reminders to "Have Mercy, Wear a Mask," and the Gerety Lawn **labyrinth** that invites passers-by to pause and reflect as they wander its circular path. In addition, the **Critical Concerns of the Sisters of Mercy**, along with the spiritual and corporal works of Mercy, are displayed in a number of campus spaces including Marian Hall, which houses the Department of Religious and Theological Studies.





The Department of Art and Art History frequently features **student work and visiting exhibitions that reflect the mission and Critical Concerns**. Recent exhibits held in the Dorrance H. Hamilton Gallery in the Antone Academic Center include:

- “Suffrage and Struggle: Feminist Art and the 19th Amendment Centennial,” which paid tribute to 2020’s milestone as the centennial anniversary of women gaining the right to vote in the United States.
- The development of the [Nature Cabinet](#), a laboratory and study center of the natural world, which points to the Department of Art’s concern for the earth and environment. An upcoming show will be dedicated to the achievements of Salve Regina students related to the natural world and a website was created for this resource.



- A photography exhibition called “Traces,” which explored race and identity as well as a photography exhibit titled “What I Keep,” which examined homelessness in America, asking the question: “What would you keep if you lost everything?”

A redeveloped [website presence](#) for the Office of Mission Integration features engaging content highlighting the three areas that fall under its purview: The Mercy Center for Spiritual Life, the Center for Community Engagement and Service and the McAuley Institute for Mercy Education. A dynamic History and Tradition timeline tells the story of Salve Regina and a link to *Salvetoday* brings readers to “Mercy Monday” stories that appear regularly online. In addition, Mission Integration’s robust **social media presence** includes regular posts and reflections that engage and empower the campus community



across platforms such as [Instagram](#) and [Facebook](#). The University magazine [Report from Newport](#) also features stories highlighting students, faculty and alumni who incorporate the mission into their personal and professional lives.

Central to Salve Regina’s mission is the recognition that all people are stewards of God’s creation, firmly affirming **sustainability** of resources as a campus priority. The University community strives to conduct activities in a socially just, economically viable and environmentally sound

manner, valuing the interdependence of people, prosperity and the planet, now and into future generations. The unique campus landscape, which includes 21 historically significant buildings purposefully adapted with close attention to cultural and historic preservation, serves as a living laboratory for sustainable development. The Critical Concern regarding the Earth is also promoted through responsible water consumption, waste reduction, sustainable and socially just food production, material reuse and recycling, renewable energy investments, ecological land use, green building practices, sustainable campus transportation options and campus conservation efficiencies.

Students work in Salve’s hydroponics lab.





Interdisciplinary teaching and research addresses pressing local and global environmental, economic, and social challenges and fosters a visible, educated, and active commitment to integral ecology and climate justice among our students, faculty, staff and graduates.

Accredited by the Morton **Arboretum** as Level II, the Arboretum at Salve Regina University is yet another testament to the mission's recognition that all people are stewards of God's creation. With more than 80 acres situated alongside the Cliff Walk in Newport's historic district, the University is committed to the preservation of more than 100 species of mature and exotic trees that adorn the grounds. Arboreal work on campus is based on recommendations from the comprehensive tree inventory and management plan launched in 2012 as part of Salve Regina's historic tree and landscape program. This monitoring and maintenance plan is designed to preserve, protect and replenish campus trees so that the campus community, along with the many visitors exploring the area, may experience the diversity of species that comprise the University's living laboratory.

## SELECTION, ORIENTATION, ONBOARDING AND MISSION DEVELOPMENT

The introduction of Salve Regina's Mercy, Catholic mission begins during the **prospective student** recruitment process. Whether students connect with Salve by attending an on-campus information session or event, a virtual program or meet an admissions staff member "on the road," discussions about the University begin with mission. Communications, view books and recruitment materials distributed to students, schools and guidance counselors include both the mission and examples of how it is woven into the Salve Regina experience.

The Office of Undergraduate Admissions works to ensure access to an affordable education for all and strives to **increase access** for underserved populations and those committed to the Mercy mission. During the application review process, a focus on leadership and service correlates with the awarding of merit scholarships. In addition, Salve Regina has continued to increase the number of full-tuition scholarships offered each year in the OCHRE Scholars program (Opportunity and Community Helping to Reach Equity Scholars, previously named the Martin Luther King Jr. Scholarship). Applicants must have financial need and be committed to diversity, multiculturalism and inclusion, and show evidence of service and leadership in their school and community.

A selection of workshops including sessions on the Common Application, financial aid, college essay writing and interviewing skills, as well as translating publications and tours in multiple languages are part of ongoing efforts to provide equitable access to



college for a broader range of students and families, especially first-generation students. Invitations to prospective students and their families to campus presentations focused on issues of social justice and the Critical Concerns of Mercy provide opportunities to connect with the mission early in the search process. An example is the collaboration between Salve Regina's Pell Center for International Relations and Public Policy and the Rhode Island Center for the Book in which high school students read a chosen book each year and the Pell Center hosts a conversation with the author. Students attend the session but have the option to come early for an Admissions presentation, campus tour and dinner in the dining hall. The two most recent books were "What Their Eyes Don't See" and "Rising," which featured themes around racism, social justice, earth, poverty, access to health care and more. Given the ease with which the world now moves virtually, more opportunities also continue to be offered to a wider range of prospective students, such as the virtual teach-in for Mercy and justice during MLK Week 2021.



An appreciation of, and attunement with, the University's mission and purposes are effectively demonstrated by **the hiring and orientation processes** for members of the administration, faculty and staff. The vice president for mission integration takes part in the interview process for all tenure-track faculty and senior administration searches, ensuring that prospective candidates have the opportunity for conversation around the history and significance of Salve Regina's Mercy, Catholic mission and may ask questions and reflect on how they might meaningfully contribute to this mission. Prior to the consideration of candidates, the vice president meets with search committee chairs to discuss the priorities for each search and the significance of the mission within the department. Following the interviews with finalists, the vice president shares reflections and insights from candidate conversations with the search committee chairs. Once selected, **all new faculty and employees attend University orientation sessions**, which introduce the work of various offices across campus, including a presentation by the Office of Mission Integration on the

University's Mercy heritage and mission and the ways in which faculty and staff can engage with, and contribute to the mission through their work and leadership in the Salve Regina community.

Prospective and admitted student days and new student orientations also feature **an introduction to the University's Catholic heritage and Mercy charism** through presentations by the Office of Mission Integration, the Mercy Center for Spiritual Life, and the Center for Community Engagement and Service. All are gifted with print copies of the [Mission statement](#) and [The Heritage and the Promise](#) booklet, as well as information on the Mercy Center and the Center for Community Engagement and Service.

New members of Salve's Board of Trustees are interviewed by the president and board chair, and an informal orientation program consisting of a series of overview and welcome meetings with new Trustees and division vice presidents has been instituted. The vice president for mission integration conducts one of these orientation sessions. However, **a more robust orientation process for new Trustees** is needed, particularly in relation to the role and responsibilities of Trustees to uphold and steward the mission. The president has asked the vice president of mission integration to develop a more robust Trustee orientation program to launch in the coming year and she is working together with the chair of the Mission Committee of the Board of Trustees to develop the shape and scope of this program.

Opportunities to thoughtfully consider and **assess** the ways in which the Mercy mission is lived out at Salve is currently available for all constituents. Trustees complete an annual self-evaluation that includes a prompt on personal mission effectiveness, supervisors annually assess team members on ways in which they incorporate the mission, and course evaluations across disciplines ask students to discuss the ways in which a course enhanced their understanding of, or fulfilled, the mission. Reflection is also part of departmental self-evaluation across disciplines, occurring not just in the program review stage but also in annual end-of-year reports. These habits of mind and heart will continue and evolve as the Strategic Compass is articulated and institutional values are more deeply embedded into the campus culture and curriculum.



“The mission challenges you to analyze your own perceptions and think critically about unjust systems and how you will seek answers, act and respond.”

COLLEEN CLOONAN SWAIN '16, '17 (M)

“We only come to know of God’s love through God’s Mercy. Thus, created in the image of God and called to grow in that likeness, Mercy is how we most perfectly reflect the love of our Creator.”

DR. MIGUEL J. ROMERO  
ASSISTANT PROFESSOR, RELIGIOUS  
AND THEOLOGICAL STUDIES

# *Voices of Mercy*



“Show that compassion each and every day. Through those little acts that make someone happy. You never know what kind of day people are having or the situation that they’re in.”

MARIA HENDRICKSON '19, '20 (M)

## ONGOING FORMATION FOR MISSION

The mission of Salve Regina University is ordered around the search for wisdom and the promotion of universal justice. These fundamental community commitments entail responsibilities related to the **work of welcoming and formation**. *As a community that welcomes* people of all beliefs, Salve Regina aims to engage each member of the community in the University mission and recognize their

“Mercy calls for action.  
Mercy is compassion in action.”

SISTER LEONA MISTO (DEC.)  
Former Vice President for Mission Integration

unique part in its advancement. *The work of formation* is oriented toward growth in wisdom (i.e., “theoretical wisdom”) and universal justice (i.e., the enactment of “practical wisdom”). This two-fold enterprise of imparting theoretical wisdom and practical wisdom pertains

to the first two spiritual works of Mercy: to instruct those who do not understand and to guide those who are learning what it means to be morally virtuous.

Therefore, at Salve Regina, formation is best understood as a work of Mercy. Rooted in our Catholic identity, guided by our Mercy heritage, and nourished by the Catholic intellectual tradition, the instruction and formation of students is the heart of our mission. The immediate and long-term goal is to form individuals and a community committed to building a harmonious, just and merciful world.

Mission formation offerings for faculty and staff include two new initiatives launched through the [McAuley Institute for Mercy Education](#). First, the [Mercy Leadership Colloquium](#) is a four-part mission integration series for administrators and staff to engage with readings and resources from the Mercy, Catholic tradition, vocationally reflect on their lived experiences, and cultivate practices of Mercy leadership across the campus community. Cohorts are comprised of 10 staff and administrators each year and are nominated for participation by their respective vice presidents. The Mercy Leadership Colloquium is hosting its third cohort of staff participants in 2021. In a survey of the first two cohorts, 100% agree or strongly agree that they made significant gains in their understanding of, and connection with, Salve’s Mercy Catholic mission and grew as Mercy leaders through the



Colloquium. A second new offering through the McAuley Institute, the [Mercy Faculty Forum](#), is a four-part mission integration series for full-time faculty to engage resources from the Mercy, Catholic tradition and reflect together on their vocations as teaching scholars within the landscape of Mercy, Catholic higher education. Funded by a grant from the Lilly Fellows Program, the Forum is facilitated by senior faculty colleagues and the vice president for mission integration. New faculty are invited to discuss shared readings, including *Ex Corde Ecclesiae*, and consider the ways in which their own research, teaching, service and leadership contribute to and advance the University's mission. Building upon the momentum of these mission formation initiatives, the McAuley Institute plans to establish an annual symposium for University faculty, staff and students exploring themes from the Mercy, Catholic tradition in the coming year. Past symposiums sponsored by the Office of Mission Integration have produced a series of mission-related publications including "[Mercy Illuminates](#)" (2008), "[The Catholic Intellectual Life](#)" (2014), "[Mercy and the Catholic Intellectual Life](#)" (2015), and "[Echoes of Mercy](#)" (2015). For many years the **University Mission**

**Committee**, comprised of the vice president for mission integration and a team of faculty and staff, offered regular programs for ongoing mission formation including "lunch and learn" sessions on a variety of topics related to the Mercy mission (e.g. Catholic Social Teaching, Mercy Hospitality, Servant Leadership), mission-focused art contests, and an annual Collegium. Collegium was

an annual retreat engaging faculty in shared dialogue and reflection around the ways in which the Mercy, Catholic mission is manifest through their teaching, research and service. Through a recent grant from the Network for Vocation in Undergraduate Education (NetVUE), "Fostering the Transformative Work of Mercy, Catholic



Higher Education through Vocational Reflection and Action,” resources to renew several of these offerings, including a **faculty-staff retreat**, have been secured. Though deferred due to COVID, the faculty-staff retreat has been designed to invite faculty and staff into deeper community and shared vocational reflection and engagement with the Mercy, Catholic mission. The Mercy Center for Spiritual Life also offers regular opportunities for faculty and staff to reflect together on their lives and vocations through lunchtime discussions, an annual “busy person’s retreat,” and Advent and Lenten days of recollection.

Salve Regina is one of the few CMHE schools to host a continuous chapter of **Sigma Phi Sigma**. Established as the National Mercy Honor Society in 1951, Sigma Phi Sigma promotes the values of scholarship, fidelity and service to the community. Sigma students promise to uphold these values and carry forward the tradition and practices of Mercy in their studies, profession and vocation. Moderated by staff from the Office of Mission Integration, Salve’s chapter is quite active, engaging members in ongoing formation opportunities related to the meaning of Mercy leadership and the significance of the Critical Concerns, as well as providing leadership opportunities at signature University events (e.g. Convocation, the Governor’s Ball) and shared community service and advocacy.



**Mission leadership workshops** are offered for student leaders annually by the vice president for mission integration and the Mercy Center, including sessions for Resident Advisors, Orientation Leaders, Peer Mentors, Service Advocates, and the Mercy in Motion Leadership Team. However, these deeper opportunities for vocational reflection and leadership development in the Mercy tradition are not provided to all Salve students universally. The 2020 Strategic Compass has identified the need to develop a “Signature Salve Experience” for all students that include curricular and co-curricular opportunities to grow and develop as compassionate, Mercy leaders seeking to advance our mission to build a more harmonious, just, and merciful world. As we map the future of this signature experience, particular attention will be necessary to ensure that opportunities for mission formation are offered to all Salve students. To advance the mission among the student population, the Student Government Association (SGA) has designated Mission/Traditions, Diversity and Environmental committees.

Following a campus Vigil and Forum for Racial Justice in summer 2020, President Armstrong committed to renewed University action addressing issues of systemic racism and promoting deeper education and engagement around the Critical Concerns of the Sisters of Mercy, particularly anti-racism. In fall 2020 Dr. Armstrong established the **Presidential Commission for Equity and Inclusion** to advance this critical work. Duties of the Commission include: 1) review Salve’s policies and procedures to ensure that they promote University values and the Mercy mission and advance an institutional commitment to equity and inclusion; 2) review and recommend ongoing training and development for students, faculty and staff to foster a culture of equity, inclusion and support for all members of our community; 3) sponsor University-wide events and programs to promote deeper understanding of the systemic issues of social inequity and injustice and the ways in which a Mercy education calls us to respond; and 4) conduct regular, ongoing data collection to monitor University progress on institutional commitments to equity and inclusion.



Representatives of the 2020-21 Student Government Association Executive Board

The Office of Mission Integration has also developed **Mission Effectiveness Statements** for board members, faculty, staff and students, highlighting the ways in which each constituency may promote the vision and values of Mercy through their lives and leadership. These statements appear in the Trustee, Staff and Student Handbooks as well as the Faculty Manual and can be found on the [Mission Integration website](#). They highlight the value of ongoing engagement, reflection and action across University constituents in living the mission. The Office of Human Resources has developed an employee evaluation, in use since 2004, that includes employees' self-assessment and supervisors' assessment of their employees' advancement of the mission. In addressing the question, "How does the employee effectively incorporate the University's mission in his/her day-to-day work role?" supervisors are encouraged to initiate mission-driven discussion as part of the annual performance review process. Furthermore, every course evaluation includes an open response question related to the University's mission, "In what ways did this course enhance your understanding of or fulfill the mission?," inviting students and faculty to consider how the mission is integrated in the material of the course and advanced in the teaching and learning priorities of the University.

A standing **Mission Committee of the Board of Trustees** is charged with ensuring that members of the Board actively support and further the mission in deliberations and governance. The Mission Committee recently shepherded the adoption of the new Covenant of Mercy Higher Education by the Board of Trustees, amending bylaws and the original charter to more explicitly integrate a commitment to Salve's Mercy, Catholic mission across the University's governance and priorities. However, the ongoing formation for mission of the Board of Trustees is an identified area of growth for Salve. The vice president for mission integration served on a CMHE committee developing a new formation program for Mercy Boards of Trustees and plans are currently under way (deferred by COVID) to develop a board retreat at Salve that will deepen each member's connection to, and application of, the mission within their board leadership.



Salve was recently (January 2021) awarded a \$40,000 **Reframing the Institutional Saga Grant** from NetVUE, “Living Mercy: The Heritage and Mission of Salve Regina University through Shared Story and Values.” This grant includes two main projects related to ongoing formation for mission: 1) Under the leadership of Dr. John Quinn, professor of history, and in collaboration with a consulting historian, develop and publish (in print and online) a concise and updated historical narrative of Salve Regina University from the foundations of the Sisters of Mercy to the present; 2) Develop an edited volume (in print and online) tentatively titled “Living Mercy: Salve Regina University’s Vocation and Values,” reflecting on the ways in which Salve’s values have been made manifest through its story, from Catherine McAuley and the foundations of the Sisters of Mercy to the present, and considering how these values call us forward as an institution today. This project will be led by Dr. Jayme Hennessy, S.T.D., professor and chairwoman of religious and theological studies, with contributions from six University faculty, staff and alumni leaders. We also hope to develop the highlights from this written effort into a short film to mark Salve Regina’s 75th anniversary.

## CURRICULAR AND CO-CURRICULAR DEVELOPMENT AND INTEGRATION

A focus on Mercy and justice is woven into Salve's liberal arts education, which cultivates the critical thinking, analytical and communication skills required for personal and professional success and promotes hands-on, experiential learning opportunities to enhance the educational experience and engage students in the needs of the world. From their first days on campus, when enrolled in the **First Year Transitions course** (FYT100), students encounter the institutional learning outcome (ILO) centered on spirituality and Mercy, which states: "Salve Regina graduates will articulate the role of spirituality in their lives and express it through an active engagement in the Spiritual and Corporal Works of Mercy and the Critical Concerns of

Mercy." As the University moves forward with its Strategic Compass as a guide, Mercy will be further embedded into the transformative experience that is the hallmark of a Salve education.

Recognizing that many factors impact success, Salve Regina provides a student-centered approach that enables individuals to grow intellectually, emotionally and spiritually. In their roles as mentors and advisors, faculty come to know their students well—and guide them in developing the skillsets required for professional and personal success in an ever-changing world.



Students studying cultural and historic preservation take part in a field excavation.

As a Mercy institution, the **mission-driven research** undertaken by faculty is significant. Civic engagement and collaboration connect the University to the greater community as faculty sync their research to the critical concerns locally and globally. From faculty-mentored research and field work in cultural and historic preservation, the sciences, art and business, to experiential learning in nursing, education and social work, students are encouraged to be curious learners who inquire, explore and discover solutions when challenged. Student and faculty scholarship and research are highlighted in various ways, including the rank and tenure process (as defined in the [2019 Faculty Manual](#)), the annual Honors and Awards ceremony



The annual SRyou Student Exposition features research, projects and presentations focused on the Critical Concerns of Mercy.

that documents the scholarly and leadership achievements of graduating seniors, and the annual [Faculty Achievements](#) booklet that highlights the research, teaching, and service contributions of Salve faculty.

The annual [SRYou Student Exposition](#) is another event highlighting student participation in research, as well as community engagement and service, and creative and scholarly activities that are supported by faculty across all disciplines. Commemorating its tenth year, the 2019 event, [Ten Years of Branching Out](#), featured more than 130 presentations, along with a variety of music, theatre and dance performances in a campus-wide celebration of student achievement. Those presentations focusing on one or more of the Critical Concerns of the Sisters of Mercy are notated as such in the [event program](#) to highlight the many and varied ways in which students are involved in mission-driven academics and research. While the spring 2020 event was cancelled when the University went remote, planning is under way for a 2021 Exposition, whether in-person or virtual.

The current **Core Curriculum**, which was drafted in 2013 and implemented in 2014, established mission-related expectations

through its four primary goals and 16 specific [Student Learning Outcomes](#) (SLOs). Specific objectives in addition to the Core Curriculum have also been developed by academic departments within the context of respective fields of study. A commitment to the mission is demonstrated not only in the more explicitly connected fields such as religious and theological studies, philosophy, or programs serving the traditional caring professions of education, nursing and social work, but across all academic disciplines. Integrative Capstone courses within the major strengthen the knowledge garnered from the depth and breadth of the Core Curriculum and serve as a culminating educational experience for students. The departments that have yet to create a Capstone offering are typically those with very few majors and are in negotiations as to the form such a course might take, such as an independent study, thesis or interdisciplinary course combined with other programs having fewer majors. It is anticipated that all majors will require the Capstone by 2023.

Two common Core courses required for all students are out of the Departments of Religious and Theological Studies and Philosophy,

RTS225: The Quest for the Ultimate and PHL225: The Quest for the Good Life. Coursework is designed to engage and challenge students within a humanities framework in response to the philosophical and religious traditions of the world, and in light of the Catholic Intellectual Tradition. Taught by full-time and adjunct faculty with diverse approaches, these courses explore issues of faith and reason in the context of spirituality and humanity.

While the current Core clearly expresses multiple dimensions of the mission, there is some informally

expressed faculty concern that the specific Mercy charism and its associated values and commitments are not affirmed prominently enough as the Core Curriculum now stands. These concerns, along with recent changes in leadership in key positions and the goals set forth by the Strategic Compass, have been the catalyst for the Core Curriculum renewal launched in 2020. As the Strategic Compass initiatives and Core renewal process unfold, Mercy values, principles





and related student learning outcomes will become more intentionally embedded in the undergraduate curriculum, and the mission statement will be standardized in all course templates.

The **Strategic Compass** offers opportunities for further alignment with the **five Critical Concerns of Mercy**. Through its 2017 [Civic Action Plan](#), which was launched following the award of a three-year grant from the [Davis Educational Foundation](#), Salve Regina introduced programming centered on the Critical Concerns to create opportunities for students to engage with mission outreach. Eighteen faculty members were awarded year-long fellowship stipends, thus enabling them to develop innovative community-engaged partnerships courses around several mission-engaged areas.



For instance, an associate professor of art and art history partnered with the Newport Health Equity Zone (HEZ) Arts and Culture Working Group to provide experiential learning opportunities for students in ART300: Advanced Studio Concepts. She and her students conducted Saturday workshops, working with community members to create banners, masks and noisemakers, which were part of a hope-themed [sidewalk parade](#) that they helped to organize and run over the course of three years. The chairwoman and graduate program director for counseling, leadership and expressive arts also worked with HEZ in her HLL519: Introduction to Holistic Leadership Perspectives course in an ambitious project whereby graduate students collaborated with community members and administrators on a strategic leadership plan.

With the award of a second significant grant from the Davis Educational Foundation in December 2020, the University will advance the work achieved through the prior award by making undergraduate research, creative inquiry and community-engaged learning essential components of a Salve education. The program model will implement curricular change at the department level with plans to sustain changes through more efficient allocation of campus

resources. The 2020 Davis Educational Foundation grant supports the development of two new faculty roles: the **Director of Undergraduate Research and Creative Inquiry**, who will work closely with departments across campus to embed mission-related research into the curriculum, and the **Director of Community-Engaged Learning**, who will develop academic integrations with the Center for Community Engagement and Service and local community partners. Grant support will make program development funds available to build out signature learning experiences across departments, incentivize faculty development and strengthen community partnerships.

In addition, the [Center for Community Engagement and Service](#) articulates in its 2020-23 action plan the intention to “support and develop academic partnerships for community-engaged scholarship and teaching.” Action steps include reviewing civic engagement initiatives, and developing relations with “department chairs to promote community partnerships relative to majors and courses...” The Center works with 58 local non-profit agencies, providing students with an array of opportunities to make an impact on neighbors in need throughout the community. More than 10,000 hours of community service were completed in the 2019-2020 academic year, and through the federal off-campus student employment program, student Service Advocates worked in collaboration with these agencies to advance issues related to the common good.



It is consistent practice for departments to reflect on the relation between the mission and their specific educational goals. In its 2017-18 **program review**, for example, the Department of Chemistry explains its connection to the mission through its “intention to graduate students who are knowledgeable and concerned stewards of creation” who will, through chemistry, help “solve many of the problems of the world ranging from human health, energy, material science, food security, access to clean water and environmental pollution.” The program review goes on to explicate four specific ways in which chemistry students will develop skills and values expressed by the mission.

Similarly, in its 2018-19 program review, the Department of Psychology states: “The ultimate goal of our department flows



from both the characteristics of our field and the University mission.” The report goes on to explain that a student “who is aware of [psychological] factors is better prepared to accept social and personal responsibility for creating environments and fostering attributions more conducive for human growth and achievement.” Other specific outcomes linked to the mission include a deeper “understanding of our shared humanity” and the “willingness to work for a world that is harmonious, just and merciful.” The department affirms its ongoing commitment to welcome students of all beliefs, seek wisdom, expand knowledge, and cultivate enduring values. Finally, the department offers a community service option to its students, and notes that several of its faculty counsel students beyond merely academic advising, as an expression of “Mercy service.”

A focus on professional **ethics** across academic departments is evident in courses at the undergraduate and graduate levels, such as Business Ethics for business majors and Ethics for Healthcare Professionals in the healthcare administration program, as well as ethics in the administration of justice program. Furthermore, the Departments of Social Work and Nursing consistently offer service-learning courses for their students. SWK120S has been offered each semester over the past five years; NUR371 (Service Learning I), NUR472 (Service Learning II), and NUR475 (Service Learning IV) have also been offered each semester over the past five years, providing student nurses three service-learning experiences as they complete the major.

FYT100 promotes the mission through a class module entitled “**Mercy Educated: Discerning and Living the Mission.**” This module was added into the curriculum in fall 2020 to ensure that new students gain an understanding of how the mission and Critical Concerns of the Sisters of Mercy are integral to the Salve Regina experience. Community service is also embedded in FYT100 as part of the Feinstein Enriching America Program’s requirement that each student complete a minimum of 10 hours of service prior to graduation.

“Mercy is the love that strives to restore or preserve the dignity of human person as created in the image of God. It is a love that is willing to enter into the gaps of who we are and who we are capable of becoming. Grounded in the desire for another’s well-being, Mercy is a feeling response that values humanity.”

**DR. JAYME HENNESSY**  
Professor/Chairwoman,  
Religious and Theological Studies

Many of the **first-year University seminars** examine questions of mission, including UNV101 courses Challenge of Mercy, Political and Religious, Religious Liberty, St. Francis of Assisi, as well as UNV102 courses such as: Mercy and Justice; Faith, Reason and Catholic Intellectual Tradition; and Social Justice for Young Children. In addition, many course syllabi include learning objectives that are related to the mission and mission-related issues are included in SLOs as part of the assessment plan.

At the **graduate level**, the University contracted with Gray and Associates in 2019 to conduct an extensive **assessment of programming through a mission lens**. The resulting data informed decisions on programming in order to respond to the needs and challenges facing the global marketplace, where ethical leadership formed by

Mercy is increasingly critical. Healthcare leadership and cybersecurity are two examples of areas in which Salve Regina is well-positioned to offer students relevant and impactful coursework that will further professional aspirations. In addition, the Ph.D. in Humanities is meaningfully connected to mission through its foundational question that asks: What does it mean to be human in an age of technology? This query is nearly a direct quote from *Ex Corde Ecclesiae*, and reflective of the program’s history, which was created with great influence from Christian Brothers who were teaching at Salve Regina at the time the doctoral degree was instituted.

In addition, the [Pell Center for International Relations and Public Policy](#)

advances the mission on a broader scale through programming that examines critical issues facing the global community. As a multi-disciplinary research center focused at the intersection of politics, policies and ideas, the

Pell Center is dedicated to honoring Sen. Claiborne Pell’s legacy by promoting American engagement in the world, effective government at home and civic participation through lectures, campus roundtable events and more. Its [Story in the Public Square](#) (SIPS) initiative expanded from an on-campus conference into a broadcast airing in nearly 300 PBS markets nationally on SiriusXM’s POTUS channel and has garnered Telly Awards for three consecutive years. The weekly program seeks to celebrate and tell stories that matter through interviews with today’s best print, screen, music and other storytellers and discuss their stories’ impact on public understanding and policy.

The **Pell Honors Program** is currently being revised to more explicitly integrate the Mercy mission. Through the program, students enter into respectful but critical debates about God, politics, human nature and ethics, and examine the conflicting conceptions of the “good life” that have unfolded over centuries. In addition, students selected to participate in the Nuala Pell Leadership Program explore both the theory and practice of leadership in the public sector, learning from accomplished leaders from many industries to build leadership competencies in their chosen profession.



The Nuala Pell Leadership Program  
2020-21 Fellows

## CATHOLIC SOCIAL TEACHING AND THE CRITICAL CONCERNS IN ACTION

Salve Regina is deeply committed to advancing work on the Critical Concerns of the Sisters of Mercy, rooted in the Catholic Social Teaching of the Church. In 2017, the University adopted a **Civic Action Plan** to strengthen the University’s commitment to living out its Mercy mission and vision in increasingly tangible and measurable ways. The [plan](#) envisions a transformation of the institution by focusing on the Critical Concerns of the Sisters of Mercy – Earth, immigration, women, anti-racism and nonviolence – as the basis for social action. The plan follows a four-year cycle, with each year focused on one of the Critical Concerns and a baseline of nonviolence. This thematic approach allows coordinated and unit-specific programs the opportunity to engage with multiple community partners and the assurance that each year the community will encounter Salve Regina’s mission in action. For example, the focus of Salve’s Mercy Week over the past four years has highlighted the focal Critical Concern of that given year and the sponsored lectures, dialogues, reflections, and service opportunities have engaged that specific Critical Concern, e.g. panels on “Women of Mercy: Mercy Leadership at Salve,” a discussion with Kathleen Erickson, RSM, on immigration, or events with Mary Pendergast, RSM, and Nancy Audette, RSM, on “Mercy and Our Common Home: Living an Integral Ecology.”



To advance an even more explicit commitment to the Critical Concerns and the tenets of Catholic Social Teaching, the [McAuley Institute for Mercy Education](#) was established in 2020. The McAuley Institute seeks to advance the Mercy, Catholic vocation of Salve Regina through the development of interdisciplinary research, teaching and University initiatives that foster an ethic of dialogue and action around the tradition and Critical Concerns of Mercy and contribute to the development of Mercy, Catholic higher education in the 21st century. As part of the McAuley Institute, two **Mercy Interdisciplinary Faculty Collaboratives** were launched through the support of a Lilly Fellows grant and the generous support of a Salve trustee, focusing on the Critical Concern of Earth and the Critical Concern of Race and convened over two academic years with six

McAuley Scholars named to each collaborative. Each scholar received a grant of \$1,500 and committed to: 1) participate in the Mercy Interdisciplinary Faculty Collaborative focused on the Critical Concern of Earth or Race with three interdisciplinary seminars per semester for two years; 2) advance a research, teaching, or University initiative that furthers work on that Mercy Critical Concern, engaging the contributions of at least one student research assistant; 3) contribute to McAuley Institute public events and/or campus roundtables focused on the Mercy Critical Concerns (Race and Earth), furthering the Mercy, Catholic vocation of Salve Regina.

A full listing of the initiatives advanced through the Mercy Interdisciplinary Faculty Collaboratives can be found [here](#). McAuley Scholar initiatives include:

- **Translating Climate Research for Social Impact through Art and Story**, Dr. Heather Axen, assistant professor of biology and biomedical sciences
- **A Cross-Cultural Content Analysis of Cover Models in Nigerian and Kenyan Women’s Magazines**, Dr. Oyenike Balogun-Mwangi, assistant professor of psychology
- **Environmental Justice through Civic Engagement**, Dr. Craig Condella, professor and chairman of philosophy, cultural, environmental and global studies
- **Biophilia**, Jodie Mim Goodnough, assistant professor of art and art history
- **Africanist Aesthetics and Equity in Jazz Dance**, Lindsay Guarino, associate professor of dance
- **Developing an Undergraduate Course on the Intersections of Religion and Race in American History**, Dr. Timothy Neary, professor and chairman of history

The McAuley Institute also has developed the **Mercy Faculty Forum** (for new faculty) and the **Mercy Leadership Colloquium** (for staff and administrators), which include sessions on Catholic Social Teaching and the Critical Concerns of the Sisters of Mercy. This intentional formation of faculty and staff leaders in the foundational commitments and Mercy, Catholic tradition deepens their understanding of central

tenets of Catholic Social Teaching, such as the life and dignity of the human person and related rights and responsibilities, the preferential option for the poor and vulnerable, the practices of solidarity and subsidiarity, the common good and the care for God’s creation. According to a survey of recent participants in the Mercy Leadership Colloquium, 86% agreed or strongly agreed that “The Colloquium developed my understanding of the Catholic Intellectual Tradition, Catholic Social Teaching, and the Critical Concerns of Mercy and how these relate to the educational and transformational mission of Salve.” One administrator participating reflected: “I think the Colloquium has helped me to help others to connect what they are doing on campus as part of both Mercy and Catholic mission and tradition. Many of us naturally find a way of doing this in our work but couldn’t easily label it or describe it as mission-driven before this Colloquium.”

One entity on campus that specifically advances the Critical Concerns of the Sisters of Mercy and a commitment to the common good is the [Center for Community Engagement and Service](#). Founded over 20 years ago through a generous gift of the Feinstein Foundation, the Center empowers students to grow as inspired leaders and engaged citizens through mutually beneficial partnerships in the community





that address the expressed needs of local and global neighbors, building a more harmonious, just and merciful world together. The Center's [Service Advocate](#) program offers formational opportunities to up to 40 students each year who commit to 100+ hours of service at a specific community partner and regularly convene for shared reflections and retreats engaging themes central to Catholic Social Teaching such as the common good, solidarity, integral ecology, and a preferential option for the poor and vulnerable. Every Salve student is required to complete 10 hours of service before graduation and many complete this requirement as part of their first-year experience. The year of service panel, co-sponsored by the Center for Community Engagement and Service and the Office of International Programs, highlights the work of Salve alumni in the Mercy Volunteer Corps, Peace Corps, AmeriCorps, and other programs that seek to translate their Mercy education into action and service in the world. The [new strategic plan of the Center for Community Engagement and Service](#) and the [new strategic plan of the Mercy Center for Spiritual Life](#) call for the deepening of an immersions program that advances core commitments of solidarity, service, spirituality and simplicity, with a focus on the Critical Concerns. [The Mercy Center for Spiritual Life](#) also regularly offers campus programs and events centered on the Critical Concerns and themes of Catholic Social Teaching, particularly topics related to the focal Critical Concern of the year.

The student learning outcomes of [Salve's current Core Curriculum](#) center on "the breadth and depth of the Catholic Intellectual Tradition, including its emphasis on the compatibility of faith and reason...and an understanding of the Mercy tradition and its commitment to justice, reconciliation, and compassion." However, while the results of the 2020 Catholic Identity Mission Assessment (CIMA) of graduating seniors indicate that the Salve campus environment significantly fosters values connected to the Mercy Critical Concerns and Catholic Social Teaching such as "service to others" (79%), "social responsibility" (71%) and "environmental stewardship" (63%) and over 77% of graduating seniors affirm that their "compassion for others" had been moderately to dramatically strengthened by their overall Salve

experience, only 31% felt they could adequately explain/discuss “Catholic Social Teaching.” In the work of **Salve’s [Strategic Compass](#) and Core Curriculum renewal process**, a review of how and to what extent every Salve student engages with the rich tradition of Catholic Social Teaching and the foundational Mercy framework of the Critical Concerns may need to be examined. Salve may currently be stronger in the promotion of the social values and virtues underlying Catholic Social Teaching and the Critical Concerns than in an explicit critical engagement with the conceptual frameworks and lexicon of the Mercy, Catholic tradition itself.

With the publication of *Laudato Si’ On Care for Our Common Home*, Pope Francis advanced the Catholic Church’s commitment to an integral ecology as central to Catholic Social Teaching. Salve has advanced its own commitment to [sustainability](#) as central to its mission. The **University Sustainability Committee** guides the administration and University community in its efforts by advancing interdisciplinary teaching and research to address pressing environmental, economic, and social challenges; and fostering a visible, educated, and active

commitment to integral ecology and climate justice among our students, faculty, staff, and graduates. In 2019, the University established the part-time position of Sustainability Coordinator, who with the University Sustainability Committee, is presently undertaking an initial sustainability audit at the University through the Sustainability Tracking, Assessment, and Rating System, utilizing a self-reporting framework developed by the Association for the Advancement of Sustainability in Higher Education.





## INCLUSIVE WORSHIP, REFLECTION, RITUAL

Opportunities for worship and reflection are an important part of the Salve Regina experience, offering faculty, staff and students time to come together as a community with purpose, compassion and the Mercy mission as a central focus. University-wide celebrations include prayer, Catholic Masses, and multifaith services, as well as shared reflections on themes related to our mission and values.

**Convocation** opens each academic year and welcomes incoming students in their first gathering as a class. First year students recite the mission pledge and a Mercy medal is bestowed on them to carry through to graduation. Culminating their Salve journey, **Commencement Weekend** offers students and their families a number of events where reflection on their academic and personal achievements mark the beginning of their next chapters. From the Nursing Pinning and Blessing of the Hands, to Honors and Awards ceremonies,

to the Baccalaureate Mass and graduation ceremony, students follow in traditions that include prayer, blessing and celebration as they join the alumni community as graduates of Salve Regina.

Along the way, students are invited to join myriad events that connect to the mission and Critical Concerns – including traditions as well as responses to local and national events of historic importance. Examples include the [Jubilee Year of Mercy](#), [United in Mercy Rally](#) and the [Vigil and Forum for Racial Justice](#), which brought the campus community together in June 2020 to mourn the tragic deaths of

George Floyd, Breonna Taylor, Ahmaud Arbery and countless others. In addition, the **Celebration of Light and Spirit** is a new tradition by which faculty, staff and students commemorate the holiday season. Though the 2020 event was celebrated with masks and social distancing, it was a time for reflection and gratitude that included prayers from different faiths, a focus on the Critical Concern of women,



Alumni luminaria illuminate campus during Salve's Celebration of Light and Spirit.

alumni memorial luminaria, a display of nativities from around the world, and a hat and glove collection that was distributed to neighbors in need.

The Catholic faith is a vital presence on campus, with regular celebration of **Mass** on Sunday as well as daily Mass twice per week. As a result of the pandemic, steps are being taken to create the capacity for streaming Mass and other events held in [Our Lady of Mercy Chapel](#) online to enable virtual as well as in-person participation. The [Mercy Center for Spiritual Life](#) collaborates with the [Office of Multicultural Programs and Retention](#) to offer a multicultural and multilingual Mass each semester, an impactful service held during

Multicultural Education Week that demonstrates Mercy's global reach. Multifaith celebrations include the Mercy Center's observance of Hanukkah, a Thanksgiving multifaith liturgy with local faith leaders, the Festival of Lights, and monthly Taizé ecumenical prayer services that invite participation from members of many faiths. In addition, the RCIA program is offered for students who wish to embrace the Catholic faith and receive sacraments.

Other Mercy Center initiatives include: "Exploring faith" events that draw students, faculty and staff together to discuss matters of the heart and faith; service opportunities such as making and delivering meals to local shelters; blanket tying, Christmas gift wrapping and furniture delivery with My Brother's Keeper; social events that offer students opportunities to engage with their faith, values and the Critical Concerns while making new and lasting friendships; student-led retreats; Faith in Athletics, which gives student-athletes a venue to consider the intersection of their faith and their experience as an athlete; Advent and Lenten bible study; and Mercy in Motion, a student leadership team in the Mercy Center who regularly gather for formation and offer weekly programs to the campus related to spirituality, community and the Critical Concerns of Mercy.

**Sabbath** is a twice-weekly designated time for prayer and reflection that is built into the academic schedule. The intent is to provide 30 minutes in which no meetings or classes are held, enabling the campus community to take time for mindful contemplation and a break from the daily hustle and bustle. Other opportunities for reflection include "busy person's retreats" as well as lunchtime offerings on topics such as nonviolence, suffering, the environment, and more, which encourage faculty, staff and students to engage in conversation around the University's mission and values.

Faculty and staff who have passed away are remembered through **memorial services** in Our Lady of Mercy Chapel, and the Mercy Center notifies the campus community when a student, faculty or staff member loses a close family member and offers a Mass in their memory.



## ENGAGEMENT IN COMMUNITY AND CELEBRATIONS

First-year students begin connecting to the University and greater communities in the annual **Exploratory Day of Service** prior to the start of the fall semester. Though COVID-19 restrictions prevented faculty and staff from joining the fall 2020 service projects, this annual event is an opportunity for UNV101 and FYT100 instructors to join their classes for a morning of service at both on- and off-campus community partner sites. From the local animal shelter and bird sanctuary to senior centers, churches and the Martin Luther King Jr. Center, students are introduced to the many ways in which the Mercy mission can be integrated into their Salve experience and shared with neighbors in the community.

As previously noted, annual tallies of community service hours are in the thousands and over the past four years, students have completed 35,389 hours in Rhode Island alone, as demonstrated by the Center for Community Service and Engagement annual reports, which document the breadth and depth of student participation. In addition, the Center offers opportunities beyond one-time events that connect students to the many needs of the local, regional, national and international communities. Along with the traditional Day of Service, students are encouraged to participate in [annual service weeks](#), [alternative spring](#)



**breaks**, service immersions to Nicaragua and Jamaica, donation drives, pre-semester **Service Plunges**, retreats, and the intensive Service Advocates program in which students commit to 100 hours in the local community.

As the Center's needs have grown, reflecting the needs of the greater community, programmatic offerings for student leadership have become more robust. The **Service Advocate** program now involves up to 40 students and over 10 community partners. In the past five years, 110 **Service Advocates** have completed 10,680 hours and at least ten of these students have pursued continued service through AmeriCorps, Peace Corps, Mercy Volunteer Corps and the Jesuit Volunteer Corps. Even with COVID-19, Service Advocates have continued to work alongside their partners to create new and innovative service opportunities that meet the ever-changing needs of the community. A Senior Service Advocates program was implemented in 2019, providing leadership to new Service Advocates through retreats and program development.

The Center for Community Engagement and Service also developed the **Vision of Mercy Fellowship** program in 2020, offering undergraduate students a high-impact, community-based experience rooted in Salve Regina's Mercy mission. **Fellows** work with local, domestic or international organizations committed to the materially poor, to peace and justice, and to advocacy and action related to the Critical Concerns of the Sisters of Mercy. The fellowship supports undergraduate students who desire to deepen their commitment to the vision and works of Mercy through a summer learning experience of five or more weeks. These experiences offer an opportunity for students to discern how best to dedicate their lives – professionally or vocationally – to the work of Mercy. Due to COVID-19, the 2020 fellowships were deferred, but we are hopeful that the fellowships will launch in the coming year.

Other areas across campus, such as Residential Life and Athletics, as well as the Student Government Association and various student organizations, collaborate regularly with the Center for Community



Members of the Salve community take part in a spring break service trip to Nazareth Farm in West Virginia.



Many Salve students volunteer each year for the East Bay Special Olympics

Engagement and Service to provide opportunities for students to make an impact on campus and in the community. For instance, Resident Advisors (RAs) enhance the University's commitment to service through the RA Programming Model. The [Student Athletic Association Council](#) also organizes a variety of service opportunities for teams, such as Thanksgiving food drives and toy drives, with student-athletes giving more of their time each year in response to community needs. In addition, Seahawk football players host an annual Be the Match bone marrow registry drive, which has resulted in a number of life-saving matches from the University community. Involvement in organizations like A Better Tomorrow, Best Buddies, Circle K and Special Olympics also demonstrates students' deep commitment and connection to Salve's Mercy mission.

Though the University pivoted to remote learning following the pandemic, compassionate outreach and service to the community continued with dedication and a strength of purpose. New programs were created with the help of community partners to respond to the needs of an unprecedented time. Serving on the **Newport Partnership for Families** Board, the director of the Center for Community Engagement and Service is able to better understand the new needs of the community and how the University might respond to them. As part of the University's World Kindness Day celebration, students gathered to chalk positive messages around campus, participated in self-care programming, and hosted a drive to benefit local schools through Rogers Mobile Closet, a basic needs pantry created in partnership with the Boys and Girls Club to supply Newport County children with food and hygiene supplies.

The University's response to the pandemic also demonstrated the importance of its Mercy mission through the **SalveCares** initiative, whereby Mission Integration collaborated with 63 staff and faculty from across campus to personally call each and every undergraduate student. The calls served as opportunities to check in, extend concern for students and their families, to learn about the challenges of remote learning, and



to respond to any needs that had arisen. Outreach was followed by a care package sent to all students with a letter, flower seed packet, bookmark and laptop stickers reminding them that #SalvesGotThis.

Two annual celebrations that provide opportunities for engagement across the entire campus community are [Mercy Week](#) and [MLK Week](#). Mercy Week opens the academic year and includes Mercy Heritage Night, Mercy Day lectures and dialogues related to the focal Critical Concern of the year, a birthday party for Catherine McAuley, a Mercy Mass (in the tradition of a Mass of the Holy Spirit), and opportunities for service and community engagement. Mercy Week 2020 featured both virtual and in-person events on the Critical Concern of women and anti-racism, and a discussion on the work of Mercy Focus on Haiti. MLK Week opens the spring semester and includes a teach-in for justice and Mercy, a vigil for non-violence, a community read and hosted discussion, as well as lectures, dialogues, and workshops related to issues of racial justice, civil rights, and human rights. These weeklong celebrations as well as the fall and spring Multicultural Education Weeks and annual spring Earth Week are continuing to grow in their significance and importance as opportunities for mission advancement and renewal across the University community.

Finally, one new tradition at Salve Regina instituted by President Armstrong in fall 2020, is “Salve Surprise Day.” Building on an idea from faculty, the concept is simple – an annual day where something unexpected happens in order to give the campus community a small break from the norm and make people smile. The emphasis is on fun and taking moments for self-care amidst the busy semester. The campus community is alerted that Salve Surprise Day has arrived when the chapel bells ring repeatedly – one toll for each year since Salve Regina opened its gates to the first class of students in 1947. This year on Salve Surprise Day, the bell tolled 73 times and classes were dismissed with treats distributed to all students, staff and faculty by the president.



Dr. Kelli J. Armstrong moderates “A Conversation with Dr. Cornel West” during Multicultural Education Week in February 2020.

# The Mission Big Picture

Query 3: What evidence is provided to judge the effectiveness of mission efforts?

As Catherine McAuley reflected in a letter to Sister Mary de Sales White (1841),

**“The simplest and most practical lesson I know... is to resolve to be good today, but better tomorrow.”**

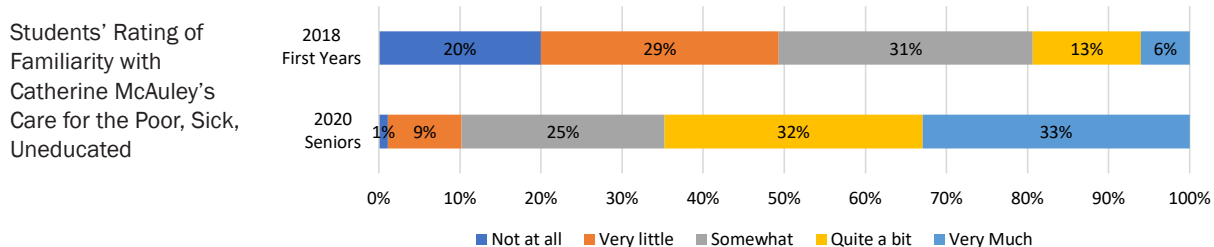
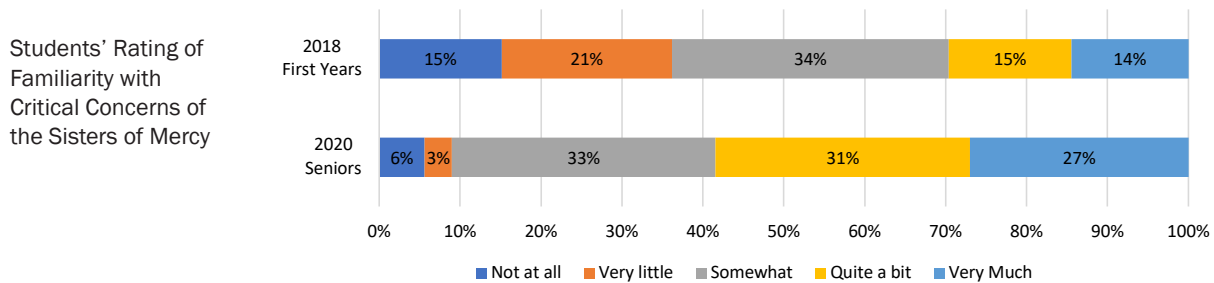
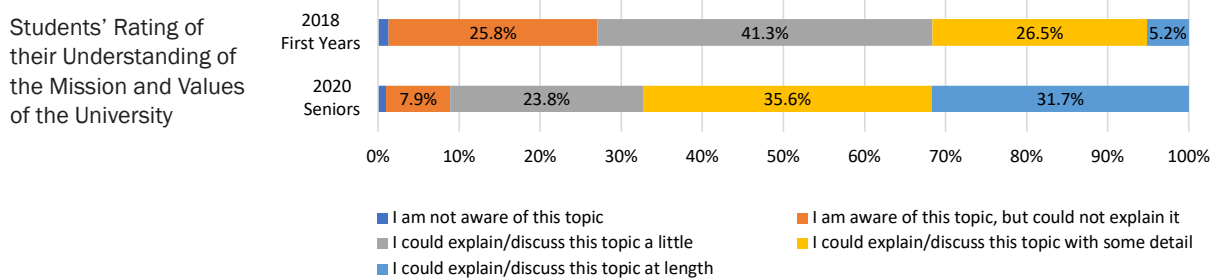
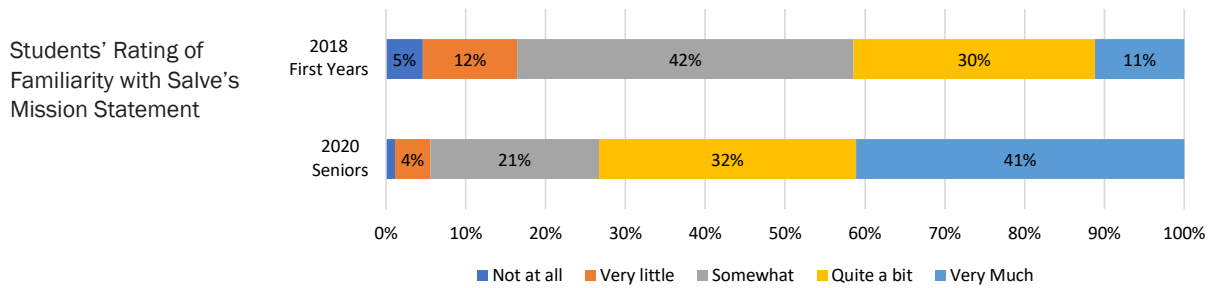
Salve Regina is committed not only to the transformational development of our students, but also the mission engagement of University faculty, staff, trustees and community. We are committed to deepening the ways in which our Mercy, Catholic mission is lived out and grown through all the members of our community.

Many of the programs, policies, and practices related to the eight mission integration core areas discussed in Query 2 have local assessment frameworks used to evaluate mission effectiveness and direct future developments. Program-specific assessment outcomes have been addressed above, but to assess the big picture of mission effectiveness at Salve Regina, we review here evidence of mission integration across our key constituents: students, faculty, staff and trustees.

## **MISSION EFFECTIVENESS WITH STUDENTS**

Salve Regina administered the Association of Catholic Colleges and Universities (ACCU) Catholic Identity and Mission Assessment (CIMA) survey to first-year students in 2018 and to graduating students in 2020. The CIMA survey seeks address the question of whether and how Catholic identity, as well as the charism of the founding and sponsoring group of a college or university, are expressed on campus and meaningfully engaged by students.

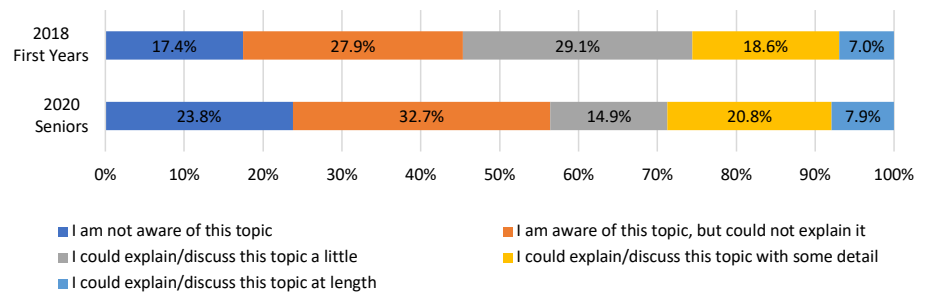
The following responses from the CIMA first-year student survey and the CIMA graduating student survey highlight a notable differential between these two groups in areas related to mission, values, familiarity with Catherine McAuley and the Critical Concerns of the Sisters of Mercy.



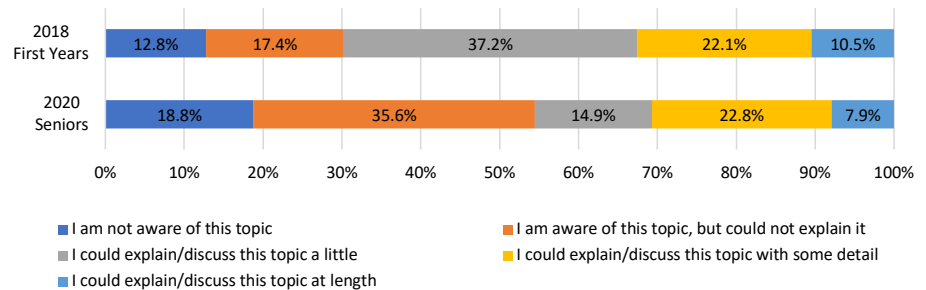
Each of these four measures indicates a significant differential between first-year students and graduating seniors in terms of their familiarity with and understanding of Salve’s mission, Critical Concerns of the Sisters of Mercy and Catherine McAuley. This evidence seems to suggest that a Salve education includes the development of a meaningful mission consciousness in our students over the course of their educational journey.

However, when asked in these same surveys about their understanding of the Catholic Intellectual Tradition and Catholic Social Teaching, the responses of first-year students and graduating students indicate little difference.

Students’ Rating of their Understanding of the Catholic Intellectual Tradition



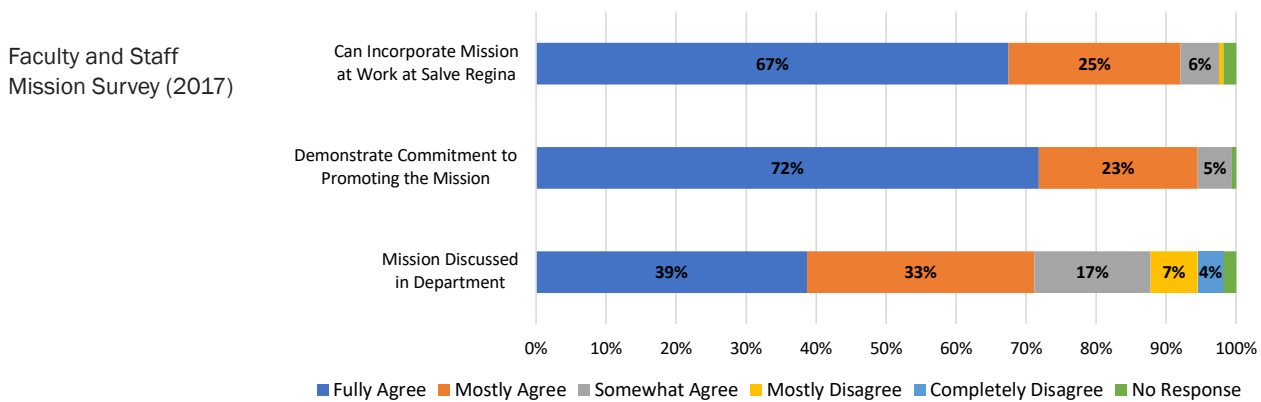
Students’ Rating of their Understanding of Catholic Social Teaching



The current Core Curriculum includes as its first goal: “Dialogue with the Catholic Intellectual Tradition, including the Mercy tradition.” An additional assessment tool, the Core Curriculum Assessment Survey of Seniors (2019) indicates that Salve Regina students affirm their academic experience as strong in the promotion and cultivation of the virtues and social values underlying the Catholic Intellectual Tradition, Catholic Social Teaching, and the Critical Concerns but are weaker at linking these values and virtues to the explicit vocabulary, conceptual frameworks, and tradition in which they are embedded.

## MISSION EFFECTIVENESS FOR FACULTY AND STAFF

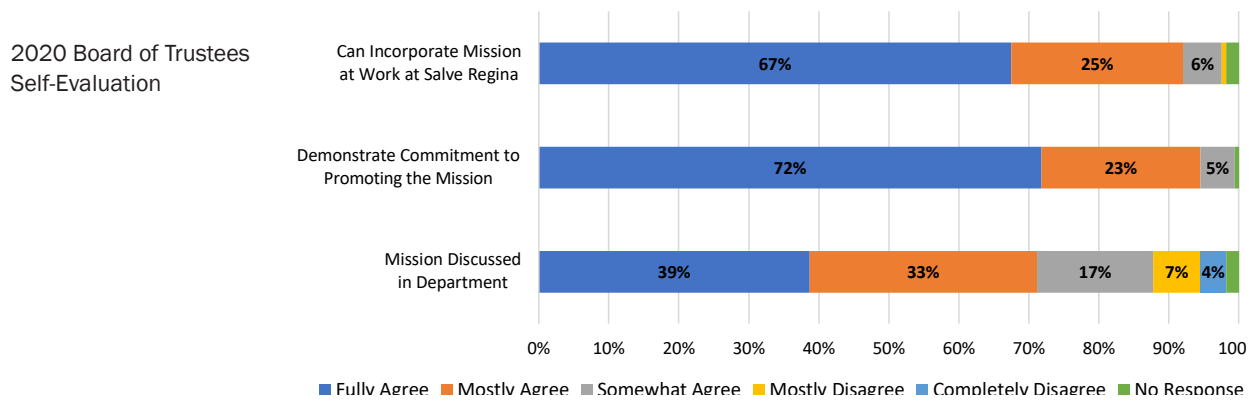
Faculty and staff not only promote the Mercy, Catholic mission of Salve Regina; they contribute to it. What it means for Salve to develop as a mission-driven institution, grounded in the Catholic tradition and the charism of Mercy, is constituted by the people who make up the institution. Faculty and staff mission surveys have been administered regularly for 15 years, with the last survey administered in 2017.



This survey evidences a consistent self-conscious incorporation of the Mercy, Catholic mission into the “day-to-day work/life” of faculty and staff at the University (92% fully or mostly agree) and a demonstrated commitment to promoting the mission of the University in their teaching, research, service and leadership (95% fully or mostly agree). This survey also highlights a strong understanding among faculty and staff both of “what it means to be part of a Catholic University” (89% fully or mostly agree) and “a good understanding of the traditions of the Sisters of Mercy” (87% fully or mostly agree). It is noteworthy, however, that most of these affirmations of understanding and engagement with the mission by faculty and staff are framed in the survey either on a macro (University-wide) level or a micro (personal) level, with a smaller percentage of faculty and staff affirming engagement with the mission at the local (departmental) level (72% fully or mostly agree).

## MISSION EFFECTIVENESS FOR BOARD OF TRUSTEES

Salve Regina’s Board of Trustees is made up of 33 members, five of whom are Sisters of Mercy and seven of whom are alumni of the University, with three trustees also being recipients of honorary degrees from the University. Every year the Board conducts a self-evaluation with several components related to the mission.



The most recent survey indicates that Board members’ self-understanding is that the philosophy, mission, values and traditions of the Sisters of Mercy and Salve Regina are at the heart of Board decision making (96% rate this as excellent). The Board also affirms that their decisions affirm and uphold the moral and social teachings of the Roman Catholic Church (88% rate this as excellent). The extent to which the board plays a role in actively evaluating University plans, projects and strategic initiatives is still strong but a bit more tempered (72% rate this as excellent).

While this big picture snapshot of mission effectiveness among key University constituents, students, faculty, staff, and trustees must be evaluated within the limits of the evaluation instruments, it suggests a strong engagement of the mission among our faculty, staff and trustees, and a significant development of mission engagement among students from their first-year to senior experiences, with more limited familiarity of the ways in which the Catholic Intellectual Tradition and Catholic Social Teaching underwrite this mission among students.

# Insights from the CMHE Self-Study Process

Query 4: What might the evidence tell about mission integration effectiveness at Salve Regina University?

The CMHE Mission Self-Study process has affirmed and advanced the work of mission integration at Salve Regina University. Through the evidence collected it is clear that Salve Regina's commitment to its Mercy, Catholic mission is strong and deep with steady and dynamic mission leadership among administrators, faculty, staff, students, alumni and trustees. To more fully advance the lessons learned through this CMHE self-study process, we will review identified strengths and growing edges of mission integration efforts evidenced at the University across all eight areas of mission integration.

## Sponsorship, CMHE and Ecclesial Relations

### Areas of Strength

#### 1) Commitment to the Covenant and the Affirmation of University

**Mission and Values:** Salve Regina recently adopted the Covenant of Mercy Higher Education and the president and trustees have committed not just to the preservation of Mercy, Catholic identity and mission of Salve Regina, but to its growth and development into the 21st century. The mission leadership of our first lay president has been front and center at the University, particularly through the unique pressures of the COVID-19 pandemic. Dr. Armstrong and University leadership demonstrated a care for the well-being of our students, faculty and staff, balancing the realities of institutional constraints and adaptations with an abiding commitment to the common good. In the midst of this pandemic, Dr. Armstrong also continued to invest in Salve's mission development, sponsoring a Strategic Compass planning process that included the articulation



of the University's core values. Salve Regina's core values are deeply connected to our mission and will direct University priorities moving forward: purpose-driven education; respect for the dignity of all; Mercy community; integrity; faith and spirituality; compassionate service and solidarity.

- 2) CMHE Participation and Leadership:** Salve Regina's participation in CMHE conferences and leadership has significantly informed the work of mission integration at the University. The vice-president for mission integration's role in CMHE initiatives, along with the University's sponsorship of student, faculty and staff participation in various conferences, ensures continuity and commitment to CMHE's work in Mercy education.



Fr. Scott Pontes,  
University Chaplain

### Areas of Growth

- 1) Contributions to the Local Church:** While the University invites our local bishop to preside at significant celebrations, developing deeper connections with local faith communities is a mission priority moving forward as well as developing University offerings and collaborations that can be of greater service to the local church. Salve did not have a full-time Roman Catholic priest on staff as University Chaplain for almost two academic years (2018-2020). Gratefully, in 2020 we welcomed to our community two Roman Catholic clergy from the Diocese of Providence. The [new strategic plan of the Mercy Center for Spiritual Life](#) also includes a commitment to reach out to local faith communities to better bridge support for the diversity of religious and spiritual life present in our community.

### Space, Art, Symbolism and Environment

#### Areas of Strength

- 1) Visibility of the Mission Statement:** The mission statement is embraced and affirmed as much today as when it was drafted almost 25 years ago. The calligraphic rendering of the mission statement with its caterpillar and butterfly illuminations is visible all throughout campus and is reminiscent of the work of Sister M. Clare Augustine Moore, whose calligraphy and illuminations set the early writings



of the Sisters of Mercy. Every prospective student, every new student, every prospective faculty member, every new faculty member, every new employee, new trustee and new administrator receives their own copy of this beautiful rendering of the mission statement and is invited to display it in their room or office. Its transformative words and art continue to ground and inspire the Salve community and the mission statement is widely embraced by students, faculty, staff, administrators, alumni and trustees.

**2) Felt Presence of Reflective Spaces and Mercy Heritage:** The beauty of the campus, set along the Atlantic ocean amongst an extensive arboretum, provides an expansive and reflective backdrop for contemplation amidst action. The presence of Our Lady of Mercy Chapel at the heart of campus, the statue of Catherine McAuley standing at the crossroads of the campus academic and spiritual centers, the sayings of Catherine McAuley on stones throughout campus paths that offer a word on your way, the labyrinth walk inviting all to return to the center, and the quiet presence of statues of Mary and Jesus, all contribute to the spiritual landscape of the campus community in meaningful ways. The University is also undergoing a space study to develop more student-centered spaces on campus, and the project includes plans to develop the artscape of our Mercy, Catholic mission and values on campus. A further project currently under way is the development of a public art installation highlighting the Critical Concerns of Mercy on campus.



## Areas of Growth

**1) Multi-faith Prayer Space:** Our Lady of Mercy Chapel includes an area designated for multi-faith prayer; however, this space also includes beautiful stained-glass windows featuring Mary and Jesus at its center. An appropriate space for reflection, prayer and worship for members of our community from Jewish, Hindu, Muslim, Buddhist, Sikh and other religious traditions, as well as those from other Christian traditions, would extend the hospitality we profess in our mission “as a community that welcomes persons of all beliefs.” The Mercy Center has included this goal as part of their current strategic plan with the priority of developing a multi-faith prayer space on campus.

**2) Sustainability Resourcing:** While the University is explicitly committed to incorporating best practices in sustainability into its operations and curriculum, and regularly convenes an inter-departmental sustainability committee, there have been limited resources and institutional capacity designated to realize the priorities identified. A student sustainability coordinator position was established through the Office of Mission Integration to support the work of sustainability and the University is currently conducting a campus sustainability audit that may provide benchmarking standards for areas in need of resourcing to achieve stated University sustainability goals.



## Selection, Orientation, Onboarding

### Areas of Strength

#### **1) Mission Overview for all Prospective Students, New Students, New Faculty, New Employees:**

The introduction of Salve Regina's mission begins when prospective students inquire regarding admission at the University. New students are invited to profess a mission pledge at Convocation and receive a Mercy medal to carry through to graduation that includes the final words of the mission statement: "to work for a world that is harmonious, just, and merciful." New faculty and new employees are universally invited to participate in an orientation program that includes a component dedicated to the University's mission.

**2) Hiring for Mission:** All tenure-track faculty and senior administrator searches include engagement with the Office of Mission Integration, with the vice president for mission integration interviewing all finalists and sharing resources with them on the University's Mercy, Catholic mission.

## Areas of Growth

**1) Access for Underrepresented Communities:** Salve’s admissions webpages include the statement: “We welcome students of all races, nationalities, orientations and abilities. Our diversity keeps our campus as multi-dimensional as our classrooms.” While the percentage of incoming students of color has increased from 6.6% of the incoming class in 2008 to 13.1% most recently, the racial, ethnic, socio-economic, and gender diversity of the Salve community continues to be aspirational. President Armstrong established the [Presidential Commission for Equity and Inclusion](#) in 2020 to advance Salve Regina’s Mercy, Catholic mission through a number of initiatives designed to foster a more inclusive and equitable campus community that values diversity and opens the work of a Mercy education to all. The Commission hosted a University Town Hall as part of MLK Week 2021 to share its initial work and listen to the community’s needs related to the mission-critical work of equity and inclusion.

**2) Orientation and Formation of the Board of Trustees in Mission:**

The CMHE Covenant requires “the process of recruitment, election, orientation and ongoing education of trustees promotes understanding and respect for the religious identity and mission of the institution and the authority and responsibility that the Sisters of Mercy have to ensure this identity.” The development of a robust orientation and mission formation program for Salve trustees has been identified as an area of growth. The vice president for mission integration participated in a CMHE planning group to develop orientation and formation materials and processes for Boards of Trustees and with the chair of the Board of Trustees Mission Committee is developing a new orientation and formation program for trustees.

**3) Adjunct Faculty Mission Engagement:** While full-time faculty engage with the Office of Mission Integration through the hiring and onboarding processes, opportunities for mission engagement with adjunct faculty is currently more limited, with support offered primarily at the departmental level.



## Ongoing Formation for Mission

### Areas of Strength

**1) Cultivating Mission Leadership:** In the last few years the Office of Mission Integration has established several new Mercy leadership initiatives for faculty and staff on campus, including the Mercy Leadership Colloquium, the Mercy Faculty Forum and the Mercy Interdisciplinary Faculty Collaboratives. These mission formation and leadership initiatives have been housed under the newly established [McAuley Institute for Mercy Education](#) to raise the visibility and import of these commitments at Salve. President Armstrong is also working to develop a leadership and management training program in collaboration with Human Resources, which will include mission formation as a central component.



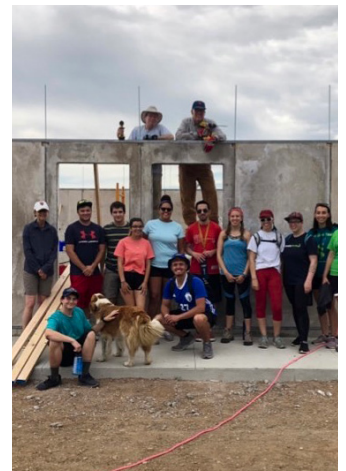
**2) Celebrating Mercy Leaders:** While there are few vowed members of the Sisters of Mercy on the faculty and in administration at Salve, lay members of our campus community significantly embody and advance the Mercy charism in their leadership, lives, and service. Two new initiatives are being developed to bring greater visibility to the ways in which faculty, staff and administrators contribute to the living Mercy, Catholic mission of the University and its development. First, the Voices of Mercy project seeks to provide a space on campus for selected faculty, staff and students to share their vocational journey as a person of Mercy, responding to the question: “What matters to me and why?” Due to COVID-19 limitations, the launch of this initiative has been postponed, but a [web component](#) has been initiated. Second, the “Living the Mission” award is a new initiative approved by the president and senior administrators in 2020 to recognize Salve Regina faculty, staff, students and community partners who advance the University’s mission through their actions and example. Awardees’ names, photos and a quote from their nomination submission will be publicly displayed on campus for the year following the award.

**3) Alumni Engagement and Leadership:** Salve Regina alumni from across the decades carry the Mercy mission as they continually work to make a difference in the world. Through profiles shared in the University magazine, *Report from Newport*, and on the website, alumni success stories highlight our graduates’ personal and professional commitment to the

mission in a multitude of ways. Alumni representation on the Board of Trustees ensures that those with firsthand knowledge of the Salve experience have a voice in guiding the institution. Events such as Fall Festival and Reunion Weekends, which feature special Masses, welcome alumni back to campus each year. Though these were postponed in 2020 due to the pandemic, many activities moved to the virtual realm. Alumni were invited to pray the rosary together, attend the celebration of Mass in Our Lady of Mercy Chapel via livestream, and participate in an online faculty reunion series that reconnected former professors and classmates across departments. In addition, the alumni luminaria on display in December 2020 as part of the Celebration of Light and Spirit served as an opportunity to honor a loved one through a gift to the University. Salve consistently places in the top 10% of colleges for percentage of alumni giving among over 170 peer institutions in U.S. News, demonstrating that our graduates continue to give back to their alma mater to help current and future students achieve their dreams of a Mercy education. Their generosity was instrumental in building the Mercy Emergency Relief Fund, which assisted students and families who were struggling financially as a result of the pandemic and enabled their return to campus to continue their studies.

## Areas of Growth

**1) Shared Mission Leadership:** Salve Regina had a University Mission Committee for over 10 years that advised the vice president for mission integration and collaborated in the development of offerings to advance mission integration for faculty, staff and students. While the work of the new McAuley Institute for Mercy Education seeks to advance many of the mission formation and leadership development priorities previously supported by the University Mission Committee, the reestablishment of the Committee would serve to advance shared mission leadership across the University in dynamic ways. The vice president for mission integration is seeking to renew and reestablish this University Mission Committee in fall 2021. This renewed committee would review and select awardees for the “Living the Mission” Award for faculty, staff, and students; select speakers for the “Voices of Mercy” initiative; deliberate on grant awards for the Critical Concern Collaboratives; and support the renewal of mission-related conferences, lectures, events, and retreats for the University community.



## Curricular and Co-Curricular Development and Integration

### Areas of Strength

**1) Student-Engaged Teaching and Research Related to Mission:** Salve Regina faculty across departments have directed significant components of their teaching and research agendas to advance the University's mission and address the Critical Concerns of the Sisters of Mercy. This work has been made even more visible by the two faculty collaboratives convened through the McAuley Institute for Mercy Education and in the presentations of student-engaged research, service, and creative and scholarly activities at the annual SRyou Exposition. The evidence of course listings, faculty publications, and program review self-studies indicate that a significant number of individual faculty and departments incorporate the mission into their courses and develop new courses that advance the mission through the lens of their particular discipline. Salve's curriculum successfully achieves ethical reflection across departments, both in the common core courses (RTS and PHL225), in professional majors (Nursing, Social Work, ADJ, all with explicit ethics components) and in Business, Environmental Science, and the Administration of Justice (again, all with explicit coursework in ethics). The new Strategic Compass and the work of the Core renewal and the 2020 Davis Foundation grant seek to expand these commitments and opportunities further to include every Salve student.

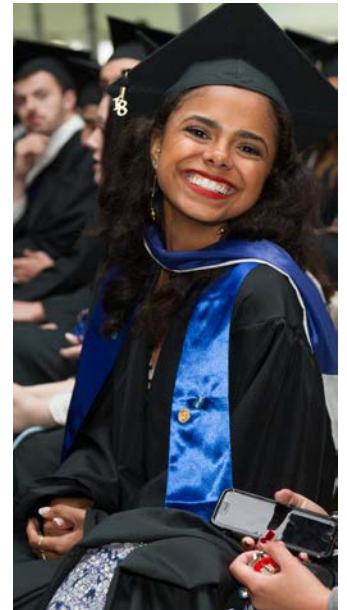
**2) Co-Curricular Graduation Requirement Related to Mission:** Since the Feinstein Enriching America program was established over 20 years ago, all graduating Salve students have been required to complete 10 hours of community service in Rhode Island prior to graduation. The Center for Community Engagement and Service has worked to integrate this requirement more fully into the first-year experience through the Exploratory Day of Service and the First Year Transitions (FYT) course, including educational components reflecting on charism and history of the Sisters of Mercy as well as the critical concerns of our local community and of the Sisters of Mercy.



## Areas of Growth

**1) Core Curriculum Renewal:** The Office of Academic Affairs, in consultation with the Faculty Assembly Executive Committee, initiated a Core renewal process in fall 2020. The Core renewal will span several years and currently two committees have been established. The Core Learning Outcomes Committee (CLOC) is charged with consulting stakeholders from across the campus community and identifying the list of Core learning outcomes that will determine the aims and purposes of the Core Curriculum. The Core Curriculum Structuring Committee will investigate effective, creative and mission-driven practices in higher education curriculum design. Once they receive the proposed Core learning outcomes from the CLOC, they will also develop a renewed structure for the Core Curriculum reflective of Salve's distinctive mission, values and strengths.

**2) Integration of Community-Engaged Learning:** As part of its [current strategic plan](#), the Center for Community Engagement and Service is committed to "support and develop academic partnerships for community-engaged scholarship and teaching." This work has been significantly resourced by the recent award of the 2020 grant from the Davis Educational Foundation, "Aligning Mission, Curriculum, and Teaching at Salve Regina University through Targeted High-Impact Practices," which seeks to make undergraduate research, creative inquiry and community-engaged learning essential components of a Salve education.



## Catholic Social Teaching and the Critical Concerns in Action

### Area of Strength

**1) Commitment to Reflection and Action on the Critical Concerns:** In 2017, the University adopted a Civic Action Plan to strengthen its commitment to living out the Mercy mission and vision in increasingly tangible and measurable ways. The plan envisions a transformation of the institution by focusing on the Critical Concerns of the Sisters of Mercy as the basis for social action. The focus of Mercy Week over the past three years has been explicitly tied to the focal Critical Concern of the year in the University's Civic Action Plan. The Mercy Center for Spiritual Life has

also provided the campus community opportunities for significant engagement and reflection on the Critical Concerns of racism, Earth, immigration, women and non-violence and reflection on the principles and practices of Catholic Social Teaching through regular programming and events. The Mercy Interdisciplinary Faculty Collaboratives focusing on the Critical Concern of Earth and the Critical Concern of Race convened over two academic years through the McAuley Institute for Mercy Education has also advanced research, teaching and University initiatives related to the Critical Concerns.

## Area of Growth

**1) Explicit Engagement with Catholic Social Teaching:** The results of the Catholic Identity Mission Assessment in 2018 and 2020 indicate that there is no notable difference between the understanding of first-year students surveyed and graduating seniors surveyed in relation to their understanding of Catholic Intellectual Tradition and Catholic Social Teaching. The Core Curriculum Assessment Survey of Graduating Seniors in 2019 also indicates that students struggle to articulate the scope and significance of the Catholic Intellectual Tradition and Catholic Social Teaching and its relevance to their educational experience at Salve. In the work of the Strategic Compass and Core Curriculum renewal process, a review of how and to what extent every Salve student engages with the riches of the Catholic Intellectual Tradition and Catholic Social Teaching foundational to the Mercy Critical Concerns may need to be examined. Salve may currently be stronger in promoting the values and virtues underlying a commitment to Catholic Social Teaching and the Critical Concerns than critically engaging with the conceptual frameworks of the Mercy, Catholic tradition itself. The new strategic plan of the Center for Community Engagement and Service also calls for a deepening of programs that explicitly engage with Catholic Social Teaching and the Critical Concerns of the Sisters of Mercy. The Mercy Center has a strategic goal to “develop departmental partnerships to deepen opportunities for discussion and reflection with Critical Concerns of Mercy, Catholic Social Teaching and the Spiritual and Corporal Works of Mercy.”





## Inclusive Worship, Reflection, Ritual

### Areas of Strength

**1) Community Liturgies In Times of Celebration and Grief:** The current strategic plan of the Mercy Center for Spiritual Life includes a goal to “establish University-wide liturgical offerings...to celebrate, inspire, and engage our Catholic and Mercy heritage and values.” The Mercy Center has already advanced this goal through liturgical offerings in conjunction with regular University-wide events such as Welcome Week and Commencement, Fall Festival and Mercy Week. The Mercy Center has also developed many prayerful offerings for the Salve community to gather in response to local and national events of historic importance (e.g. Jubilee Year of Mercy, United in Mercy Rally, Tree of Life Synagogue Shooting, Vigil and Forum for Racial Justice). Plans are already under development for more opportunities for shared prayers, rituals, and liturgical celebrations at significant moments in the life of the Salve community such as move-in blessings, residence hall blessings, athletes’ blessings, Earth Week and more.



**2) Catholic Liturgical and Spiritual Life:** Our Lady of Mercy Chapel is host to regular weekday Masses and Sunday Masses for the community. In collaboration with other offices on campus, specific Masses have also been developed for Multicultural Education Week (a multilingual, multicultural liturgy), MLK Week, election day, peace and harmony, etc. The Mercy Center for Spiritual Life also sponsors an active RCIA program, opportunities for spiritual practices such as rosary and retreats, and the University Chaplain has initiated Advent and Lenten spiritual offerings for students, faculty, staff and alumni.

### Areas of Growth

**1) Multi-faith Engagement and Reflection:** Approximately 50% of the student population at Salve identifies as Roman Catholic, with approximately 30% of the student body unaffiliated and 20% of the student body affiliated with other Christian and religious traditions. Though many of the unaffiliated evidence a significant interest in religious literacy and spiritual practice, these demographics mirror the shift away from formalized religious identity among Generation Z.

While the Mercy Center for Spiritual Life offers regular ecumenical Taizé prayer services and has offered a multi-faith celebration for the campus and community each year (i.e. the Festival of Lights) as well as the first annual multi-faith Thanksgiving prayer service this past fall, greater opportunities for students, faculty and staff to celebrate and engage with the wisdom of diverse faith traditions and meaningful spiritual practices for persons of all or no religious traditions is a priority in the Mercy Center's new strategic plan.



**2) Renewal of Sabbath Time:** Sabbath is a twice-weekly designated time for prayer and reflection that is built into the academic schedule (Tuesdays/Thursdays from 1:45 to 2:15 p.m.). The intent is to provide 30 minutes in which no meetings or classes are held, enabling the campus community time to breathe, reflect, pray, and practice the work of being contemplatives in action. While this tradition is a sacred one, it requires a renewed communication campaign in order to raise the visibility of this practice in a way that can meaningfully shape the rhythm of our University life and culture.

## Engagement in Community and Celebrations

### Areas of Strength

#### **1) Developmental Model of Community Engagement and Service:**

The Center for Community Engagement and Service has developed opportunities for students to engage in service and advocacy in deepening ways with the local community. All Salve students are engaged in direct service with local community partners through the Exploratory Day of Service and the completion of their Feinsein Enriching America service commitment. Students may then deepen their engagement through service plunges or service immersions (weekend or week-long commitments), through the semester in service program or Service Advocate program (a year-long commitment with 100+ hours of service with a specific community partner and regular times for shared education and reflection). The new Vision of Mercy Fellowship offers students further opportunity to work with local,

domestic or international organizations committed to the materially poor, to peace and justice, and to advocacy and action related to the Critical Concerns of the Sisters of Mercy.

**2) Long-standing Community Partnerships:** The Center for Community Engagement and Service has been developing relationships with over 50 community partners on Aquidneck Island and across Rhode Island for almost 25 years. The director and assistant director sit on the boards of many local non-profit agencies and serve on the board of Newport Partnership for Families (a local network of community partners focused on shared outcomes for the community). Several faculty have also developed collaborative relationships with local community partners through initiatives such as the Newport Health Equity Zone and the Newport Family & Child Opportunity Zone. These long-standing community partnerships enable the University to fulfill its mission to work for a world that is harmonious, just and merciful in and through engaged collaborations in the community.

### Area of Growth

**1) University-Community Partnerships with Mutually Defined Long-Range Outcomes:** The present model of community engagement and service is focused more on short-term outcomes and addressing immediate needs for local community partners. As the University moves to institute a deeper commitment to community-engaged learning (through the development of the Signature Salve experience in the Strategic Compass and the catalyzing support of the new Davis Foundation grant), a more intentional process of defining shared University-community long-term outcomes will be essential, engaging community partners as co-educators in student learning, and faculty and students in empowered community-led outcomes.



# The Path Forward

Query 5: What will be done with the information collected about effectiveness at the University?

The Salve community values its heritage and identity as a Catholic institution founded by the Sisters of Mercy and this mission significantly informs the personal and professional commitments of its members and the strategic priorities and vision of the University. The work of the CMHE mission self-study has made even more visible the extent to which Salve's Mercy, Catholic mission stands at the heart of the University's distinctive value proposition for its current students, faculty, staff, trustees and alumni. As we move forward into Salve's next chapter,



we will seek to build upon our areas of strength and address the areas for growth identified through this mission effectiveness process. As previously noted, in 2021 we plan to re-establish the University Mission Committee to support this work and the new strategic plans of the Mercy Center for Spiritual Life and the Center for Community Engagement have set the course for deeper mission engagement and effectiveness across areas. Four key initiatives will also serve as important vehicles to advance the work of mission integration at the University in dynamic new ways in the coming years.

### **75th Anniversary Celebration: Sharing the Story of Salve's Past, Present and Future**

The celebration of Salve Regina's 75th Anniversary in 2022 provides a meaningful opportunity to advance the mission and values of the University, reflecting on our shared story as we shape the future together. Planning is under way for a year-long schedule of events engaging alumni, community, faculty, staff, students, trustees and administrators, including the launch of a capital campaign to resource a 21st-century Salve education in the tradition of Mercy. In addition, the projects that will be funded through the University's 2021 NetVUE grant, "Living Mercy: The Heritage and Mission of Salve Regina University through Shared Story and Values," will illustrate the ways in which Salve's tradition of Mercy impacts members of the campus community as we reflect on the past, celebrate the present and look ahead with renewed commitment to embracing the Mercy mission and its power to impact the world.

### **Developing the Signature Salve Experience through Curriculum Renewal and Co-Curricular Mission Innovation**

The next step in the Strategic Compass implementation process is to develop the components of a "Signature Salve Experience." This experience will answer the question "What does *every* Salve student need when they graduate?" and will reflect the the mission and core institutional values of the Strategic Compass: a purpose-driven education; respect and dignity for all; a Mercy community; integrity; faith and spirituality; and compassionate service and solidarity. One significant means of developing this Signature Salve Experience will

be through the Core renewal process launched in fall 2020. As the process unfolds, the Mercy, Catholic mission and the Critical Concerns will be intentionally embedded in the undergraduate curriculum, and the mission statement will be standardized in all course syllabi templates. Furthermore, the deeper integration of undergraduate research, creative inquiry, and community-engaged learning into the curriculum, supported by the award of the 2020 Davis Educational Foundation grant, will advance mission-related research and teaching in curricula across all departments. The co-curricular components of the Signature Salve Experience will involve renewed vocational engagement opportunities for all students. The strategic plans of the Mercy Center for Spiritual Life and the Center for Community Engagement and Service have both identified commitments to support these developments through renewed programmatic initiatives. The capacity-building grant awarded by NetVUE in 2019, “Fostering the Transformative Work of Mercy, Catholic Higher Education through Vocational Reflection and Action,” can also serve to underwrite this work of mission integration in the development of the Signature Salve Experience across University divisions.

### **Presidential Commission on Equity and Inclusion**

The Presidential Commission for Equity and Inclusion established in 2020 will advance Salve Regina’s Mercy, Catholic mission by seeking wisdom and promoting universal justice. The University’s mission is more fully realized when its educational enterprise, institutional structures, University leadership and community are actively engaged in building a more harmonious, just and merciful campus, addressing the Critical Concerns in our midst. The Commission’s comprehensive review of policies, procedure and practice around equity and inclusion will ensure that the Salve Regina community is one in which all voices are welcomed, heard and valued and our Mercy mission more fully realized.

### **McAuley Institute for Mercy Education**

The McAuley Institute for Mercy Education was founded in 2020 to advance the Mercy, Catholic vocation of Salve Regina through the development of leadership formation initiatives, interdisciplinary



research and teaching collaboratives, and public dialogue and action centered on the tradition and Critical Concerns of Mercy. The McAuley Institute currently sponsors the Mercy Leadership Colloquium, the Mercy Faculty Forum, the Interdisciplinary Faculty Critical Concern Collaboratives and is developing the Voices of Mercy program and the McAuley Institute lecture series in 2021. As the Institute seeks to make visible the animating work of Mercy in the life of the University, it will continue to support the work of mission integration and the development of the Mercy, Catholic tradition of education into the 21st century.

In reflecting upon the multitude of ways in which the University's Mercy, Catholic mission is embraced by the campus community, it is evident that the enduring vision of our founding Sisters of Mercy continues to empower and inspire students, faculty, staff, trustees and alumni to turn empathy into action in order to make a difference in our world. With gratitude for our Catholic, Mercy heritage and tradition upon which the University stands, we look forward to the celebration of our 75th jubilee anniversary and beyond as Salve Regina's Mercy promise unfolds.



Cheryl Mrozowski '70 (l),  
chairman of the Board of Trustees and  
Chancellor M. Therese Antone, RSM (r),  
join President Kelli J. Armstrong (center)  
for her inauguration Sept. 20, 2019.



# SALVE REGINA UNIVERSITY



Two weeks, 63 staff and faculty, 2,638 phone calls. The Office of Mission Integration's Salve Cares outreach, an initiative designed to reach out to each and every Salve Regina undergraduate student to check in and offer support, was an extraordinary expression of the University's Mercy mission and served to uplift students navigating an unprecedented pandemic.



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