





Research, Teaching, Management in Jesuit University

Research

Researcher's
Invitation

Share specific subjects

Share specific way of proceeding

Tensions to
Manage
Researcher

My Interest/Expertise vs. University Subjects

Specialization vs. Multidisciplinary

Ranking-Lead Projects vs. Mission Process Projects

Business-Funded Projects vs. Free-Funded Projects

High Research vs. Easy-to-Teach Research

Research, Teaching, Management in Jesuit University

Teaching

Professor's Invitation

Share Pedagogical Model (Holistic Education)

Apply model to teaching

Tensions to Manage (Professor)

Neutrality/Rigour vs. Social Justice, Faith

Learning in Class vs. .Service Learning (Action oriented)

Teaching Students vs. Teach How to learn

Homily vs. Spiritual Dialogue

Jesuit Values vs. Beliefs

Utilitas vs Humanitas, Fides, Iustitia



The Person in the Job

- Franning the job
- Scheduling the job

Information Plane

- Communicating
- Monitoring
- Nerve center
- Spokesperson
- Disseminating
- Controlling
- Designing
- Delegating

People Plane

- Leading
- Energizing individuals
- Developing individuals
- Building teams
- Strengthening culture
- Linking
- Networking

Action Plane

- Doing
- Managing projects
- Handing disturbances
- Building coalitions

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Management in Jesuit Higher Education

Ignatian Leadership Traits (Guilbret SJ)

Essential Qualities (Based on Constitutions)

Closely united with God
(Prayer/Operations)

Example in all virtues

Charity towards
neighbors/Society members

Genuine humility

Outstanding in every virtue

Great probity and love for the
Society

Good judgment and sound
learning

Specific Virtues

Charity

Freedom

Rectitude

Authenticity

Humility

Kindness

Fortitude of
the soul

Commitment

Other Important Traits

Spirituality

Virtues are a gift/grace from God

Unites leader with God

Allows God to act through the subject

Prudence (Discreetness/ Discernment)

Reflects on risks and consequences

Acts deliberately, responsibly, ethically

Seeks light of God to distinguish options



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Integration of
R/T/M

General Idea

Mentoring Community

Mission Process

Methods

Accompany (3 levels: individual/Unit/University)

Collaboration with external stakeholders

Incentives, Salaries, Promotions

Rewarding discussion spaces (3 levels)

Tensions for
Top Managers

KPIs shared by managers (Complex Objectives)

Partnership: High Ranking vs. Jesuit Universities

Partnership: NGOs and/or Companies

Boards of Trustees: Selection of individuals/organizations

Criteria for
Discernment

Universal Apostolic Preferences (2019-2029)