

Our 2021 Mt. Irenaeus Strategic Plan identified 6 Strategic Priorities:

1. Reach out to **worldwide and U.S. Franciscan leadership** about developing the life and formation at the Mountain.
2. Seek others and develop a **diverse community** to live at the Mountain.
3. Ensure **Co-Ministry with St. Bonaventure** helps foster a transformational student experience.
4. Expand the Footprint of the Mountain **beyond the Mountain**.
5. Design and develop a **physical master plan** to visualize the future of the Mountain
6. Create a comprehensive **advancement plan**

Strategic Initiative #1: Reach out to worldwide and US Franciscan leadership about developing the life and formation at the Mountain.

Action Item	Assessment
<p>1.1) Develop an expert group on the subject of Franciscan contemplation, helping us become a learning ground for others, nurturing a deeper understanding and formation into the life.</p>	<ul style="list-style-type: none"> • Contemplative retreats for friars and lay held at the Mtn • Council for Spirit of Life continues to grow & mature, offering Franciscan formation for many groups. • Faith formation "pods" growing beyond a second cohort and in partnership with POLG. • New Social Discourse branch of CSL to further our mission
<p>1.2) Build relationships through outreach to the larger Franciscan community. Garner a greater understanding of their interests in life and ministry, and where the Mountain may be a vessel to help express them. Offer all our gifts to those searching for Franciscan contemplation in their lives.</p>	<ul style="list-style-type: none"> • Closer relationships and dialogue with those in leadership within Province (L. Ford, L. Hayes, K. Mullen, R. Lopez, M. Perry, P. Anderson). • Discussing opportunities for Provincial formal assessment of our ministry and a partnership memorandum • New Collaborations with SBU, POLG, Fran Federation, FAN
<p>1.3) Identify and nurture relationships with friars who share an interest in our way of life, with the possibility of future ministry with us. Understand and break down resistance to friars' interest in living here.</p>	<ul style="list-style-type: none"> • Over the past year, personal outreach to many individual friars about living at the Mountain. • Provincial gatherings and Mountain retreats are raising awareness of Mtn to friars. • Br. Rick Phillip joining us through the summer.
<p>1.4) Develop specific partnerships to help with this initiative, including:</p> <ol style="list-style-type: none"> a) Franciscan Federation and its membership. b) Visit Holy Name Provincial leadership c) Work more closely with SBU friars d) Invite Franciscan leadership onto the Mountain's board. e) Meet with Richard Rohr and his organization f) Connect with other influential friars 	<p>Along with progress noted above:</p> <ul style="list-style-type: none"> • Mike is on the Fran Federation board, Karen is on a committee. • Since 2021, vowed Franciscans T. Conway, K. Dougherty, J. Kernan have joined our board. • Met with Richard Rohr and CAC leadership. • Karen has developed relationship with Michael Perry and Larry Hayes

Strategic Initiative #2: Seek others and develop a diverse community at the Mountain

Action Item	Assessment
<p>2.1) Working closely with the resident community, expand the responsibility of our personnel committee to include all areas of recruitment, application, acceptance and transition into the Mountain community</p>	<ul style="list-style-type: none"> • Since the implementation of strategic plan, Karen (6/22 -) , Mari Snyder (11/24-11/25) and Declan (11/25 -) have entered the Companion Ministry. • Fr. Bill McIntyre was assigned, and Br. Rick Phillip joining us through the summer.
<p>2.2) Identify and speak to other communities who live their mission through mixed Franciscan communities (i.e. St. Francis Inn, Center for Action and Contemplation) to see what we can learn from them.</p>	<ul style="list-style-type: none"> • Closely related to the St. Francis Inn community (Phila, PA) • Karen part of Franciscan Intentional Community Network • We are part of Franciscan Service Network (Mari currently represents us).
<p>2.3) Identify the community we aspire for three years from now.</p>	<ul style="list-style-type: none"> • Continuous conversations around how we live in community, how we invite friars and companions to join us. Dan's guidance was no more than 4-6 as a mix of lay, religious, and friars in residence.
<p>2.4) Ensure that the mission and the way of life is consistent and being expressed in all who are live here.</p>	<ul style="list-style-type: none"> • Inclusive monthly chapter now in place with entire resident community, Natalie and Mike in participation. Conversations are related to this objective.

Strategic Initiative #3: Ensure Co-Ministry with SBU helps foster a transformational student experience.

Action Item	Assessment
3.1)Continue seeking to understand today’s students, through relationship building and frank conversations, receive feedback of their Mountain experience through surveys and periodic focus groups.	Having Natalie Pronio as our Coordinator of Ministry, along with the resident community’s commitment to support the first peak, have led to very strong levels of student visits. Over 1050 student visits through academic year. 900 prior year.
3.2)Foster partnerships on campus, expanding our outreach to the student population through channels including University Ministries and beyond.	Examples: Natalie’s regular work with the Umin team is praised by Umin leadership. Karen’s strong partnerships with Justice Circle, and FAN trip. Kevin’s work on Social Discourse. Joe’s partnership with Bona Responds and On the Road.
3.3)Consider hiring a minister to more deeply engage the student population.	Natalie hired September, 2023.
3.4)Look for new ways to connect with students directly, inviting them to get more deeply involved	Our number of gatherings, volume of students, and ways we engage them have all expanded
3.5)Develop consistent messages and solutions to raise student awareness of ability to access the Mountain	Natalie’s regular updates to students, consistent communications interns, and social media posts vastly improved.
3.6)Form stronger connections organizationally, with the President, senior leadership, our respective boards.	President Gingerich, and Dr. James continued presence on our board. Collaboration with Umin has led to Fr. Stephen celebrating mass at least two time a month.
3.7)Look for ways to serve the staff, faculty and administration of St. Bonaventure.	The primary focus has been with students. We support staff/faculty in limited ways as resources allow.
3.8)Review, update, and formalize agreements in place with St. Bonaventure.	New agreement set in place in July 2024. Meeting on renewal of agreement April 23 rd .

Strategic Initiative #4: Expand the Footprint of the Mountain beyond the Mountain.

Action Item	Assessment
4.1) Further develop on the road and virtual ministries, ensuring a common experience across all types of gathering, and cultivating local leadership to build their own communities.	<p>Success of Pods and other online gatherings, the continuation of MOTR, and the agreement with SBU to continue funding. There's an effort to expand the Mountain in the Home network.</p> <p>Over 2200 adult engagements through the year to date</p>
4.2) Deeply review and recommend changes to our communication materials to make it very clear what it is we offer to the world.	<p>Continues to be a work in progress. Dan's passing has us ALL filling in here. We do have "many faces of the Mountain", and have a strong Communications Committee.</p> <p>Torre Catalano project will support and provide assets to accomplish our comms objectives over next years.</p>
4.3) Develop a Marketing and Digital Ministry plan that provides more ways of sharing the gospel message lived out through the Mountain's life and ministry.	<p>More work to be done here to create a clarified strategy.</p>

Strategic initiative #5: Design and development a physical master plan to visualize the future of the Mountain

Action Item	Assessment
5.1) Visually shape the future of the Mountain in terms of the location and layout of new structures to support the above initiatives.	Many improvements have taken place in past five years, with the need to continue scheduling required maintenance of our facilities.
5.2) Partner closely with current Buildings and Grounds Committee, as well as the Advancement Committee, to align work and goals.	New entrance to Chapel is underway. In the process of interviewing for the Operations Manager position. Second round of interviews to be scheduled late April into May.

Strategic Initiative #6: Create a comprehensive advancement plan

Action Item	Assessment
6.1) Create a comprehensive campaign to meet our future financial needs.	Rob's hiring, and the assembling of talented campaign cabinet, along with Mary and Michelle's support, have borne much fruit. Will require Rob's help developing a plan for his departure, and how we support the follow up and stewardship needs of the campaign.
6.2) Hire an Advancement director to oversee all elements of finding funds to continue our mission.	Rob Buckla hired October 2024

Since 2025, our Vision has focused on the “Three Peaks” of Mt. Irenaeus:

SERVICE TO SBU STUDENTS

Service primarily to the St. Bonaventure University student community on campus and at the Mountain.

Our Core for 40 Years

SERVICE TO ADULTS / FAITH FORMATION

Adult outreach at the Mountain, On the Road, In the Home, through social media, content creation, formation pods and more.

Ministry with Strong Growth

SERVICE TO THE PROVINCE

A unique ministry within Our Lady of Guadalupe Province for friars to experience and be formed in a contemplative way of life and ministry.

Area of Strategic Focus

