



**STRATEGIC
FRAMEWORK
2026-2030**

OUR VISION

**Learning together as a global community,
acting for peace and human dignity**

OUR MISSION

In a fragmented and vulnerable world, JWL delivers quality higher education to excluded youth and serves as a global platform where universities and students come together in solidarity and service to marginalised communities. In collaboration with mission-aligned partners, JWL creates inspiring solutions for peace, grounded in hope, human dignity, socio-ecological justice, and the freedom of the mind and heart.



“One of the consequences of the profound transformations that we are experiencing in this change of epochs is the broadening and diversification of the margins of society and of the socially excluded men and women who live at the margins. A university of the Society of Jesus is called to discover and interact with the margins of society. As a plural space fostering dialogue and deep understanding of historical, personal, and intellectual processes, the university is a privileged space for the exercise of human freedom, freedom to seek and to find, through research and teaching, paths of social transformation. It is a space where the evangelical message of liberation can contribute to finding better paths toward new life in the midst of the uncertainties and hardships of the daily realities that exhaust so many men and women. It opens space for hope.”



Fr General Arturo Sosa, SJ
IAJU Conference, Bogotá, 1 July 2025

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STRATEGY ONE

To collaborate with and enable Jesuit and mission-aligned universities to connect with the margins of society, and to create a space for the exercise of human freedom through research and teaching paths of socio-ecological transformation and hope.

OBJECTIVE ONE: JWL focuses on forcibly displaced persons, Indigenous communities, minorities, women who experience gender-based discrimination, oppressed communities, and persons with disabilities, and creates a bridge between Jesuit and mission-aligned universities and the margins of society to overcome exclusion from higher education.

OBJECTIVE TWO: JWL strengthens university collaborative mechanisms to ensure academic accreditation and guarantee undisrupted student completion of academic programmes. The standardisation of academic processes requires the establishment of a Curriculum Advisory Committee. Close collaboration among all JWL partnering universities is key to this objective.

OBJECTIVE THREE: JWL fosters a student-led global community of learners who create appropriate spaces in their cultural and political contexts to exercise human freedom, dialogue, socio-ecological transformation, and hope.

OBJECTIVE FOUR: JWL builds on the work of the *Commissio Mixta* of the Jesuit Conference of African and European Provincials and the initiative of the Kircher Network for responding to the invitation of the Jesuit Provincials of Africa who “have expressed genuine interest in the development and strengthening of JWL on the continent. There is a shared conviction that JWL represents a vital apostolic response to the educational needs of displaced and marginalised populations in Africa, and a strong desire to see African Jesuits more actively involved in shaping its future in establishing a more concrete and structured link with JWL through our university and higher education structures. We see significant potential for collaboration, especially in the areas of online learning, academic governance, quality assurance, and the formation of faculty and leadership for emerging Jesuit higher education initiatives in Africa.” (Fr José Minaku Lukoli, SJ, JCAM President).

OBJECTIVE FIVE: JWL responds to the late Pope Francis’ call to contribute to the creation of an Amazonian University where “research, education and extension activities should include ... environmental theory along with the wisdom of the peoples living in the Amazon ... Teacher training, teaching and educational materials should respect the customs and traditions of Indigenous peoples ... We ask the Catholic universities of Latin America to help in the creation of the Amazon Catholic University” (Synod Report p.114) For this endeavour, JWL has already partnered with the Ecclesial Conference of the Amazon’s (CEAMA) Programa Universitario Amazónico (PUAM) and leveraged the support of the Pontifical Catholic Universities of Javeriana Cali in Colombia. Collaboration will be further strengthened with the Pan-Amazonian Ecclesial Network (REPAM).



“As we come together here, we renew our pledge to be bridges that support intercultural dialogue, to defend the rights of migrants and refugees, and to consolidate our interconnectedness as members of one human family. We renew our commitment to form universal citizens, citizens who recognise the priority of the universal common good over the particular interests of nations, no matter how powerful those nations may be or how eager they are to exercise their imperialist vocation.”

“We commit ourselves to the education of ecological citizens, men and women capable of establishing correct relationships with nature, with others and with themselves. To this end, we must promote interdisciplinary thinking that links sciences and humanities, ethics and economics, spirituality and social action. The hope that inspires us will give us the necessary courage and depth of thought and action to use our best resources to contribute to overcoming the ecological crisis. The ecological crisis demands depth, courage and hope.”



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STRATEGY TWO

**To form critical universal
and ecological citizens.**

OBJECTIVE ONE

JWL academic programmes are designed through the lens of interdisciplinary and intercultural thinking, integrated sciences, ethical and spiritual reflection to form critical global citizens “who recognise the priority of the universal common good over the particular interests of nations” or individual persons.

OBJECTIVE TWO

JWL’s blended learning model is informed by the Ignatian Pedagogical Paradigm, with strong emphasis on the analysis of context, understanding of experience, reflection, action, and evaluation.

OBJECTIVE THREE

JWL’s Global English Language (GEL) programme fosters global mobility, refugee integration, and long-term self-reliance. English functions as a lingua franca for global citizens and a global workforce, for digital knowledge, and transnational professional networks. Advanced English language proficiency enables access to higher education and critical thinking.

OBJECTIVE FOUR

JWL’s academic programmes focus on education, peace, ecology and sustainability, natural sciences, and the promotion of critical thinking, human dignity, and freedom. New programmes will be approved by the Curriculum Advisory Committee, once it is established.

OBJECTIVE FIVE

JWL will develop with universities new courses and programmes specific to the education of ecological citizens, “men and women capable of establishing correct relationships with nature, with others, and with themselves. To this end, we must promote interdisciplinary thinking that links sciences and humanities, ethics and economics, spirituality and social action.” To this end, JWL will also work with institutions of the ECE, such as Ukama, Lassalle Institute, Munich School of Philosophy, Newman Institute, and with the Secretariat for Social Justice and Ecology of the Jesuit Curia.



"We can also expand and share our programmes by creating global platforms to share resources, insights, and collaborative initiatives. Let us take advantage of the potential of virtual learning and digital tools, including artificial intelligence, to extend the reach of our formation efforts into every corner of our institutions."



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STRATEGY THREE

To enhance the global learning platform towards a socio-technical learning ecosystem using the potential of virtual learning and digital tools, including the critical and responsible use of artificial intelligence through context-sensitive implementation, aligned with the needs and realities of learners in marginalised contexts.

OBJECTIVE ONE: To prioritise learners' needs and participation, JWL designs all learning technologies around students' voices and lived realities, integrating their feedback, strengthening participatory design practices guided by the Ignatian Pedagogical Paradigm.

OBJECTIVE TWO: JWL facilitates context-sensitive knowledge transfer while building shared global understanding with the highest respect for each learner's cultural identity and local context, and also ensuring that the educational experience remains both globally connected and locally grounded in a time where AI literacy is crucial, but authentic knowledge and learning processes valuing students' voices should remain a priority of AI integration.

OBJECTIVE THREE: JWL stays up to date with emerging technologies such as AI while a critical reflection process of the potential of AI in the context of JWL learners affirms that learners at the margins are not only participants in the digital age but also leaders, shaping its direction with integrity and hope through AI literacy, safeguarding integrity, and ensuring that technology amplifies the human voice, rather than replacing or subduing it.

OBJECTIVE FOUR: To scale JWL's global platform to serve a growing number of students globally by holistically integrating learners, technology, and universities through flexible, asynchronous, and device-independent high-quality learning. To offer high-quality blended learning with consistent design, offline and asynchronous options, and technological safeguards for learners facing political oppression, poor connectivity, remoteness, or systemic discrimination.

OBJECTIVE FIVE: To further develop a globally connected JWL socio-technical learning ecosystem that enables diverse higher education institutions to offer accredited academic programmes, whether individual or cross-institutional. Its design allows each university to maintain its academic autonomy and institutional integrity, while collaborating within a network to promote equitable access to knowledge.

OBJECTIVE SIX: The socio-technical learning ecosystem shall recognise and integrate the local knowledge of its stakeholders and the reciprocal learning within global relationships as valuable resources. Through the intentional use of technology, the ecosystem will provide both learning materials and contextual learning environments that foster digital literacy, enabling interdisciplinary learning, critical thinking, and the personal transformation into men and women for others.



“Let us walk together into the future inspired by the magis not seeking more of the same but engaging with the needs of our time with responses that are deeper, better discerned, more innovative and more transformative. Let us be witnesses of hope.”



Fr General Arturo Sosa, SJ
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STRATEGY FOUR

To conduct research on a more innovative and transformative theory of higher education at the margins.

OBJECTIVE ONE

Establish and strengthen student and alumni-led research hubs rooted in lived experience, enabling inquiry by, from, and for the margins through mentorship, microgrants, and collaborative thematic networks.

OBJECTIVE TWO

Deepen the work of the JWL Doctoral Collegium as a global platform for knowledge exchange, co-authored scholarship, and doctoral research that critically examines and strengthens higher education at the margins.

OBJECTIVE THREE

Develop and publish a transformative Theory of Higher Education at the Margins, integrating insights from student projects, doctoral research, and JWL practice to advance epistemic justice and propose a paradigm shift for global higher education.

OBJECTIVE FOUR

Disseminate research globally through conferences, publications, and strategic partnerships, elevating voices from the margins and positioning JWL as a leading reference in justice-driven and community-rooted higher education.





“Governing bodies in the Society are already encouraging networks. Depending upon their scope and scale, Provincials, Conferences and the General Curia actively facilitate, foster, accompany and evaluate international and intersectoral networks. In Jesuit networks we find the intersection between the creativity and initiative that occur in networking and the authority that gives the mission. Networks engage the “horizontal” and the “vertical” dimensions of our ministries and governance. Networking also reflects a contemporary move towards greater synodality as promoted by Vatican II.” (#9) ... the Society should develop models of governance appropriate to ministries that are global in their mission and service.” (#16)



36th General Congregation of the Society of Jesus,
2016, GC36 D2



STRATEGY FIVE

To formulate JWL’s governance in a way that is appropriate for a ministry with a global mission and service.

OBJECTIVE ONE

To formulate a new governance and operational structure for JWL that goes beyond a centralised INGO, or Federation or just a 'network', to meet its global mission and service which creatively leverages the engagement of the Provincials, Conferences and the General Curia according to the traditional governance of the Society of Jesus.

OBJECTIVE TWO

JWL proposes to expand its Founding Board to form an Executive Board for Higher Education at the Margins as the vertical governance dimension responsible for the organisation. The expanded Executive Board will consist of the ECE Provincial as Chair, Jesuit Provincials and Conference Presidents, as well as the Secretary for Higher Education, committed to guiding and supporting JWL with human resources, through their higher education institutions, and other available resources. The Executive Board approves JWL's finances, holds legal ownership of its assets, and appoints the JWL Executive President. It oversees that JWL is faithful to its mission and that it is fiscally well-managed. It delegates operational authority to the different JWL bodies, including the Global Advisory Board and the Curriculum Advisory Committee.

OBJECTIVE THREE

JWL applies a collaborative and horizontal operational structure – a global and flat platform holding it all together through cross-functional teams at global and local levels.

OBJECTIVE FOUR

The collaborative scope of this organisational structure will be grounded in subsidiarity, where responsibilities for working with universities, developing programmes, and supporting community learning centres and students are delegated at the regional and local level, to guarantee quality assurance and commitment of all stakeholders.



“The university does not exist for itself, but for society and for its transformation for the better. When the university is conceived as project of social transformation, it moves towards the margins of human history, where it finds those who are discarded by the dominant structures and powers. Such a university opens its doors and windows to the margins of society, welcoming a new breath of life that makes the efforts of social transformation a source of vibrancy and fulfilment.”



Fr General Arturo Sosa, SJ

Address to the University of Zagreb, 21 March 2019

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STRATEGY SIX

To further develop JWL’s higher education economic model for the margins as a work of socio-ecological transformation, and to keep it as a financially sustainable Central European Jesuit Province sponsored work, appropriate for the provision of higher education in excluded communities.

OBJECTIVE ONE

JWL does not follow the usual private university 'business model' which by nature excludes marginalised students, but a lean and modest economic model and administrative structure. JWL engages in cost-sharing collaborations in which each partner assumes its own responsibility, ownership, and financial contribution. Local costs are covered by local partners and communities. Universities contribute their knowledge, accreditation, and reputation. JWL's cost-sharing model makes the delivery of higher education at the margins scalable and sustainable, avoiding costly administrative functions.

OBJECTIVE TWO

JWL offers gratuitous academic programmes to marginalised and excluded communities, grounded in the foundational tradition of the first Jesuit College, opened in 1549. Neither JWL nor its partnering universities will seek fees from students, in alignment with the Universal Apostolic Preferences of the Society of Jesus. This guiding principle does not exclude, where needed, students from contributing to the sustenance of their local community learning centre.

OBJECTIVE THREE

JWL enhances the community-led and owned implementation model where communities contribute to hosting, mentoring, and support structures in the local community learning centres, thus reinforcing both impact and sustainability, as well as their responsibility and resilience. Although not economically well-off, excluded communities provide infrastructure, classrooms, internet access, learning devices, and coordination, while students (when needed) use their smartphones and other personal devices.

OBJECTIVE FOUR

JWL creates value not just for excluded communities, but for all stakeholders. Universities are able to expand their global student body, which benefits the institution as a whole through the non-monetary value creation of interculturally diverse learning environments, while ensuring a whole-person Jesuit global formation.

OBJECTIVE FIVE: JWL shares open and transparent information which raises awareness of the scope and impact of its activities, with particular emphasis on communications that amplify student voices, their success stories, reflections, and highlight the impact they have on their communities. Evidence-driven communication serves as the foundation for a sustainable fundraising strategy, building trust and increasing stakeholder engagement to advance the organisation's vision and mission.

OBJECTIVE SIX: JWL aims to diversify its funding base to sustain and scale its work through its core regional offices in Geneva, Munich and Washington, DC, bolstered by the support of major donors in East Asia, by becoming an emblematic work of the ECE with the support of Jesuiten weltweit and the Xavier Network, and by expanding collaborative partnerships with mission-aligned foundations, family offices and government public funding. JWL follows the ethical standards for funding set by the ECE and professional standards of transparency and accountability.

OBJECTIVE SEVEN : The ECE Province provides the Jesuit House in Carouge to serve as the home of JWL's Global Head Office in Geneva, facilitating JWL's United Nations observer status, and making it an international Jesuit community which welcomes JWL partners and international Jesuit works engaged in United Nations conferences and meetings.

