



MISSION

The Center for Justice and Reconciliation (CJR) exists to help PLNU nurture the prophetic imagination and to study poverty and oppression and to teach Christian means of social engagement. The CJR promotes a type of scholarship where faith combines with deep learning and practical contemporary application is tempered with contemporary and historic wisdom. We follow Jesus who quotes from Isaiah proclaiming *“The spirit of the Lord is upon me, because he has anointed me to bring good news to the poor. He has sent me to proclaim release to the captive and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord’s favor.”* (Luke 4:18-19)

VISION

Throughout history, the dominant culture has found it more palatable to receive and accept the priestly and pastoral traditions of the Christian faith, while often ignoring, downplaying or rejecting the prophetic traditions. The prophetic traditions pay particularly close attention to the plight of each generation’s “widows, orphans and strangers.” The Church of the Nazarene was born as a holiness church, refusing to accommodate itself to an idolatrous culture, naming and confronting the powers and principalities that counter God and God’s reign, and nurturing a holiness of heart and life as a public witness to the love and grace of God in the world. PLNU was founded as a university to educate and send out those called to such a witness. Maintaining a university driven by this theological rationale and “upside-down Kingdom” practices rather than pure economic efficiency and political expediency is, in and of itself, a prophetic act. The CJR gives concrete and symbolic representation of the university’s historic commitment to be a prophetic voice, with particular attention to “widows, orphans and strangers,” amplifying justice and reconciliation in the loud cacophony of alternative voices calling for some other end.

LEADERSHIP

Director:

Jamie Gates, M.Div., Ph.D.

Staff:

Administrative Assistant (½ time)

CJR Program Manager (½ time)

CJR External Relations (½ time)

Live2Free Program Manager (½ time)

Abolish Demand Program Manager (½ time)

SD HT-RADAR Research Coordinator (F/T)

Grant Funded Positions:

Professional Volunteers:

Human Trafficking + External Relations	Michelle Shoemaker, PLNU Alumna
External Relations + Human Trafficking	Kim Jones, PLNU Alumna
Center Management	Susan Brownlee, PLNU Alumna

* All items in blue are future projections

Student Interns:

Human Trafficking	Katherine Fleming, Mollie Ah Sing
Fair Trade (Sabbath Economics)	Audrey Hiatt, TBA
Immigration & Racial Justice	Zurisadai Rivera, Rylie Shore
CJR Media	TBA

Future Advisory Board:

Community Leader - Human Trafficking
Community Leader - Immigration
Community Leader - Worker Justice/Just Trade
Community Leader - Center Advancement
PLNU Admin (Ex Officio)
PLNU Staff Rep
PLNU Faculty Rep
Church Rep

MAJOR DONORS AND GRANTS

Beauty for Ashes Scholarship Fund

\$85,000+; 450+ givers; Oct 2014-Feb 2015

KPBS

Feb 2015 A Path Appears Grant; \$2,500; Feb. 23 community-wide showing of A Path Appears with Discussion Panel + community engagement

Nazarene Compassionate Ministries USA/Canada

2015 Human Trafficking Grant; \$6,000; Feb. 9, NCM Freedom Summit, gathered human trafficking university faculty/staff/students from 10 Nazarene universities + seminary (USA/Canada) for networking, sharing resources and strategic planning

2014 Human Trafficking Grant; \$6,000; assess and enhance human trafficking initiatives for Nazarene Churches in the USA and Canada

National Institute of Justice Human Trafficking Grant

2013-2015; \$470,000; "Measuring the Extent and Nature of Gang Involvement in Sex Trafficking in the San Diego/Tijuana Border Region;" collaboration with USD and SDSU

Department of Justice COPS, Strategic Applications International grant sub-awardee

2013-2014; \$6,000; San Diego County Human Trafficking Summit and growth of the San Diego County Advisory Council on Human Trafficking and Commercial Sexual Exploitation of Children

Alliance Healthcare Foundation

Fall 2012; (\$14,000), remainder from Homelessness Research and Data Advisory Roundtable designated for Human Trafficking networking, research and programming

2006; \$75,000 grant for improving methodology on measuring who is homeless in San Diego; Lead: Professor Patricia Leslie, Social Work

Wesleyan Center Sabbatical supplemental grant

2010; \$1,000 for research in Kenya and South Africa for CJR Study Semester Abroad

PLNU Study Abroad Office

2008; \$2,000 grant for exploratory research on a Justice and Reconciliation study abroad program to Chiapas, Mx

PLNU Alumni Association Curriculum Development Grant

2003-2004; \$2000 for development of South Africa Study Abroad program

PROGRAMS

Center Management and Advancement

Anti-Human Trafficking Programming

Worker Justice Programming

Immigration and Racial Justice Programming:

South Africa Justice and Reconciliation Pilgrimage

Brewed Awakening Series

Center Management and Advancement:

General Administration

This area includes all aspects of managing the diverse activities of the Center including but not limited to strategic planning for the Center, meetings with PLNU administration and staff regarding the Center's activities, goals, and staffing, planning activities for all Center staff to ensure a cohesive Center (ie meetings, retreats, etc), and preparation of reports of the Center's goals and finances. The CJR develops multi-media materials to tell its story to prospective students, alumni, faculty and staff, media, donors, and the community. This includes branding, messaging, and market research, with creative expertise in design and content development. CJR works in collaboration with PLNU's Marketing and Creative Services for brand consistency.

The Center offers students the chance to be involved as research assistants and interns for the Center for Justice and Reconciliation. Students gain Justice and Reconciliation discipleship, leadership/professional development, an expanded subject-specific knowledge base, work experience networking with a wide range of groups working in specific fields of research/action, experience in student organizing and potential academic credit (in collaboration with student's major/department).

The work of the CJR has attracted volunteers from among PLNU faculty, staff, students and alumni. It has also attracted volunteers from the community that want to get involved in the social movements in which the CJR takes leadership.

[The CJR has had a PLNU staff/faculty advisory board and is contemplating an advisory board that consists of PLNU and community leaders.](#)

University Relations

The CJR Director is often tasked by PLNU to provide local, national and international expert commentary regarding issues related to the key themes on which the CJR focuses. CJR staff and students work with faculty, staff and students on campus to build programming on justice and reconciliation as related to their field of study and area of administrative responsibility. This includes projects like the South Africa Study Abroad program in partnership with the Department of Sociology and Social Work, History and Political Science and Study Abroad. Brewed Awakenings are regularly co-sponsored by other PLNU departments. The Border Pilgrimage is an example of deep collaboration with Spiritual Development.

Center Advancement

The CJR staff and volunteers fundraise and friend-raise for the continued development of donors, relationships with foundations and grants as well as public and alumni relations to support the mission of the CJR and the University. The CJR is growing its capacity in the following areas:

- Grant research and writing;
- Foundation Research/Relations
- Donor Relations
- Alumni Relations
- Partnership Development

The prime example of the success of this work is the Beauty for Ashes Scholarship Fund launched in 2014 to help scholarship survivors of human trafficking to attend PLNU.

Church Relations

The CJR has responds to requests from churches (for the Church of the Nazarene as well as others) for resources and advice on strategies to effectively respond to the justice and reconciliation issues affecting their communities. CJR staff and students are regularly invited to give leadership at regional, national and international events and conferences. CJR staff is regularly asked to consult on its areas of expertise for individual churches as well as for regional, national and international church networks.

NCM Immigration Trainings

Nazarene Compassionate Ministries calls on the CJR to train churches on immigration issues at church-wide events and conferences, in addition to individual churches requesting such training

Churches Against Trafficking (CAT)

Churches Against Trafficking is a network of San Diego congregations getting active in anti-human trafficking work. CAT meets monthly for networking and training as well as sponsors congregation-based trainings. CJR leads the steering committee and structures the curriculum.

www.facebook.com/ChurchesAgainstTrafficking

NCM USA/Canada Anti-HT Lead Consultant

CJR Director serves as NCM USA/Canada lead consultant on human trafficking and is tasked with researching and resourcing Nazarene congregations getting involved in anti-trafficking ministries. This includes strategic planning, researching congregations, advising NCM International on curriculum and program development, hosting conferences and trainings (e.g. NCM Freedom Summit) and representing the Church on the Wesleyan Holiness Consortium Freedom Network. <http://www.ncm.org/anti-trafficking.html>

Faith Alliance Against Slavery and Trafficking (FAAST)

FAAST is a strategic alliance of Christian organizations (NGOs, churches and universities) working together to combat slavery and human trafficking. CJR is an active member and part of the Freedom University steering committee. www.FAASTinternational.org

Wesleyan Holiness Consortium Freedom Network (WHCFN)

WHC is a network of 16 Wesleyan-Holiness denominations with 62 higher education institutions. the WHC Freedom Network is a strategic gathering of anti-human trafficking leaders from within this network resourcing the institutions within the network on matters related to human trafficking. CJR is a founding member of the WHCFN leadership team. <http://www.holinessandunity.org/>

Civic Leadership

Interfaith Center for Worker Justice (ICWJ)

The mission of the ICWJ is to educate and mobilize religious and faith communities to raise awareness and support actions that sustain workers' lives with dignity; improving wages, benefits, access to quality healthcare, and working conditions as well as providing a voice on the job. CJR Director has been on the board of ICWJ since 2002, is past President of the board and continues to provide PLNU students, faculty, staff and alumni avenues to engage in justice work through its activities. ICWJ has also opened doors for student and alumni employment. www.ICWJ.org

San Diego County Advisory Council on Human Trafficking and Commercial Sexual Exploitation of Children (CSEC)

The Advisory Council networks across sectors and serves as advisors to the County Board of Supervisors, the San Diego Sheriff and the District Attorney on human trafficking and CSEC. CJR Director is an appointed member of the Executive Committee as well as co-chair of the Research and Data Subcommittee.

Lawyers Club of San Diego Human Trafficking Task Force (HTTF)

The Lawyers Club of San Diego, Human Trafficking Task Force was created to identify how Lawyers Club can raise awareness and address the real problem of human trafficking in San Diego, including identifying areas where Lawyers Club can assist in combatting human trafficking. The Task Force was

the result of an initiative of the Board of Directors to build upon prior initiatives aimed at educating the San Diego legal community about human trafficking and its direct impact on the San Diego community. CJR has been invited to take leadership on the HTTF. www.lawyersclubsandiego.com

Friends of Friendship Park

Friendship Park is a bi-national meeting area at the US/Mexico border. The Center has worked with activists and the Border Patrol as an advocate for saving this park and enhancing its impact on the border community. We continue to be a bridge between advocates for the park and the US Government. This park is the venue for our annual La Posada sin Fronteras (see below). www.friendshipark.org

Anti-Human Trafficking Programming:

Beauty for Ashes Internship (3)

The Center offers students the chance to be involved as research assistants and community networking interns for the Center for Justice and Reconciliation. Students gain Justice and Reconciliation discipleship, leadership/professional development, an expanded subject-specific knowledge base, work experience networking with a wide range of groups working on research/action, experience in student organizing and potential academic credit (in collaboration with student's major/department) while working against human trafficking.

Campus-Based Awareness Campaigns

Each academic year CJR interns plan a campaign to raise awareness about issues related to their internship. A prime example for the Beauty for Ashes internship is the Just Saying spoken word concert with Micah Bourne in the Fall of 2014 with over 1,100 attendees. Interns often collaborate with Spiritual (student ministries) and Student Development (clubs) for these campaigns.

Human Trafficking Research

CJR research on human trafficking is designed to inform students and the general public about the realities of modern-day slavery, primarily in the San Diego region. CJR research is unique in that it centers on three interrelated components: Academic Research, community-based action plus theological reflection and response.

Research - Academic research and reports on issues related to human trafficking

Action - Tangible ways that individuals can become involved in stopping human trafficking

Theological Response - Faith-based reflection and theological discourse on the problems of and solutions to human trafficking

The Director of the CJR is co-investigator on the 2-year \$470,000 project titled "The Nature and Extent of Gang Involvement in Sex Trafficking in the San Diego/Tijuana Region," funded by the National Institute of Justice (Department of Justice), 2013-2015.

Conferences

CJR staff and students host and present at conferences related to its research themes. The CJR put on the Nurturing the Prophetic Imagination Conference (2010). This academic year the CJR presented at the American Society of Criminology Annual Conference (November), hosted the Nazarene Compassionate Ministries Freedom Summit in Kansas City (February), led a panel and presented research at the Ensure Justice Conference at Vanguard University (March), is co-designing the pre-conference Human Trafficking workshops with International Justice Mission for The Justice Conference in Chicago (June), and is co-sponsoring and featuring at the Freedom Summit in Orlando (July).

Research Assistants

CJR hires and manages research assistants related to its grant-funded research. CJR has employed two graduate research assistants to work on the HT-Gangs and Sex Trafficking grant

San Diego Human Trafficking Research and Data Advisory Roundtable (SD HT-RADAR)

CJR formed the SD HT RADAR as an informal gathering of the skilled researchers in the San Diego/Tijuana area working to understand human trafficking and the related response. With quarterly meetings networked into the San Diego County Advisory Council on Human Trafficking and CSEC, it is designed to build a collaborative research environment around human trafficking to share data, to plan strategically across disciplines and universities, and to impact the region with action-based research. [A proposal has gone to the County Board of Supervisors to fund this position with 1.5 time staff plus budget with the CJR as potential recipient.](#)

Summer Research Internships

Based on PLNU's Summer Science Research internships, the CJR sponsors summer research internships for undergraduates on immigration/racial justice, just trade/worker justice and human trafficking.

Beauty for Ashes Scholarship Fund

This program/fund has been established to provide survivors of human trafficking a loving, academically challenging and carefully mentored environment for survivors to pursue rehabilitation through higher education. This program/fund will financially support the education of survivors, provide a way for passionate young people to be launched into meaningful careers that tackle modern slavery with wisdom and mentorship, and strengthens the university's infrastructure to support this level of mentoring. In addition to fundraising, CJR staff and students mobilize PLNU personnel to increase the likelihood of success for each B4A scholarship recipient and will mentor each applicant.

AbolishHumanTrafficking.com

www.abolishhumantrafficking.com is a product of the CJR and is a contribution to the growing need to understand and engage locally, nationally and internationally around the issues related to human trafficking. The prime purpose of the website is to resource the movement in the San Diego/Tijuana region and to this end hosts a community-wide calendar and needs list. The website focuses on the following interrelated components: academic research, community-based education, action steps and theological reflection.

CJR/PLNU Sponsored Research

The CJR seeks funds to support research by PLNU faculty and staff on topics related to Justice and Reconciliation.

Live2Free Peer Educators

CJR has been asked by the leadership of the San Diego Unified School District to collaborate with them to design and manage a human trafficking peer education curriculum for the middle and high schools on the district. SDUSD will work with the CJR to find funding. CJR has learned from the Live2Free program at Vanguard University's Global Center for Women and Justice which does something similar in the Orange County school districts. CJR has already presented this potential to PLNU School of Education and found interest and excitement for the possibilities.

Demand Abolition

The CJR has been invited to take leadership in a San Diego-wide movement to reduce the demand for sex and labor trafficking. Funding is growing for this area and the CJR staff has been exploring a program to work against demand by developing a men's program related to bringing freedom from sex and pornography addictions.

Worker Justice and Just Trade Programming:

Sabbath Economics Internship

The Center offers students the chance to be involved as research assistants and community networking interns for the Center for Justice and Reconciliation. Students gain Justice and Reconciliation discipleship, leadership/professional development, an expanded subject-specific knowledge base, work experience networking with a wide range of groups working on research/action, experience in student organizing and potential academic credit (in collaboration with student's major/department) while working for worker justice and just trade.

Summer Research Internships

Based on PLNU's Summer Science Research internships, the CJR sponsors summer research internships for undergraduates on immigration/racial justice, just trade/worker justice and human trafficking.

Campus-Based Awareness Campaigns

Each academic year CJR interns plan a campaign to raise awareness about issues related to their internship. Sabbath Economics campaigns by CJR interns led to ASB adopting a Fair Trade bill and students voting in the Fair Trade Fund. Interns often collaborate with Spiritual (student ministries) and Student Development (clubs) for these campaigns.

Fair Trade Fund

Led by CJR Sabbath Economics interns, PLNU student established a fund to help PLNU improve the range and degree of just (fair) trade purchases that impact the PLNU community and campus. It is a \$3/student/semester fund that is to promote Fair Trade practices on campus. The CJR coordinates with ASB and manages ½ of this fund as an advocate for PLNU to be a Fair Trade Campus.

Roots of Giving

Each year The Roots of Giving Fair brings artisans, farmers, immigrant businesses and other community members together on the PLNU campus to reshape the idea of giving. The Fair's goal is to suggest ways to live out an alternate "Gift Economy" in the midst of the hyper-consumer world.

Good Friday Walk with the Suffering

In conjunction with San Diego's Ecumenical Council and the Catholic Diocese, the CJR co-sponsors the annual Good Friday Walk with the Suffering. This is a public pilgrimage through the city of San Diego on Good Friday reenacting the Stations of the Cross while speaking to the injustices of the city and the peace that Christ brings.

Spring Semester Justice Event

The Sabbath Economics intern leads an all-CJR intern Spring semester Justice Event to highlight the connections between worker justice, Just Trade, immigration and racial justice, and anti-human trafficking work. A fully just trade awareness dinner is planned for Spring 2015.

Immigration and Racial Justice Programming

Welcome the Stranger Internship

The Center offers students the chance to be involved as research assistants and community networking interns for the Center for Justice and Reconciliation. Students gain Justice and Reconciliation discipleship, leadership/professional development, an expanded subject-specific knowledge base, work experience networking with a wide range of groups working on research/action, experience in student organizing and potential academic credit (in collaboration with student's major/department) while working for immigration and racial justice.

Campus-based Awareness Campaigns

Each academic year CJR interns plan a campaign to raise awareness about issues related to their internship. Examples for the Welcome the Stranger internship include creating and screening a documentary on the experiences of international students and students of color at PLNU, racism forums, and book clubs. Interns often collaborate with Spiritual (student ministries) and Student Development (clubs) for these campaigns.

Border Pilgrimage

In collaboration with Spiritual Development, every semester the CJR leads a weekend Border Pilgrimage for approximately 30 students, faculty, staff and community members. The Border Pilgrimage explores the border region from multiple perspective (e.g. Border Patrol, border human rights activists, cross-border families, etc.) and teaches about the complexities of this fascinating region.

La Posada sin Fronteras

The CJR leads in the coordination of San Diego/Tijuana's La Posada sin Fronteras Christmas celebration, where the border meets the ocean. The word posada means "dwelling place" and in the ritual people re-enact the search of Mary and Joseph for a place to stay on the night of Jesus' birth. One group of people sings the part of Joseph, pidiendo posada – "asking for a place to stay." Others sing the part of the casero or "homeowner," refusing to offer refuge. For almost twenty years faithful people have gathered at San Diego's most famous cross-border meeting place, Friendship Park, to celebrate this historic ritual with friends from Tijuana.

South Africa Justice and Reconciliation Pilgrimage:

Every other Spring/Summer the CJR sponsors a Justice and Reconciliation themed study abroad to post-Apartheid South Africa. CJR curriculum focuses on the country's cultures, history, politics, economics and Christianity (6 academic units). CJR coordinates travel, housing, site visits, church worship experiences and excursions for a month in South Africa following the semester at PLNU. [Significant progress has been made in conversation with the University of the Western Cape to move this program to a full semester program in South Africa.](#)

Brewed Awakening Series

“Brewed Awakening: Serving Justly Traded Coffee, Tea and Speakers to Stir the Social Conscience.” Sponsored by PLNU’s Center for Justice and Reconciliation, the Brewed Awakening series gives a platform to speakers who bring critical analysis of pressing contemporary social injustices while pointing to ways of engaging these issues with hopeful alternatives. All speakers are encouraged to reflect on the relationship between their passion for justice, their actions and their faith. Brewed Awakenings are regularly co-sponsored by other PLNU programs that relate to the night’s theme. Over a dozen faculty regularly make Brewed Awakenings a regular part of their courses. Brewed Awakenings are held once a month during the academic year. PLNU alumni surveys have named the Brewed Awakening series as one of the favorite PLNU memories.

2015-2016 PROGRAM GOALS

Center Management and Advancement

1. Work with PLNU Administration toward a more sustainable administrative model to secure PLNU's CJR as the nationally recognized, premier justice research and action center it has become.
 - a. Secure PLNU's commitment to ½ time release for the CJR Director. External funding should buy out additional time or time for other faculty/staff to support CJR programming
 - b. Add a ½ time CJR Program Staff to assist with Intern and Volunteer management, community networking, and program-specific responsibilities (e.g. Churches Against Trafficking)
 - c. Add ½ time CJR External Relations staff to grow sustainable external funding and collaborators for the long-term sustainability of the CJR and its programming
 - d. ½ time administrative assistant
2. Collaborate and strategize more directly with PLNU External Relations staff
 - a. develop multi-media on CJR highlights as useful for donor and alumni relations plus Marketing
 - b. Strategize with External Relations on where CJR staff and students can help enhance their work with ours
3. Strengthen ties with ASB, Spiritual Development and Student Development
4. In collaboration with PLNU External Relations and with the help of CJR External Relations staff, develop a strategic plan in each of the following areas to move CJR programming to 100% externally funded:
 - a. Grant research and writing,
 - b. Foundation Research/Relations,
 - c. Donor Relations,
 - d. Alumni Relations,
 - e. Partnership Development
5. Secure a non-profit partner that will staff the Churches Against Trafficking work (potentially World Relief, IJM, A21 Campaign or Shared Hope International)
6. Maintain active leadership in the ICWJ, the San Diego County Human Trafficking Advisory Council and the Lawyers Club HT Taskforce.

Research

1. Extend the Gangs and Sex Trafficking research via an NIJ Dissemination Grant
2. Pursue a second NIJ Human Trafficking Grant
3. Secure annual funding from the San Diego County Board of Supervisors and staff a Research Coordinator for the San Diego Human Trafficking Research and Data Advisory Roundtable; proposed budget is \$156,600-\$180,225/yr
4. Secure the Doris A Howell Foundation Research Grant, \$15,000, to study the impact of training Christian youth groups on human trafficking; applied Jan 2015 (notification March 2015)
5. Renew the NCM Human Trafficking Pastor's Survey, April 2015
6. Secure the Coalition of Christian Colleges and Universities (CCCU) Networking Planning Grant (\$3,000) to network campuses working against human trafficking; applied Feb 2015; in collaboration with Vanguard University's Global Center for Women and Justice
7. Grow Justice and Reconciliation-related research funding for other PLNU faculty
8. Secure sponsors for each of 3 CJR Summer Research Internships

Anti-Human Trafficking Programming:

1. Strengthen the Beauty for Ashes internship program from lessons learned
2. Welcome and mentor 2 Beauty for Ashes Scholarship Fund recipients to start at PLNU for the 2015-16 academic year
3. Grow the Beauty for Ashes Scholarship Fund to at least \$250,000 with the goal of a \$2M endowment yielding \$50,000-\$80,000/yr.
4. Design more intentional support for and involvement in AbolishHumanTrafficking.com

5. Secure funding and staff the Live2Free peer-to-peer human trafficking education for Christian youth groups and for the San Diego Unified School District
6. Secure funding and staff the Demand Abolition program

Worker Justice Programming:

1. Strengthen the Sabbath Economics internship program from lessons learned
2. Broaden the student involvement in the Just Trade Fund by offering scholarships and competitions for just trade-related changes to PLNU community practices
3. Improve the visibility of the Roots of Giving Fair beyond campus
4. Complete the process for PLNU becoming a “Fair Trade Campus”

Immigration and Racial Justice Programming:

1. Strengthen the Immigration and Racial Justice internship program from lessons learned
2. Strengthen participation in the Border Pilgrimage and La Posada sin Fronteras
3. Explore PLNU partnership with World Relief’s Immigration Legal Services to potentially provide trainings for students and churches

South Africa Justice and Reconciliation Pilgrimage

1. Work with the new Study Abroad Director to secure the South Africa Justice and Reconciliation Semester
2. Sunset the South Africa Justice and Reconciliation Pilgrimage in its current form

Brewed Awakening Series

1. Building on the model of partnership with KPBS this year, grow underwriters for each of the 6 Brewed Awakenings to elevate the prominence and voice of the series in San Diego and the region. See the [January Series](#) of Calvin College as an example where each speaker is underwritten by private donors and foundations.
2. At least double the number of faculty that integrate the Brewed Awakening series into their curriculum, from 15 professors to 30.

WHY THE CJR AS A PLNU UNIVERSITY CENTER?

Theological rationale for the CJR

Centers maintain and embody theological distinctives. If everyone at an organization is responsible for maintaining a distinctive, no one is responsible. By analogy, if there is no Diversity Office, there is no one to empower and monitor the university's efforts to improve diversity relations on campus and other priorities dominate. If there is no staffing with extra time and resources to provide ongoing theological reflection on what it means to be a Wesleyan University, the Wesleyan distinctive will become increasingly nominal or perfunctory. With dominant-culture political and economic realities constantly pressuring the university to mold itself to a version of prominence and voice that looks little like the Kingdom of God, and with debates within the church pressuring the university to mold itself to something less than its Wesleyan-Holiness high calling to holiness of heart and life, one of the more difficult traditions to retain is an ongoing commitment to nurture a prophetic imagination, i.e. to proclaim and be "good news to the poor, release the captives, give sight to the blind, freedom for the oppress and to declare the year of Jubilee," (Luke 4, Isa. 61), standing in solidarity with the poor and oppressed. The Center for Justice and Reconciliation (CJR) exists to nurture the prophetic imagination, to help the community study poverty and oppression and teach Christian means of social engagement.

In his Oct. 3, 2003 sermon for the tercentenary celebration of Wesley's birth at PLNU, Superintendent Minister of Wesley's Chapel the Reverend Lord Leslie Griffiths called PLNU to "Remember the Foundry," to remember that Wesley preached and lived witness to the broken body of Christ spilled out for the sake of the world in the modest factory building out of which the poor in London received education, healthcare, housing and spiritual care. He called us to be an institution that pays special attention to the widow, the orphan and the stranger, to teach the church to nurture the full means of grace, i.e. works of piety AND the works of mercy, and to challenge the powers and principalities that mar the Image of God in every person and prevent us from being reconciled to God and one another.

Throughout history, the dominant culture has found it more palatable to receive and accept the priestly and pastoral traditions of the church, while often ignoring, downplaying or rejecting the prophetic traditions of the church. The Church of the Nazarene was born as a holiness church, refusing to accommodate itself to an idolatrous culture, naming and confronting the powers and principalities that counter God and God's reign, and nurturing a holiness of heart and life as a public witness to the love and grace of God in the world. PLNU was founded as a university to educate and send out those called out for such witness. Maintaining a university driven by this theological rationale and "upside-down Kingdom" practices rather than pure economic efficiency and political expediency is, in and of itself, a prophetic act. The CJR gives concrete and symbolic representation of the university's historic commitment to be a prophetic voice with particular attention to justice and reconciliation in the loud cacophony of alternatives designed for some other end.

The CJR as an Entrepreneurial University Asset

Renowned Christian university administrator and scholar of higher education Nathan Hatch argues that Centers at our Christian universities not only help to maintain theological distinctives, but should also be seen as an entrepreneurial university asset worth investing in, growing the university's capacity and influence in areas for which it wants to be known.

"The most effective way to make substantial change, I think, is to use the raising of new resources to underscore institutional identity. Institutions can use new resources to define institutes and centers which are aligned with their distinct mission and whose faculty and administrative appointments will bring people of a certain interest and commitment. I know a variety of Catholic universities have done this effectively." – Symposium on Religion and the Liberal Aims of Higher Education, "Hope and Challenge in the Middle Ground," Keynote Address by

Increasing PLNU's External Relations Capacity and Effectiveness

The CJR collaborates intimately with PLNU's Marketing and Creative Services and Public Relations offices to leverage university expertise to speak out about and to engage particular pressing social concerns that are important to the Church and to the liberal arts. The development of social capital (a wide network of trusted relationships) around specific distinctive that the university wants to retain as central to its identity and expertise takes significant time and energy to develop and maintain. Social capital involves the development and maintenance of a wide range of relationships in specific industries and sub-specialties beyond what might be found in an academic guild of professors in a specific subject matter.

The growth of the CJR and its programming represents the growth of the university's social capital in areas that it seeks to remain distinctive and tied to its core Christian mission. This social capital can then also be mobilized into political and financial capital for the operations of the university and represents social capital that can be used by PLNU students and alumni.

Increasing External Funding

The CJR represents an entrepreneurial space to explore external funding for a central distinctive of the university. When properly supported institutionally (e.g. collaborating across the faculty, university advancement, alumni relations, marketing and creative services departments, etc.) the CJR can raise the university's profile and serve as income generators from targeted populations and around targeted areas of focal interest. The CJR can generate revenue from non-tuition sources such as:

- grants (research and programmatic),
- endowments (ranging from funds raised specifically for student support to full endowment of Centers and their activities),
- marketable goods and services (training materials, consulting services, non-credit/co-curricular academic offerings, etc.)

Supporting the CJR on tasks such as enhancing internal and external entrepreneurial activities requires time and resources to venture down many possible paths at the same time so as to increase probabilities of success. Many failed grant applications accompany the few successful grants possible and getting major gifts/endowments from donors/partners takes time spent nurturing/building such relationships. The CJR has a track record of obtaining external funding that has greater potential as it becomes better supported and leveraged by the university.

Bridging Academic Silos

CJR activities represent interdisciplinary spaces for the development of heuristic skills that challenge the fragmentation of knowledge and the breakdown of confidence in received tradition while helping the students embody the theological/ethical distinctions.

The CJR sits in the nexus between the liberal arts and the professions. It serves as a catalytic programmatic space for faculty to engage in applying their disciplines to real-world situations, to bring the expertise of the campus in service of real world problems, and to bring the real world problems and the professionals that work on them into the classroom and on to the campus.

Enhancing Professional Development for students, faculty and staff

The significant social capital that the Center for Justice and Reconciliation brings to the table for PLNU is not possible for faculty with normal teaching loads, given the practical time constraints on maintaining key relationships and being able to represent the university in the community.

Students – The CJR increases the opportunities for student internships and future employment by increasing the visibility of the university in the community and increasing the range of professional contacts available to colleagues and students.

Faculty – The CJR increases opportunities for faculty to connect their classrooms to real-world issues by providing on-campus and off-campus co-curricular opportunities related to the Center foci. Centers work to connect off-campus organizations and their activities to PLNU classroom activities.

Staff – The CJR provides a link between full-time faculty (and faculty council) and the PLNU staff whose offices engage students in significant co-curricular activities and events.